
2018-19 Workforce Survey Report

July 2019



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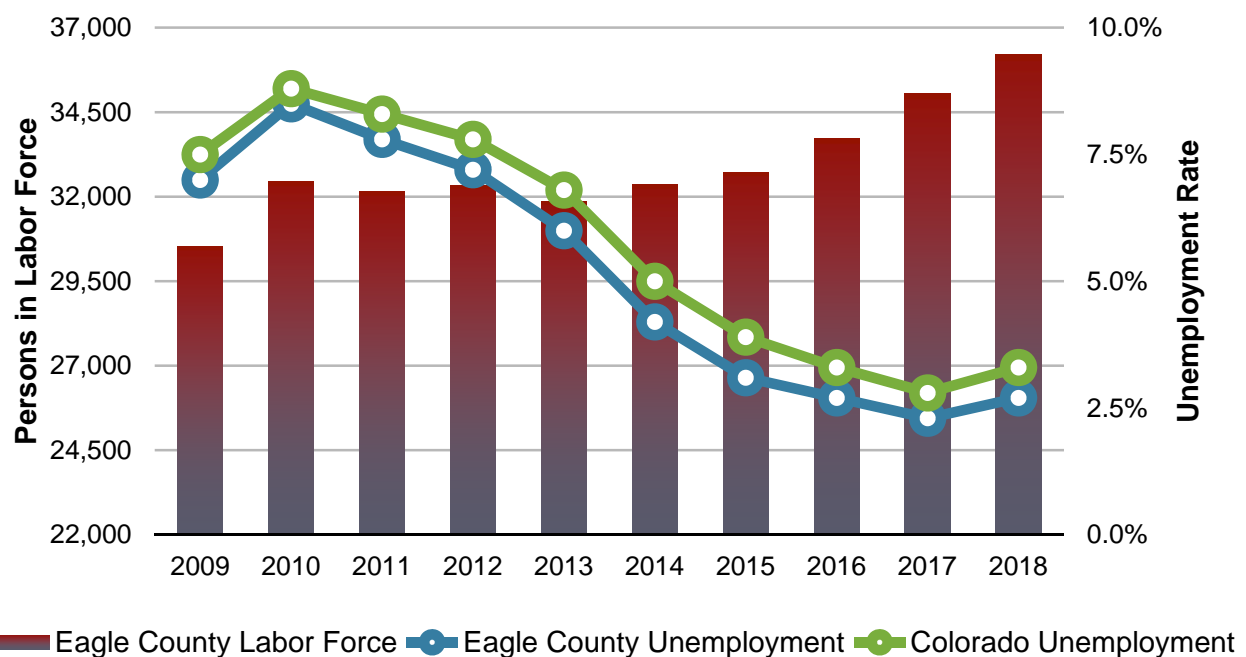
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Eagle County's Labor Force: Conditions are Positive and Holding Steady

After relatively high unemployment rates in 2009-2012, unemployment saw a steady decline thereafter. In 2018, the Eagle County unemployment rate was 2.7%, which is slightly higher than the previous year, but below the state rate of 3.3%. The unemployment rate has remained below 3% over the past four years. At the same time, the size of the labor force continues to grow. After a relatively flat period between 2010 and 2014, the number in the labor force increased 11.9% between 2014 and 2018 to 36,207.

The county's population continues to grow at a slow and steady pace. The State Demographer estimates that the population grew by 5% between 2010 and 2017. The population is currently estimated at 54,662, which represents a 0.7% increase over the previous year. School enrollment has seen growth of 2.4% in the past five years in grades Pre K – 12, which was 6,874 in fall of 2018.



As a rural resort county, employment is disproportionally comprised of the accommodation and food services; retail trade; arts, entertainment and recreation; and construction. Almost a quarter (24%) of the County's employees work in accommodations and food services, another 11% in retail trade and 11% in arts, entertainment and recreation. Construction employs about 10% of the workforce. Additionally, many residents are challenged to find suitable employment to carve out a sustainable living in the county since the average wage is lower than in Denver, yet the cost-of-of living is high. The cost for housing is especially high, ranging from about two

times the national average in the Gypsum and Eagle area and increasing dramatically as one gets closer to the prestigious ski areas of Vail and Beaver Creek.

Eagle County has 32,465 housing units and 20,283 households. Almost 2 in 5 homes (38%) in the county are classified as “vacant,” primarily second homes. While median household income in the county is higher the statewide (\$83,803 compared to \$65,458), weekly wages are low: \$882 a week in Eagle County compared to \$1,133 per week average statewide.

It’s against this backdrop of an economy holding steady that we take a look at what employers in Eagle County are saying about business and workforce.

