Stakeholder Findings
RFV Roadmap

October 2021

Opening/Welcome

- Introductions
- Overview of Stakeholder Workforce Resiliency input and outcomes
- What do we want to do with what we heard?
- Identify next steps

Introductions

- Name
- Organization and work you do
- What's been the biggest impact from COVID-19 on your work?

Roaring Fork Valley Roadmap Overview

- Scope:
  -Implement strategies necessary to build a sustainable workforce for the Roaring Fork Valley
- Collective Impact
  -Build regional leadership collaboration to address priority areas
  -Collectively leverage local, state and federal funding to have the biggest impact on addressing the issues/barriers to sustainability
- Engage diversity of stakeholders and communities
  -Listen to and engage with a diversity of stakeholders to determine areas to produce greater regional workforce resiliency and improve the quality of life for all workers and their families.

RFV Groundwork Process / Next Steps

Stakeholder Meetings

Week of October 25th

To listen to and engage with a network of stakeholders who have insights into the Roaring Fork Valley's workforce in order to determine how any potential funding could be leveraged to produce greater regional workforce resiliency and improve the quality of life for all workers and their families.

RFV Steering Committee

Immediately following Stakeholder Meetings

Review topics and discussions of stakeholder meetings

Identify opportunities / priorities for collective impact and funding

Clarify next steps for planning process and develop a roadmap to address priorities

Roadmap Planning

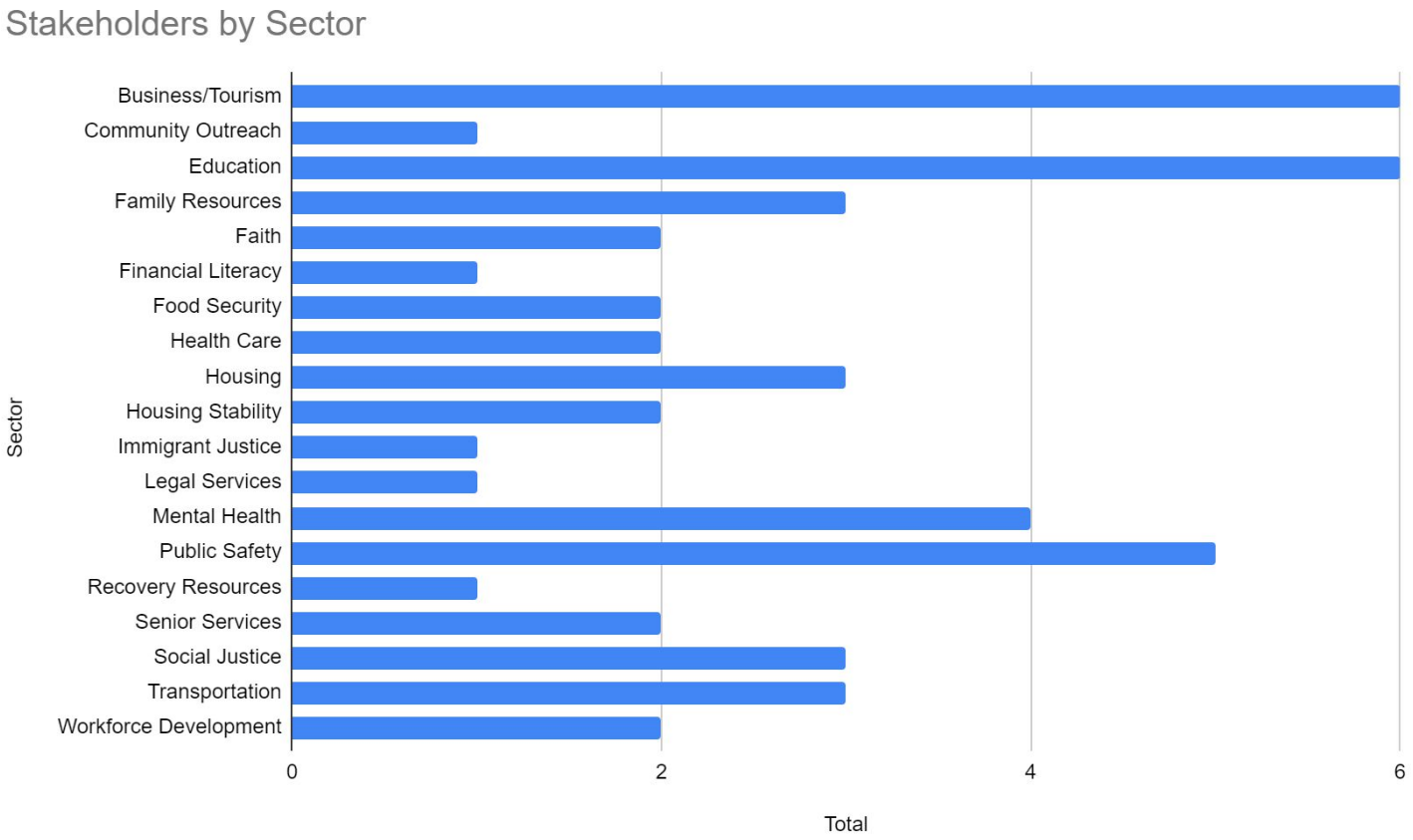
November - June 2022

Move forward with Phase 2 of Roadmap Process - Planning

Paired with a consultant through DOLA process to help develop a Roadmap that meets our region's needs

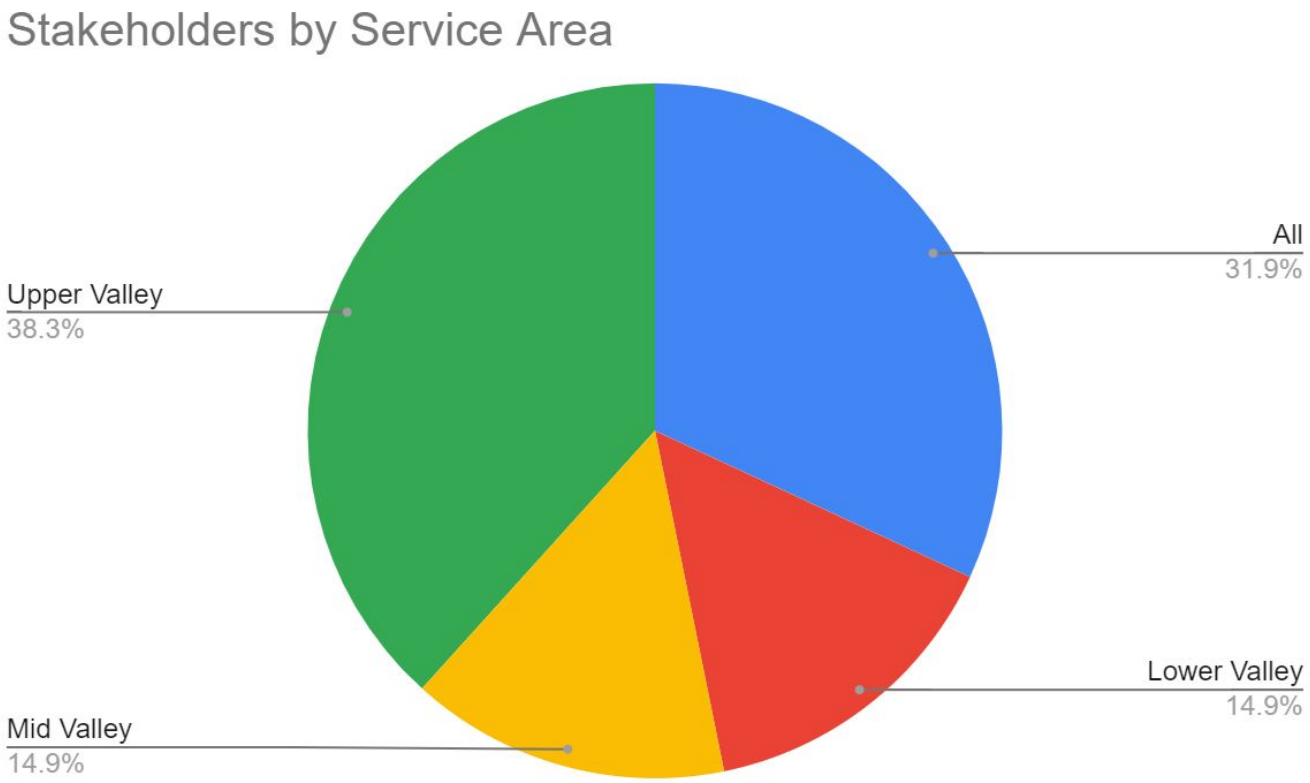
Based on outcome of Stakeholder meetings, will identify what additional resources may be needed during this time

Stakeholder Profile - Who we heard from



45 Total

Stakeholder Profile - Who we heard from



Finding #1: Current Realities

Lack of the economic diversity, systemic inequalities and increased traumas from COVID

RESULTS IN: Difficulty retaining workforce

Further exacerbated by the LACK OF:

- Affordable, available, diverse housing
- Equitable access to resources to meet basic needs
- Career Mobility
- Livable wage
- Stable personal and family wellbeing

Finding #2: Range of Solutions (Tactical - to - Strategic)

Housing:

- Pot of funding to incentivize developers to actually implement that structure.
- “Company town” where all of there additional houses etc go in the same place- start building infrastructure around that are to serve people and all their needs
- Valley wide housing authority and a workforce center.
- Every business and entity should offer affordable housing
- Creation of strategic regional housing collaboration
- Business and gov collaboration with regional housing effort
- Tri-county Regional housing authority
- Getting all large employers in the valley to add to a main regional housing authority
- Incentivize long term rentals
- Find a donor for an affordable housing complex in Pitkin County
- Having a fund for first time homeowners

Equitable access to resources/daily needs:

- Being bilingual and bicultural should be compensated.
- RFTA should be free.
- Universal healthcare for physical and mental health.
- Navigation system, to get help
- Paying off mortgages for childcare facilities
- Universal preschools
- Free community college

Economic Diversification:

- Regional economic development plan
- Hiring that is not dependent on legal status.
- Tri county and collaborative social services

Retaining workforce:

- Creating hybrid flexible work schedules for employees
- Incentivize employers to increase remote work

Access and Inclusion:

- True representation regionally of who lives here
- Decisions made on data.
- A part of the decision making process
- Representation of our community at the table
- Human-Based Design
-

Other:

- Define the community you want to be and define your laws and policy around that.
- Old model needs to be evaluated
    - We keep saying “The new normal”
    - We need to completely rewrite the old process, not return to the old, but rewrite the story.