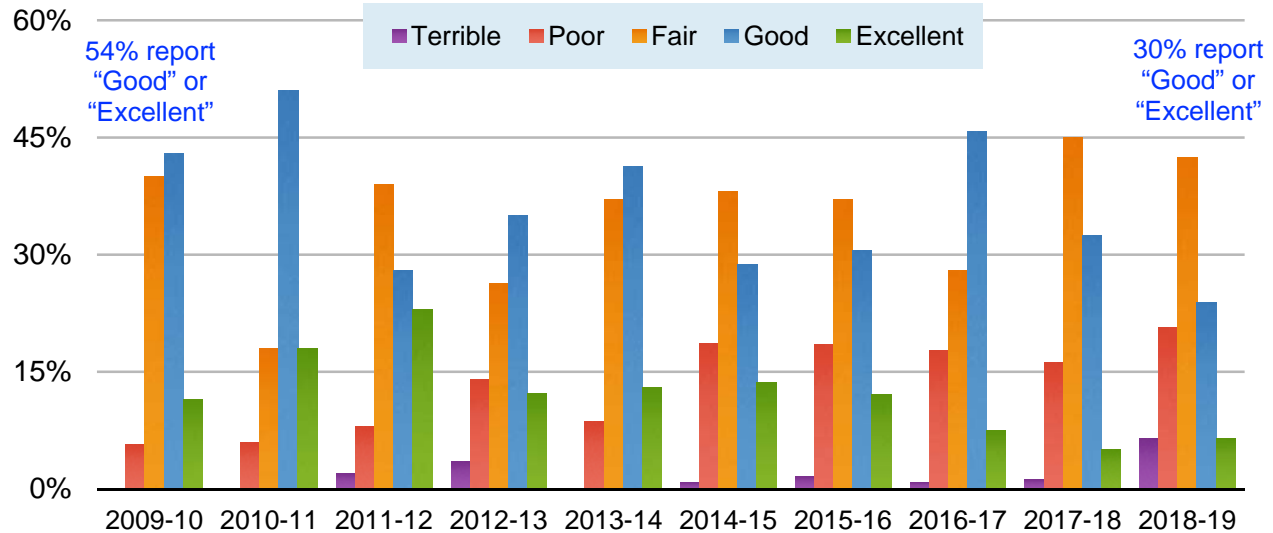
13th Annual Workforce Survey

Vail Valley Economic Development (formerly The Economic Council of Eagle County) has been conducting a workforce survey in Eagle County since 2006-07. Although there has been some variation in items and response choices across administration years, core items on the current version of the survey have been collected since 2007-08 and ask employers about their business outlook, their employees, and their forecasts for the future. Items added in 2017-18 ask about business retention and expansion. Prior survey results can be found at www.vailvalleymeansbusiness.com. In 2018-19, 98 businesses responded to the Workforce Survey, which is similar to most survey years. This summary report compares those responses with data from the prior ten years of survey data for items which were in place for that period of time.

Hiring New Employees and Workforce Conditions

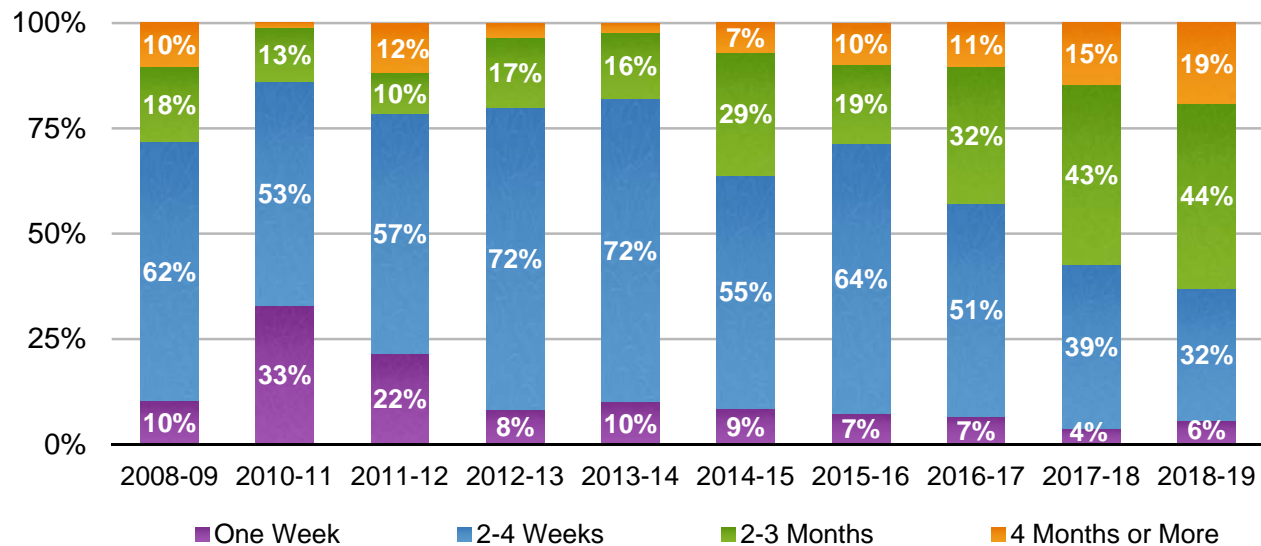
The chart on the next page shows that the experience with finding new employees has continued to get worse in the County. In 2009-10, 54% percent indicated that finding new employees was “Good” or “Excellent.” While this percentage has trended up and down over the past 10 years, it was at a high point in 2009-10 and has recently come down dramatically from 53% in 2016-17 to 30% in 2018-19. At the same time, those that indicate it was “Terrible” or “Poor” had been relatively stable between 2014-15 and 2017-18, but has increased over this past year.

Experience Finding New Employees



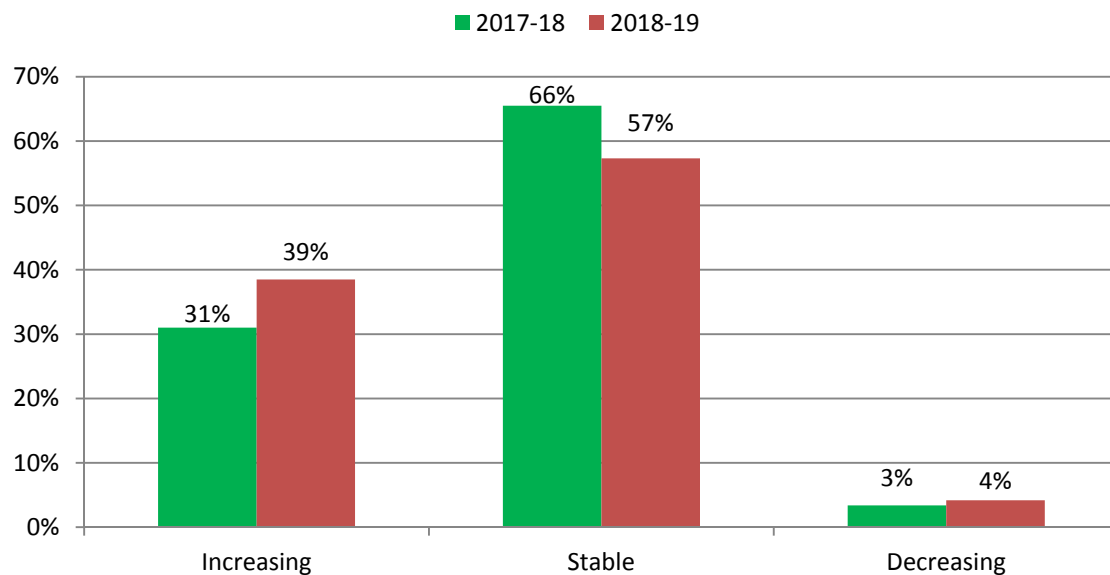
As seen in the chart below, in 2018-19 38% of businesses report that they can fill positions within 4 weeks, a 55% decrease over the previous year and a 33% decrease from 2015-16. Those that indicated it took more than a month increased to 62%. The overall hiring results show that the days of easy hiring peaked in 2010-11 and are currently facing challenges.