Finding #3: Regionalism

These are clear regional issues because of our economic, geographic, social and revolving interdependencies. There are significant questions about the lack of a regional mechanism to solve these problems.

There is no perceived regional vision, articulated values, or demonstrated evidence of working together.

Consistent comments reflected “We haven't, we aren’t and we won't.”

Finding #4: Approach to Solving Current Realities

There is great diversity of thought and opinion on how to approach and solve regional issues.

Two Paradigms:

- **Depth vs breadth**
- **What we do and how we do it.**

Finding #5: Inclusion

There is difference of opinion on the representative vs inclusive governance problem solving models.

Some participants were comfortable speaking for their constitutes, others wanted more inclusive processes.

This diversity of preferences to approach adds to the complexity of how to solve these regional issues.

Our Observations:

- **Different stressors are appearing for different economic groups. The equalizer is that they are all stressors. Bottom line: Stressors are cutting across socioeconomic lines. The solutions are different resulting in more complexity.**

- **Workforce fatigue is being experienced both virtually and in face to face work- we cannot assume that the fatigue is just with the direct service population.**

- **Leadership is tired, vast majority of leaders expressed fatigue leading their workforce. It will be difficult to renew employees/workforce when the leaders are tired. We were reminded that these leaders are also a part of the workforce that are impacted by the lack of the economic diversity, systemic inequalities and increased traumas from COVID.**

Next Steps

Problems are deeper than we thought

We have given you the issues in finding 1 plus the solutions in finding 2

We would be negligent if we did not bring up 3,4,5

Where do we go from here?

Discussion Summary

Key Issues for Addressing:

- Housing Security (Affordable, Available and Diverse)
  - Address both in breadth and depth
- Mental Health of the Community
  - The Trauma of Covid-19. Can't tackle big issues when the community's leadership and workforce is tired.

Next Steps:

- Follow-up virtual call
  - What is the "project" we want for the roadmap
  - What are the efforts that will parallel the roadmap effort

Appendix

1. Overview of DOLA Roadmap process
2. Link to slide deck from Stakeholder Meetings
3. Meeting Summaries
4. Additional Resources (links only)
   a. Detailed meeting notes
   b. Northwest Colorado Workforce Area Fall Labor Market Update

DOLA Resiliency and Recovery Roadmap Process

Provides essential recovery and resiliency planning support for rural communities to take a long-term, holistic view to reimagine their regional economies and advance priority projects.

Phase 1: Groundwork
August - October

- Teams get aligned & set goals for their roadmaps
- Teams determine how to work together
- Teams receive data packages to help assess their top issues & opportunities

Phase 2: Planning
October - June 2022

- Teams are paired with a consultant that has the appropriate experience to help develop a Roadmap that meets the team's needs
- Roadmaps are data-informed, fast-moving, and action-oriented.

Phase 3: Implementation
June 2022 - June 2023

- The State Recovery Team will support implementation by helping communities find funding for projects identified in the Roadmaps.

Working Definitions

Workforce

- Anyone that works in the Roaring Fork Valley, regardless of where they live

Sustainable Workforce / Workforce Resiliency

- What are the systemic needs/infrastructure to ensure the workers of the RFV have the tools and resources to weather any future economic or environmental changes

Areas may include:

- Housing stability
- Affordable/Workforce Housing
- Childcare
- Mental Health / Health Care
- Workforce Development
- Tourism / Service Economy
- Transportation
- **And more!**

Stakeholder Meeting Priorities - By Meeting

Meeting 1 Priorities:

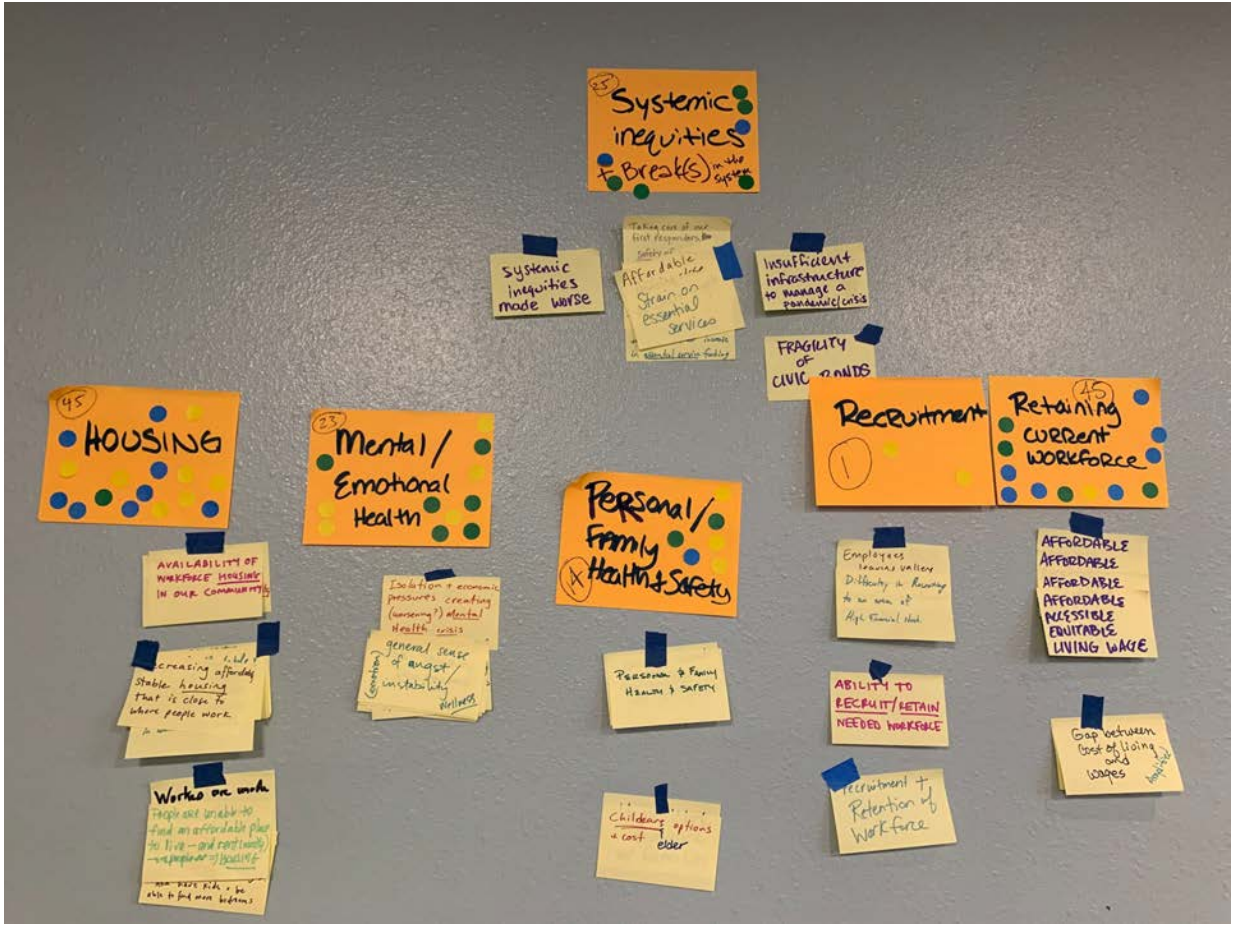
1) Housing
2) Retaining Current Workforce
3) Systemic Inequalities
4) Mental/emotional health
5) Personal/Family Health and Safety

Meeting 2 Priorities:

1) Depths + Diversity of economy
2) Living Wage
3) Inequity in accessibility of resources/support
4) Housing + Transportation
5) Legal Status

Meeting 3 Priorities:

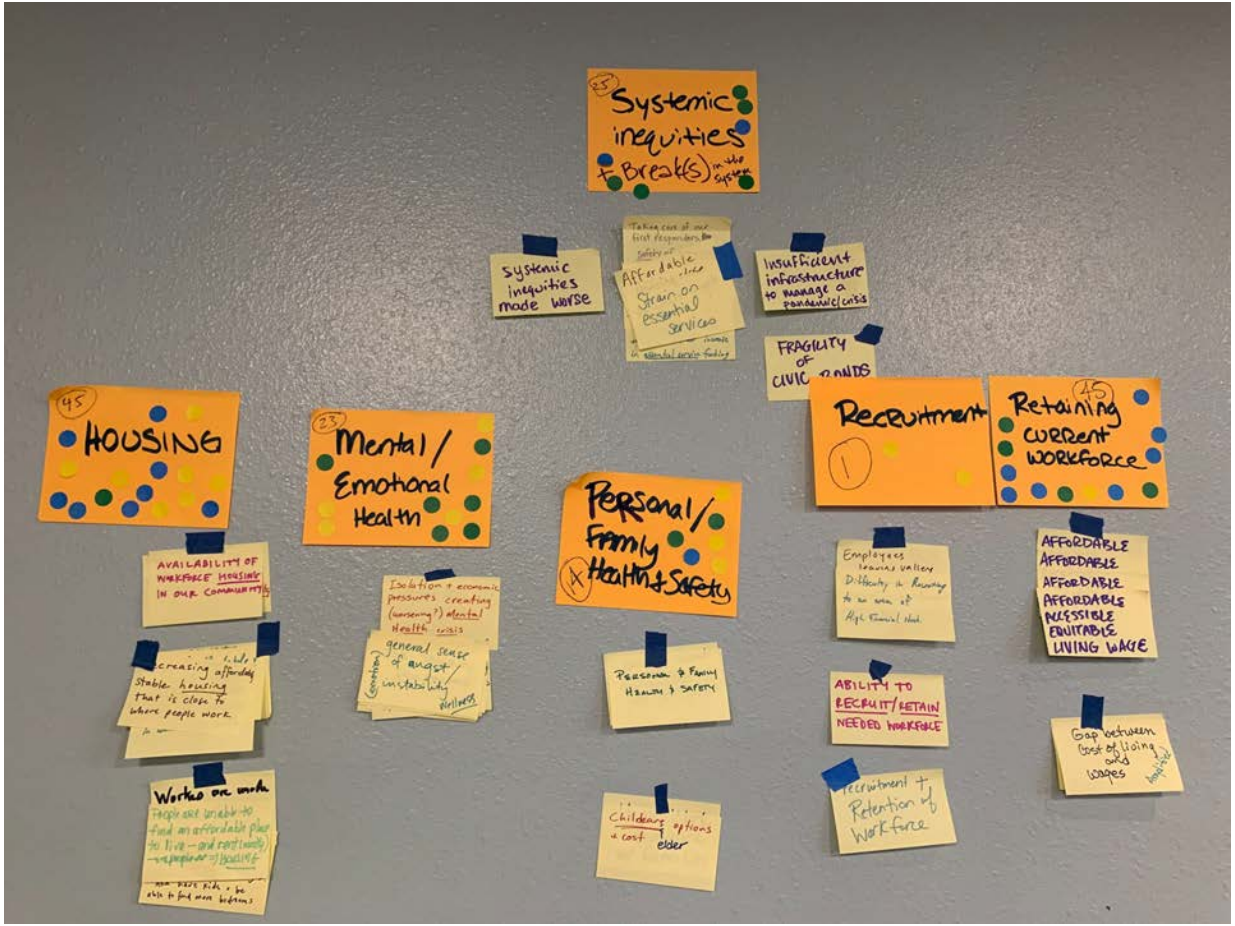
1) Housing
2) Meeting Daily/ Basic Needs
3) Economic Diversification
4) Workforce Recruitment + Retention



Meeting 1 Summary:

Top priorities:

1) **Housing**
2) **Retaining Current Workforce**
3) **Systemic Inequalities**
4) **Mental/emotional health**
5) **Personal/Family Health and Safety**



Innovative Ideas:

Define the community you want to be and define your laws and policy around that.

“Company town” where all of there additional houses etc go in the same place- start building infrastructure around that are to serve people and all their needs

Pot of funding to incentivize developers to actually implement that structure.

Old model needs to be evaluated

- **We keep saying “The new normal”**
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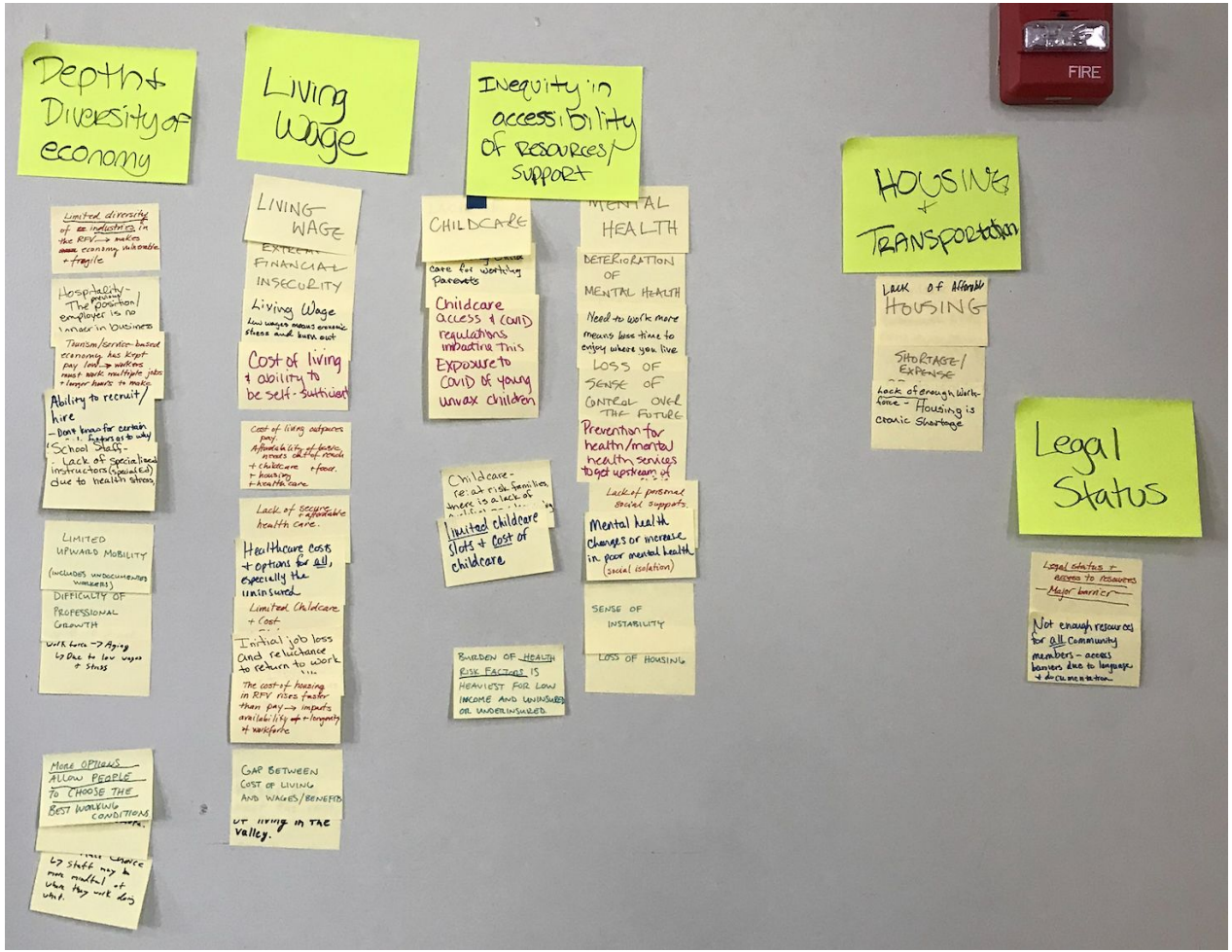