Average Length of Time Positions Remain Open Until Filled

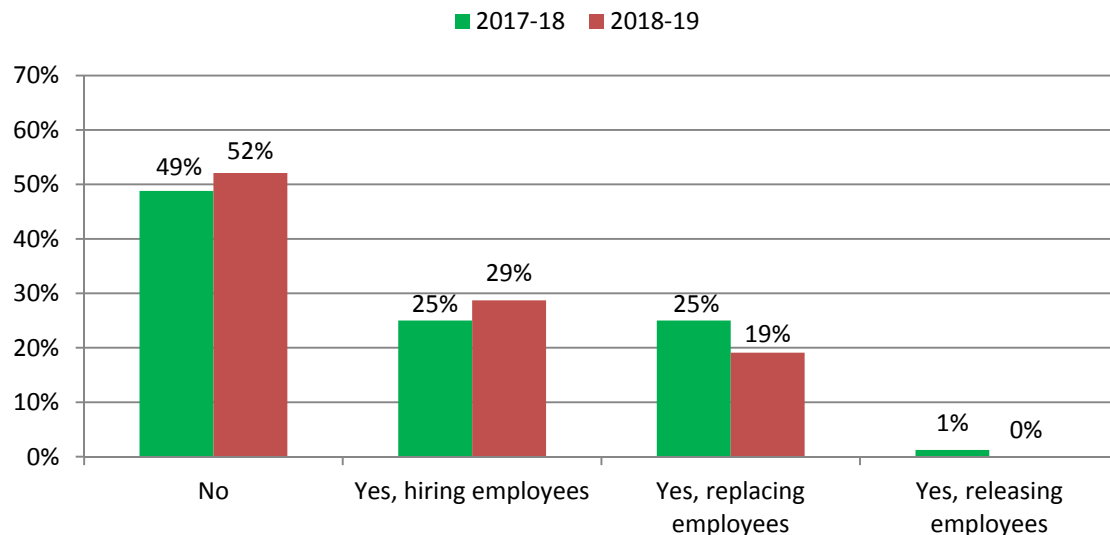


The charts on the next two pages show the results of questions that were added to the 2017-18 version of the survey. Overall, employers indicate that unfilled positions are largely stable, although about two out of five respondents say it is increasing. The percentage that say “increasing” has gone up over this past year. While about half of employers are not anticipating significant changes in their workforce, almost a third indicate they are hiring new employees and another 19% say they are replacing employees. Hiring new employees has gone up some since the prior year and replacing employees has gone down.

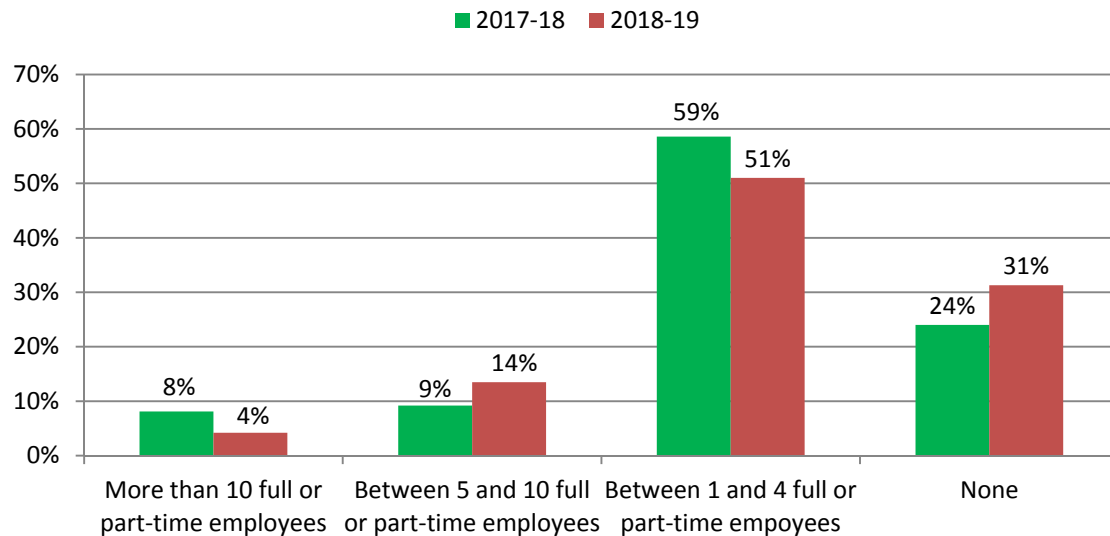
Is the number of unfilled positions at your company:



Have you experienced or do you anticipate any significant changes in the make-up of your workforce?