Meeting 2 Summary

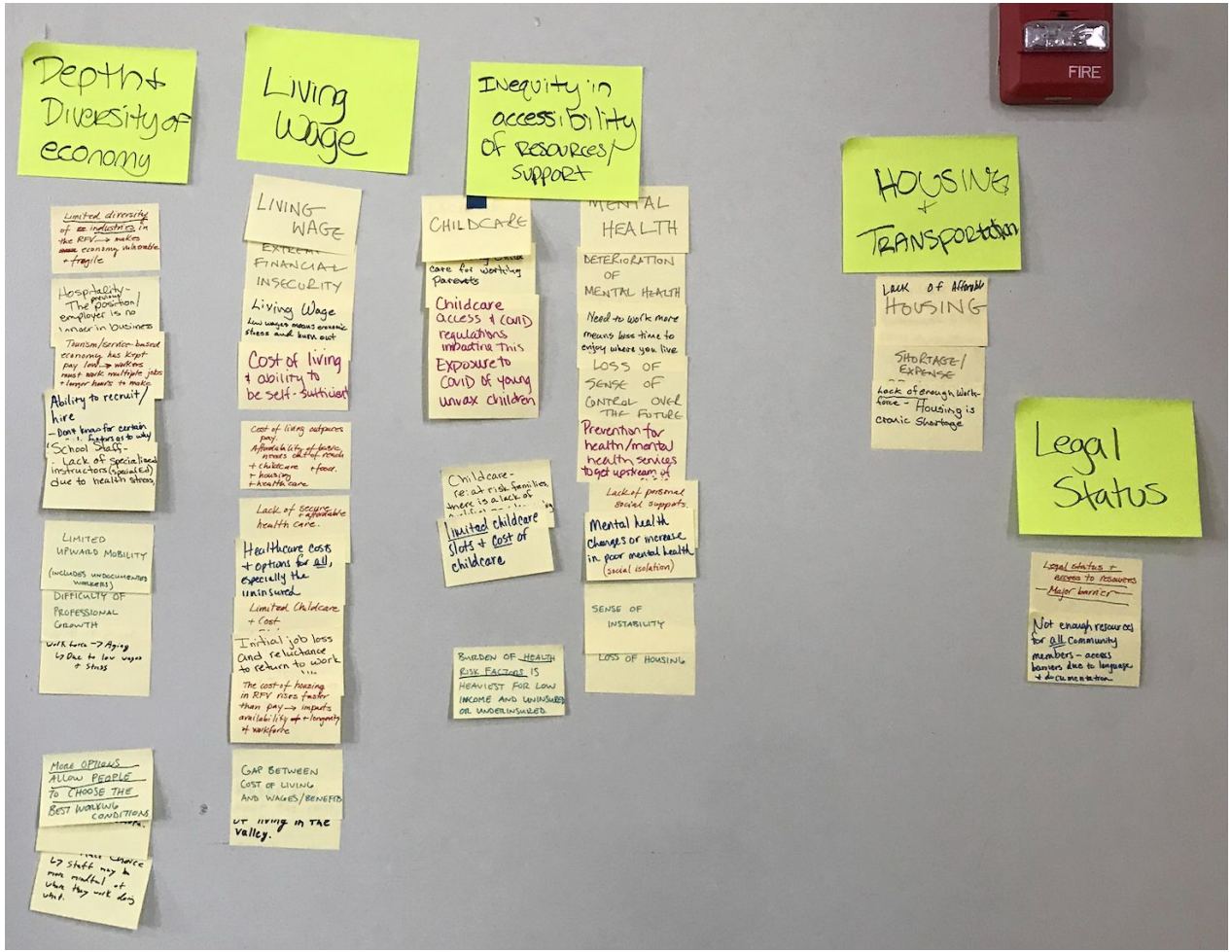
Affinity Groups

1) **Depths + Diversity of economy**
2) **Living Wage**
3) **Inequity in accessibility of resources/support**
4) **Housing + Transportation**
5) **Legal Status**

Could not make one a priority.

Each element is interconnected

Having a human centered approach



Themes:

Bilingual people need to be compensated for being bilingual and bicultural.

All is interconnected.

RFTA Should be free

What are the values that you wish the decision makers were basing their direction off of?

Session 2:

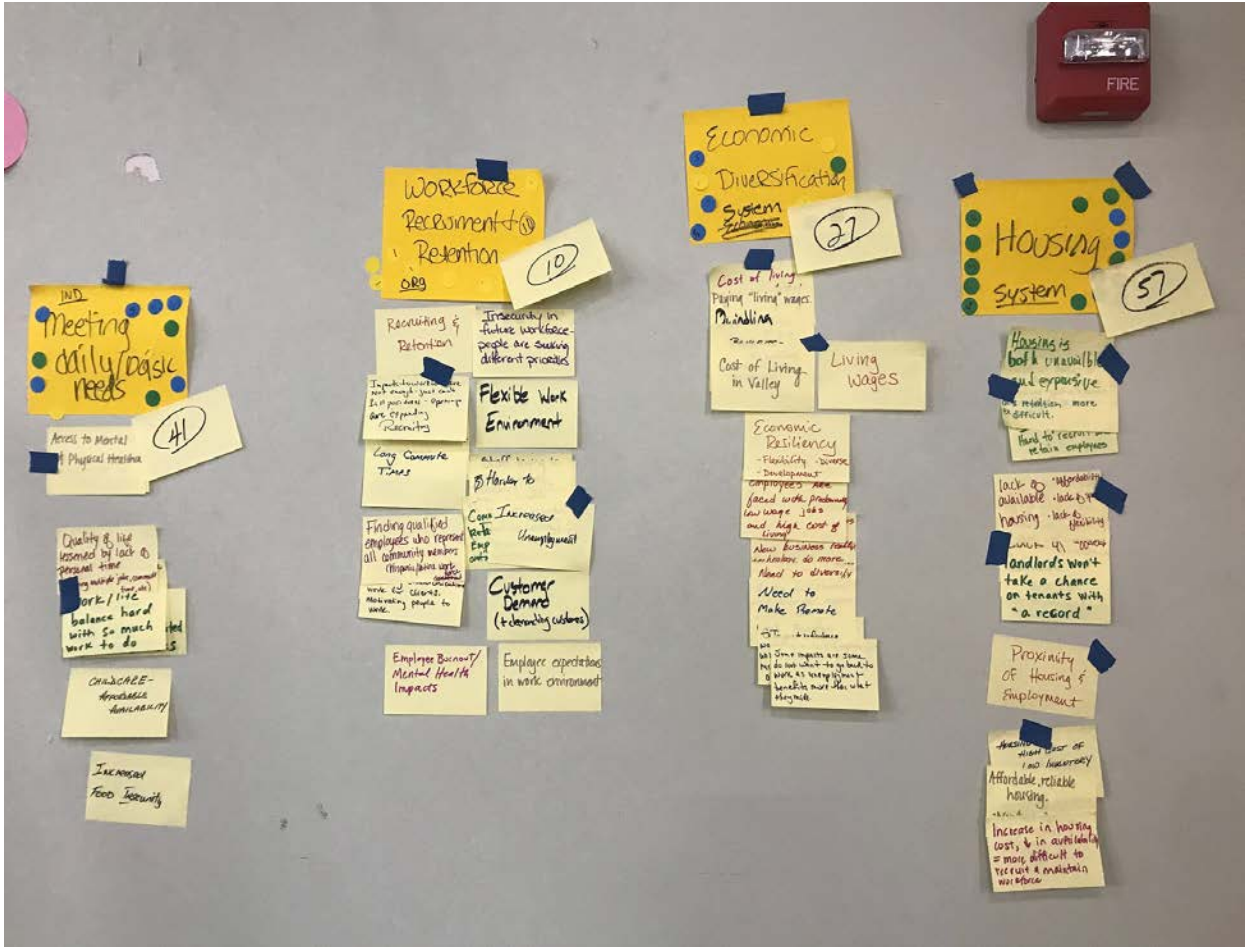
Meeting # 2: 9:00AM – 11:00 AM
Wednesday, October 27

- Who was there
- What did they represent

At the point of answering question 2 of prioritization, the group took it in another direction by answering this question instead:

“What would be the ideal values for decision makers for guiding regional change?”

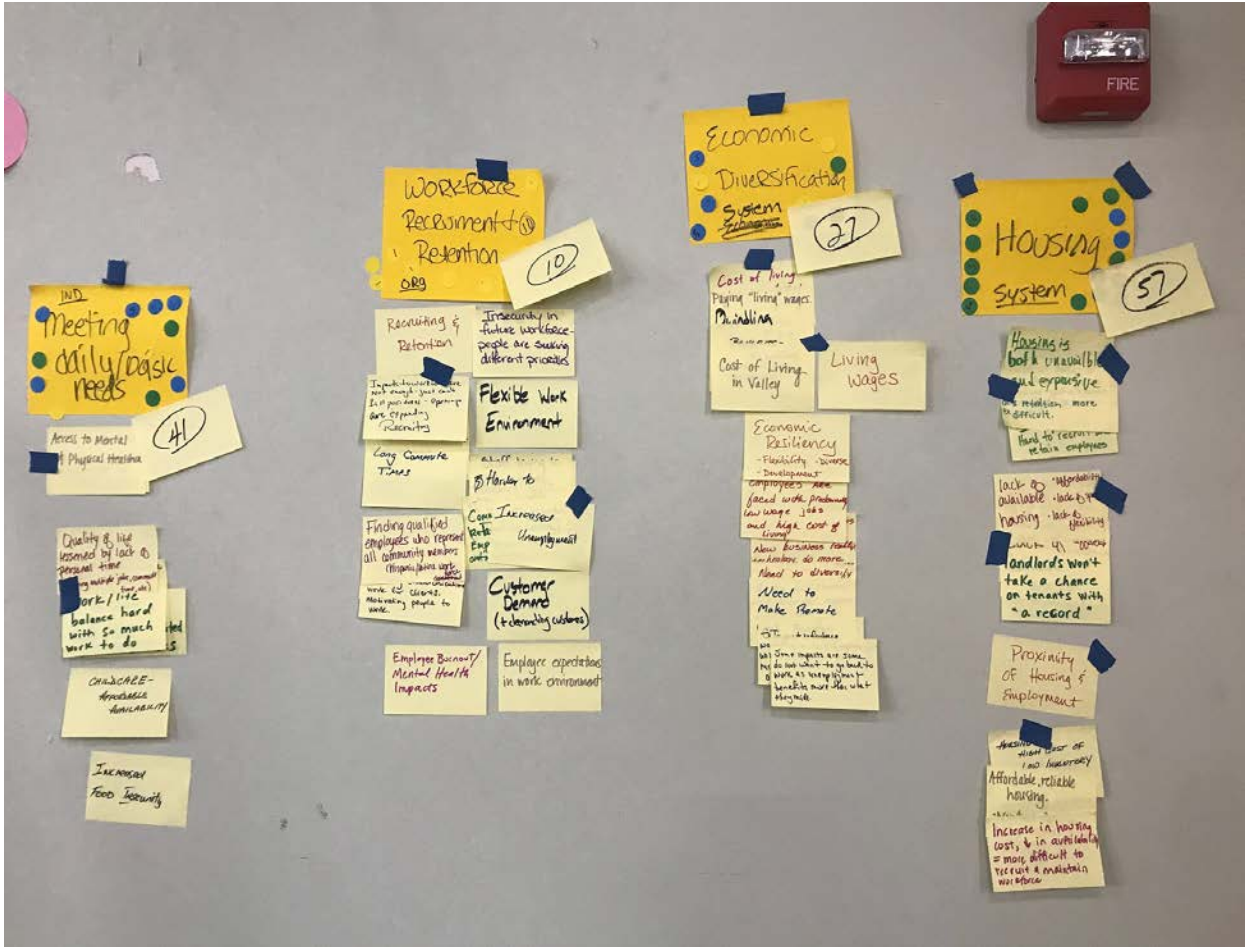
Considering that the group agreed that everything was too interconnected, too dependent on the other, and also very much based in equity and accessibility- it did not make sense to begin to prioritize and pick a top one or two issues to address. This led to a conversation in the ways that agencies, local government, businesses and nonprofits all work together to address change. Comes down to the fact that there is extreme complexity. When you don't have a regional level of cooperation to handle the complexity, nothing gets done. There is a need for the conversation to be driven by values.



Meeting 3 Summary

Priorities

1) Housing
2) Meeting Daily/ Basic Needs
3) Economic Diversification
4) Workforce Recruitment + Retention



Innovative Ideas:

Tri-county Regional housing authority

Getting all large employers in the valley to add to a main regional housing authority

Creating hybrid flexible work schedules for employees

Find a donor for an affordable housing complex in Pitkin County

Incentivize long term rentals

Incentivize employers to increase remote work

Having a fund for first time homeowners

Paying off mortgages for childcare facilities

Additional Responses (Those unable to attend)

From your perspective, what are the impacts of COVID on the workforce in this valley? What are the current workforce realities that are and will impact the RFV for the next 5 years.

- The impacts were already here before Covid
- Housing shortage / Mental Health
- Tourism job was a means to and end. Stress and pressures exacerbated by COVID
  - Evaluate what's important
  - Making choices to not be in restaurant/service industry
- Childcare exacerbated by COVID
  - Not returning to the workforce - and will they?
- No more scraping by to "make it work"
  - Come to jesus - what's important in their lives / what are their priorities
- Transportation / office space
  - Some shifting, downsizing office spaces, or bring more in
  - Commercial real estate and rental prices
- Retirement/selling of businesses
  - Substitute teachers and bus driver shortage /
- Mass exodus of boomers - generational shift
  - Not the opportunity for younger generation to establish themselves as a business owner
- Side business - buy out businesses local entrepreneurs
- Impact of loss of local ownership on workforce
  - Opportunity in corporately owned - mobility
  - Cultural shift both ways - can you still work three jobs to make it work
  - Messy vitality/funkiness that makes each of our communities.

Additional Responses (Those unable to attend)

Based on the current realities, how could we have the greatest impact / make the greatest improvement for building a resilient workforce in the RF Valley?

What's the smartest thing we could do to build a more resilient workforce in the Valley?

- Be kind. Highlighting the front-line workers
- Access to more:
  - Transportation
  - Childcare
  - Housing / lodging
  - Political will what is necessary not what is advantageous
- Qualifications for housing - where you can work and where you can live
  - What are the qualifications up and down the valley
  - Can we remove the handcuffs to enable employment mobility in the valley
  - Enable a diversity of housing options. People are consciously making a choice of where they want to live
- Focus on succession planning of the next generation of business owners
  - Business apprenticeships - transition plan with financial planners and resources
- How do we address the "opt-out" of service industry
  - Growth within the field
  - Childcare
  - Hospitality as a career path
  - Marriott model of promoting within - including within the community
    - There is an opportunity to do something different before burnout
    - Shift in people want to be involved in the different facets of the community/career
  - Higher within the valley/ foster the talent to be competitive

Additional Responses (Those unable to attend)

Remembering that the focus of this meeting is how we could work together on a regional basis to create a more resilient workforce, what innovative ideas do you have?

- Internal hire requirement - within the valley
- What are the opportunities to further your career - pipeline for growth
- Changing the mindset to work traditional hours
  - Resources for how to be more flexible - i.e. childcare responsibilities and work
  - Retain the great employees, employers change their mindset of what is needed to keep them
- Moving away from the “checkbox” versus the skills for training/upskilling
- Will help achieve the diversity we want in our community
- Data as baseline is needed to move the needle
  - Regional database of housing/salaries/rent

Who leads it:

- Public/Private partnership
  - CMC/Workforce/SBDC
  - Using what businesses are doing here as ideas and sharing out to others
    - Individuals purchasing housing for employees / resources
    - Housing co-ops
- Regional hiring incentive
  - Business law background
  - Stats on the impact of hiring externally versus internally - Carolyn Tucker
  - What are big employers in the valley doing? Casual conversations