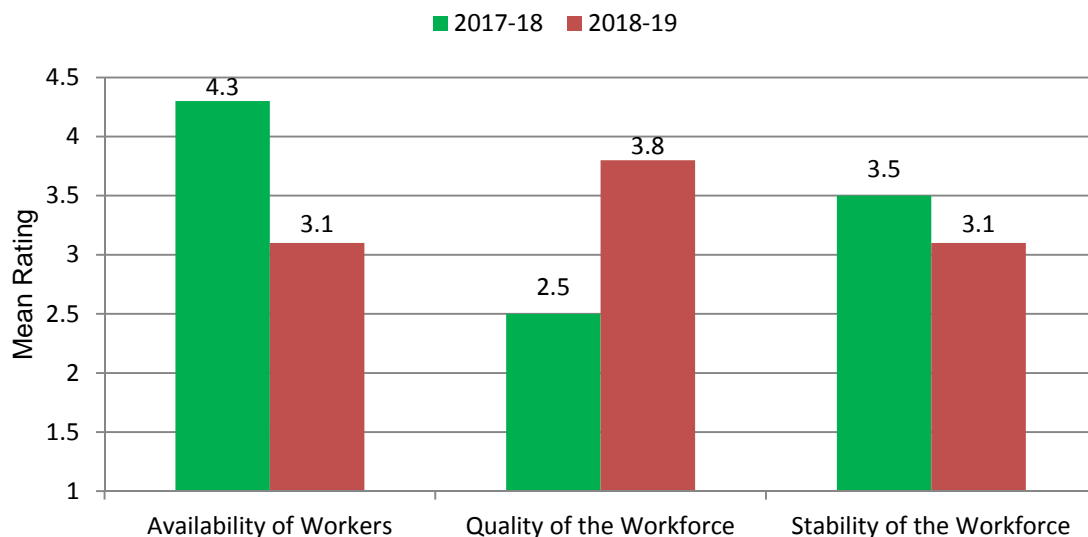


How many new positions do you anticipate adding in the upcoming year?



As seen in the chart below, employers do not give high ratings with their experience in finding new employees and the availability of workers has decreased significantly from the previous year. While the overall mean for quality of workers in the area received the highest rating this year, it falls right above the mid-point of the 7-point scale, indicating the experience is “fair.” Quality of the workforce increased substantially over the previous year.

Experience in Finding Employees (1=Terrible, 4=Fair and 7=Excellent)



Two-thirds of the businesses surveyed (66%) indicate that they are experiencing recruitment problems with specific employee positions or skills. The specific problems that employers described are shown below.

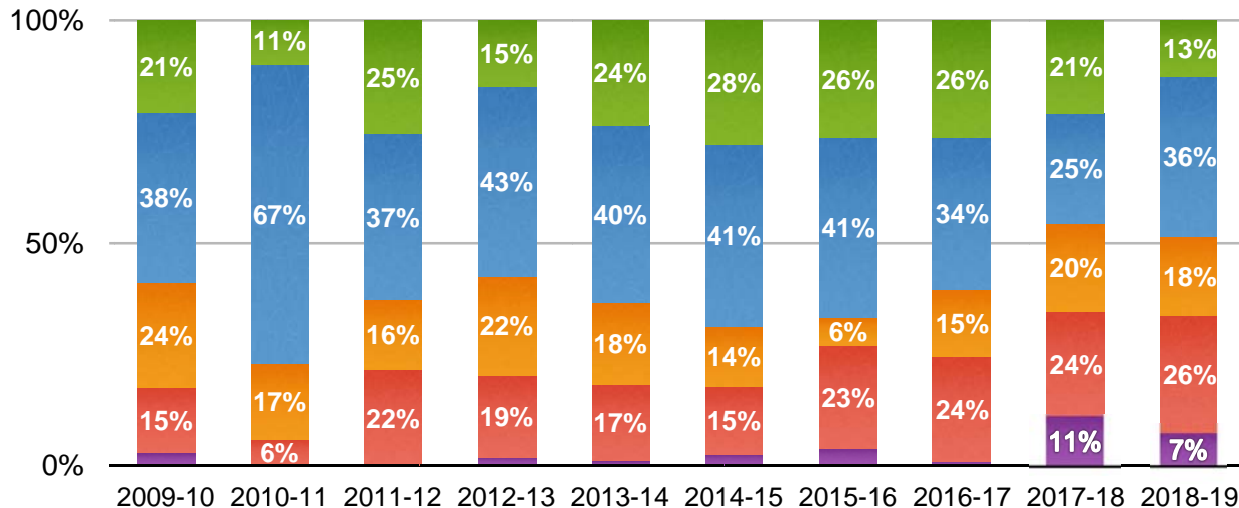
Accounting and QuickBooks training
Affordable Housing, Professional Expertise
Bilingual professionals
Both ends of the spectrum. We have a hard time finding qualified, yet affordable business service applicants (i.e. front desk), but we really struggle finding licensed mental health clinicians.
Compensation can be a barrier in our recruitment process
Copy writing, PR/media, account management
Culinary and spa
Difficult to find part time retail help.
Difficulty paying a competitive wage, particularly given the high cost of housing.
Education, professionalism
Experience
Few applicants and rarely do they have the skill set we require
Finding quality people with skill and desire. Expectations of more than what they are qualified for. Ability to live close to work area.
Front Drive, Loss Prevention
Hard to find retain experienced employees
Hard to find skills we need working with older adults and someone who only wants to work 10-15/hrs week
Have been trying to hire and train a team member for office service work. Phones, computer skills, career oriented
Housekeepers
Housekeeping and any weekend positions
Housekeeping and reservations
Housekeeping, US workers will not do this work, Federal immigration and visa regulations make hiring impossible. The polarized nature of government right now is preventing reasonable solutions to this problem
Housekeeping, front desk
It is difficult to find someone who wants to drive into Vail to work. The parking is difficult and the roads can be bad.
Kitchen labor. Qualified business managers.
Kitchen positions are impossible to fill.
Kitchen staff
Lack of qualified applicants. Issues with applicants "ghosting" us during the interview process.
Leadership roles and higher skill level positions (managers/supervisors)
Lift operations, F&B cooks, stewards, and dish washers, housekeeping.
Maintenance Engineers, Cooks, Massage Therapists, Estheticians, Management roles
Maintenance engineers, cooks, property managers with experience, housekeepers, F&B

positions, front desk agents for smaller properties, Valets
Maintenance workers
Maintenance, Housekeeping, and Front Desk
Most challenging are skilled positions (mechanics, police officers, emergency dispatchers), although our seasonal landscaping has been a bigger challenge this year than normal.
Need Skilled Carpenters/ Capable PMs
No housing, poor work ethic
Not currently, but anytime we have an open position
Not really applicable
Not right this minute
Our hourly staff applicant pool is very shallow, as is the entire valleys.
People can't afford to live here.
Qualified Mechanic and Spray Tech
Qualified tradespeople (Concrete, Masonry, skilled trades) willing to work in the mountains due to lack of affordable housing options.
Recruiting for Line Service Technician position we are competing against bus drivers, construction \ laborer jobs, and electricians.
Restaurant workers
ReStore Driver / Donations Ambassador - can't find someone with good driving record who can also meet physical demands and has good customer service skills. AmeriCorps members - no applicants - I think low unemployment means there are a lot of jobs and nobody wants to take a low paying / temporary AmeriCorps job when they can get something that pays more and is more stable/long term.
RN, entry level positions are hard to recruit for when it comes to finding sustainable housing expenses for them and their families.
See previous comment about needing professional people at compensation levels that make sense to them and us
Seeking teachers with the educational background we require that can work for non-profit pay and still live in up valley.
Senior financial positions, entry level positions
Skill of showing up on time
Skilled kitchen employees.
Skilled trades positions are typically the hardest to fill.
Specific skills as it relates to Recreation and child poop development
Superintendent
Tough work in crawlspace. Not easy to find people wanting to work on the hole
Trades i.e. maintenance and seasonal work
We have problems finding servers with the skills. We have a lot of problems just finding employees to work in the kitchen, skill set or not.
We haven't had anyone apply for a position that has been available since early April.
We mainly pull from larger employers as a part time position that than moves into a full time position.
We struggle to recruit special education teachers, school psychologists, and counselors.

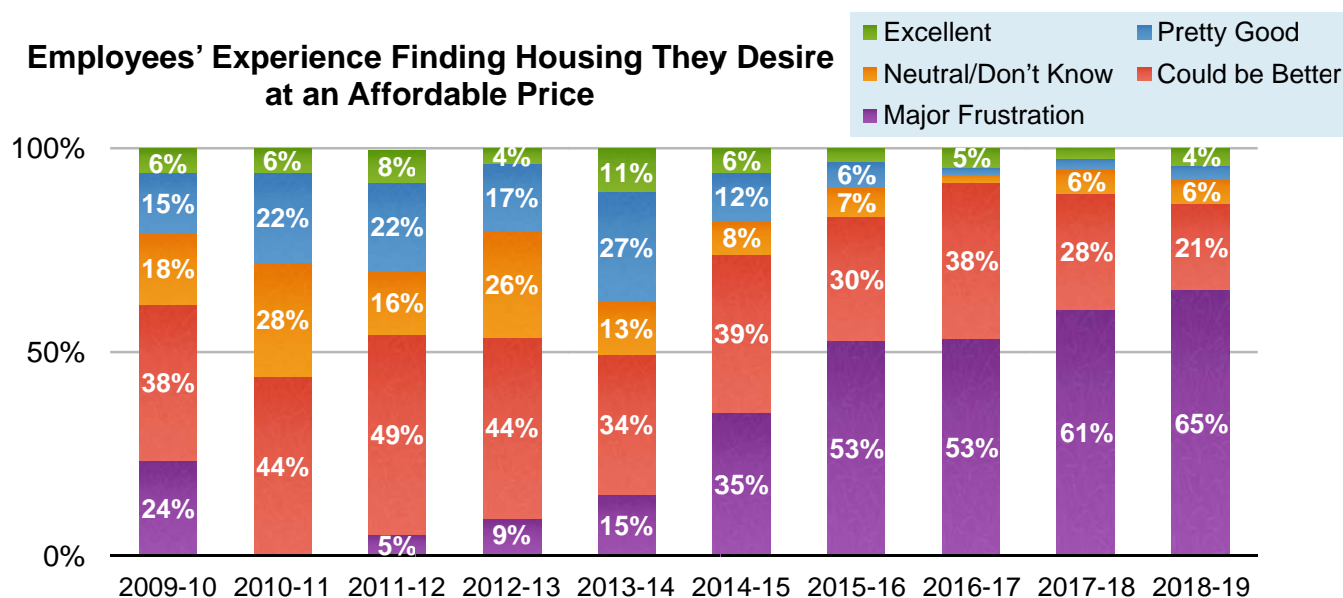
Employee Experiences and Key Issues for Employers

Perception of employees' experiences in finding reliable transportation and housing continue to change. Transportation saw a small improvement over the previous year, with 49% of employers saying their employees' experience finding reliable transportation to and from work is "excellent" or "pretty good" and 33% giving a negative rating. Frustration with housing held relatively stable, with nearly two-thirds of employers indicating "major frustration" and another 21% saying "it could be better." Only 5% don't feel that housing is much of an issue. The housing results this year and last are the most negative they have been in the history of collecting this information.

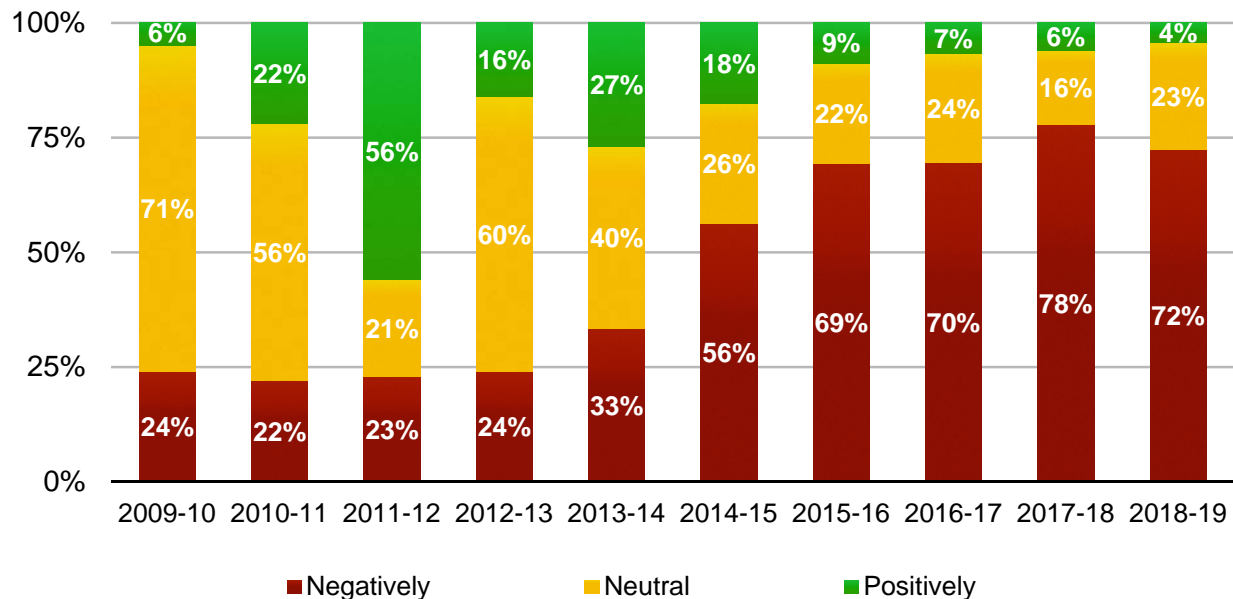
Employees' Experience Finding Reliable Transportation To and From Work



Employees' Experience Finding Housing They Desire at an Affordable Price



Effect of Housing on Ability to Attract, Hire and Retain Employees



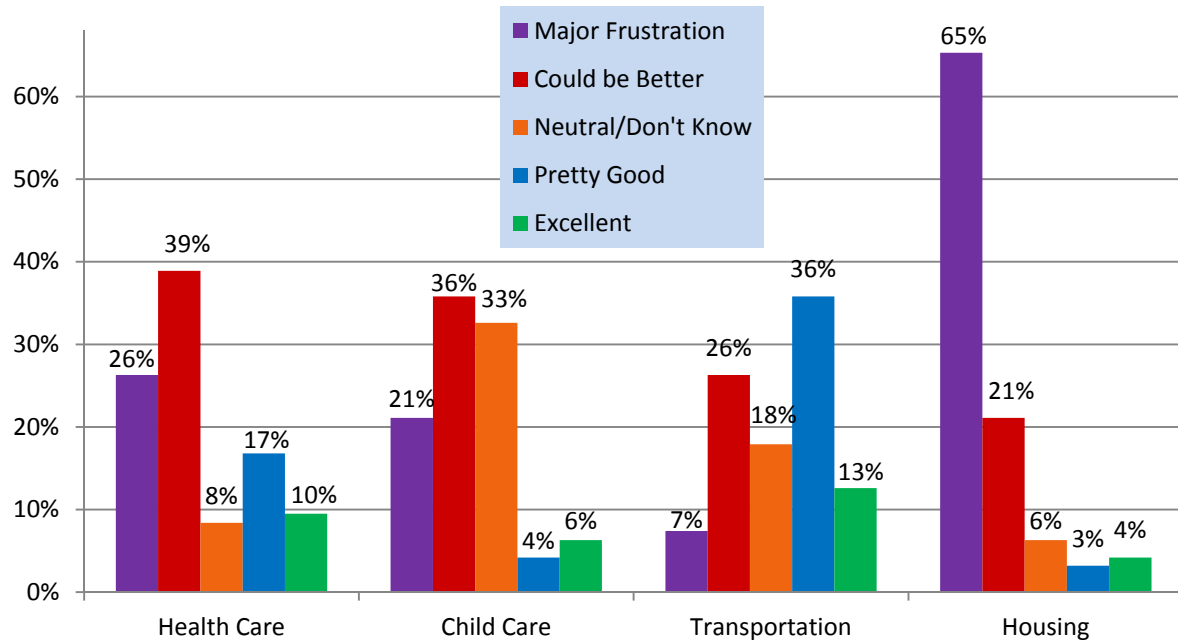
The effect of housing on the ability of businesses to attract, hire and retain employees improved slightly from the previous year, but is quite low overall. Specific comments made in this area include:

#1 issue
A lot of people are living out of their cars
Available, and affordable, housing is the biggest issue for workers in the valley right now.
Especially difficult for seasonal employees and those with families.
Folk are choosing to live down valley and commuting so they can afford a place to live.
Horrible, between NYMBY's VRBO's and lack of affordable housing construction cost will continue to grow
Housing is the number one issue for retention and attraction and business growth
I have put [named person] on the job of finding affordable homes for my co-workers. We just helped a 25 year-old buy in Edwards. It can be done if they focus.
I live with my daughter in a one-bedroom apartment. Can't afford my own place. \$38k a yr doesn't cut it.
I usually avoid hiring employees who don't already have adequate housing and transportation
Luckily our main employee rents and has long term. The other part time one owns their home
Most employees and even managers live in Gypsum, Eagle and even Dotsero. Living close to work is not an economically intelligent option for many. Employees with families are more likely to live in either a mobile home or in apartments.
My employees live with their parents still. But finding a new employee is difficult because housing is so tough to find.

No such thing as affordable housing in this county...
Our employees are not able to sustain a long term residency and employment with our company due to current housing prices. At some point they realize that it is too difficult to further their financial future, and leave eagle county entirely.
Pricey.
Rent is too high in Gypsum / Eagle area. Full time employees are not able to afford buying a home without assistance on a down payment.
Simply. None available.
Terrible situation in the surrounding area of Vail
The ones who have been here a while are in a good position, the ones who don't own struggle
They all have to live together! Housing is the main reason we see our employees moving away.
Very few employees are able to afford to buy a place and many find it difficult to find housing elsewhere. We have prioritized this as a company and are currently building a new 63 unit building to add to our existing housing inventory. This will allow us to provide housing to more employees and not require shared bedrooms as we currently do (which very few adults want for their living situation).
We cannot hire out of state employees planning to move to Colorado unless they have housing. Most cases they do not find housing.
We have generally hired people already living here, but if we were hiring from outside, this would be a bigger issue.
We've had new employees in the past not be able to find housing and had to rent an overpriced shared room from strangers to make it work.

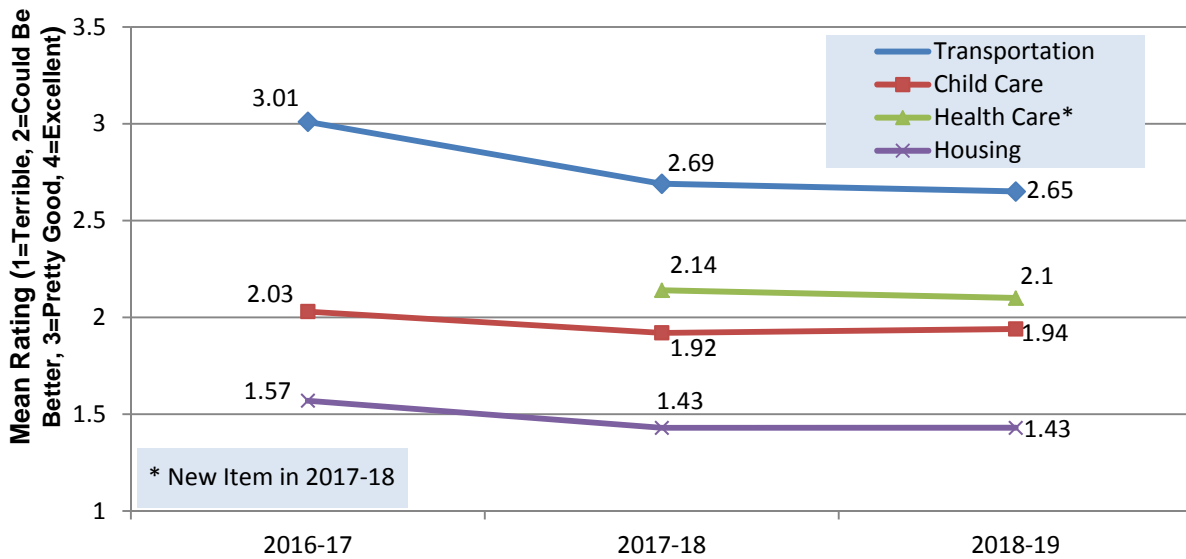
In 2016-17, items were added regarding availability of affordable child care and in 2017-18 items were added regarding affordable health care. These items are presented with the housing and transportation results in the section below for comparative purpose. As seen in the chart below, 65% of employers felt that health care is a problematic issue for their employees and 57% felt that child care is a problematic issue. Additionally, the percentage of employers using the “Major Frustration” category was higher for health care than for child care. At the same time, 27% of employers used the positive end of the scale to describe the health care experience for their employees, reflecting the fact that a number of businesses provide comprehensive coverage. For child care, only 10% of employers used the positive end of the scale to describe their employees’ experiences.

2018-19: Employees' Experience with Health Care, Child Care, Transportation and Housing

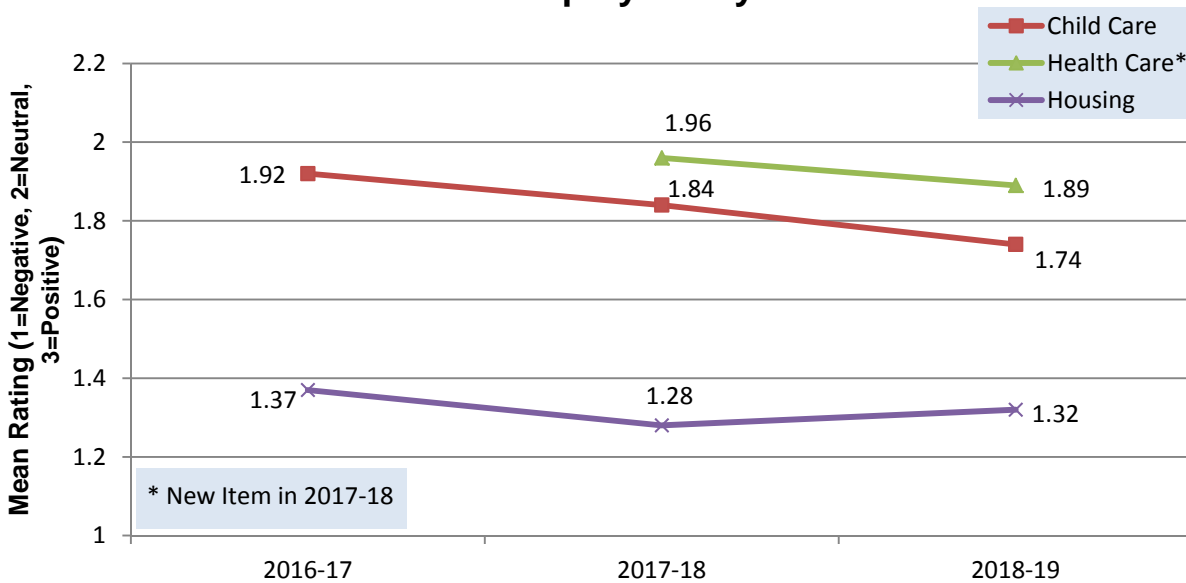


The two charts below present the overall mean ratings on the four key issues presented to employers: reliable transportation, affordable child care, affordable health care, and affordable housing. These charts show that employee experiences are rated as lowest for housing, followed by child care, then health care, and transportation is rated as highest. In terms of perceived employee experiences, all issues moved in a negative direction from 2016-17 and 2017-18, then held relatively steady after that (note that health was new to the 2017-18 version of the survey). In terms of the impact of these issues on the ability to attract, hire and retain employees, housing was rated as significantly more problematic than child care or health care (the impact of transportation on hiring and retaining employees was not included on the survey). The impact of housing on hiring and retaining employees remained steady compared to the previous year, but health care and child care both declined.

Employee Experience on Key Issues by Year

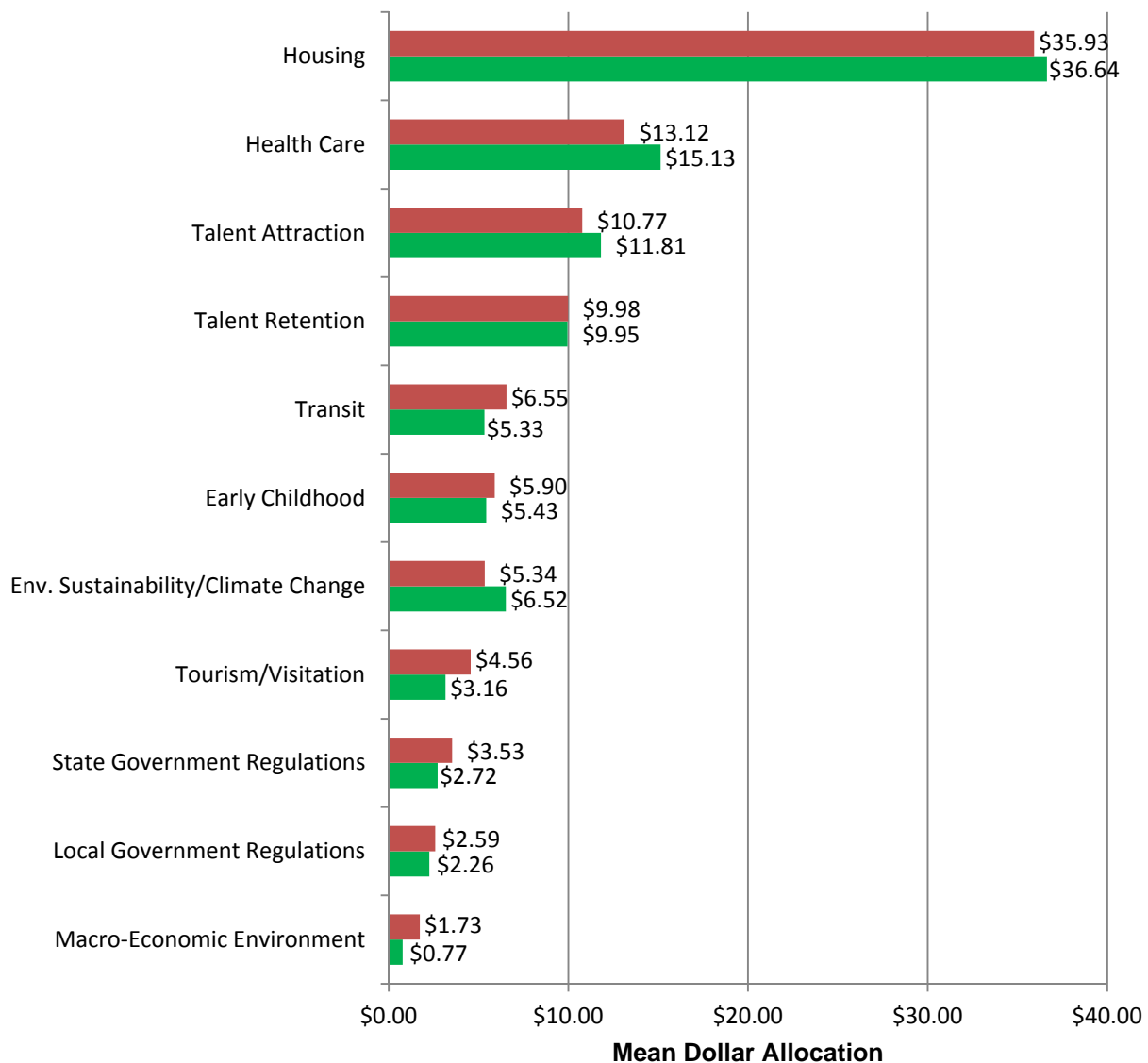


Impact of Key Issues on Ability to Attract, Hire and Retain Employees by Year



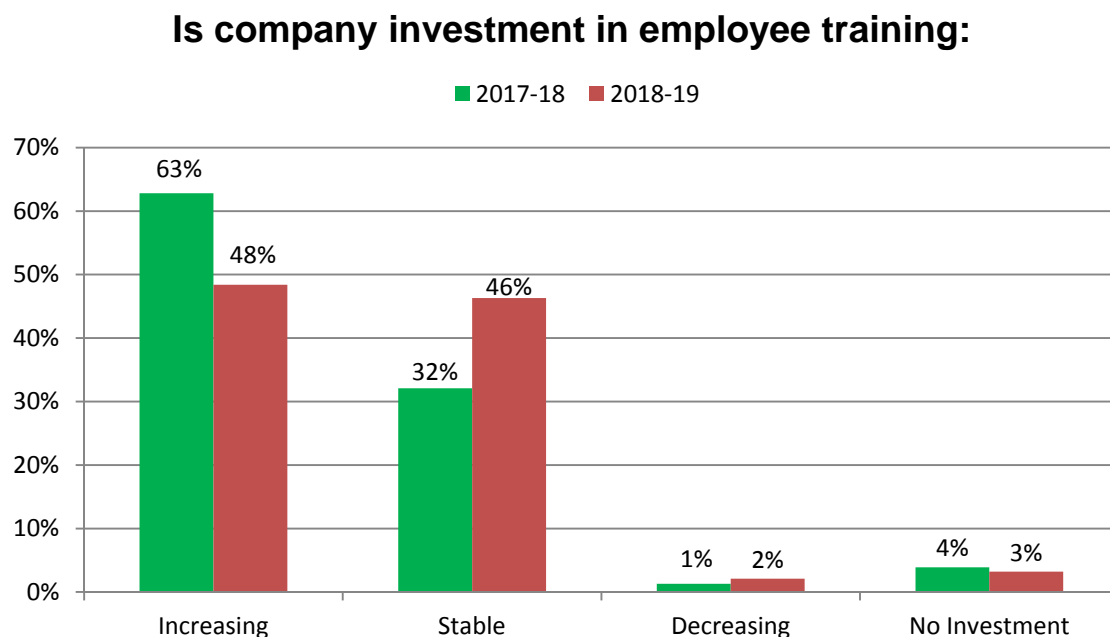
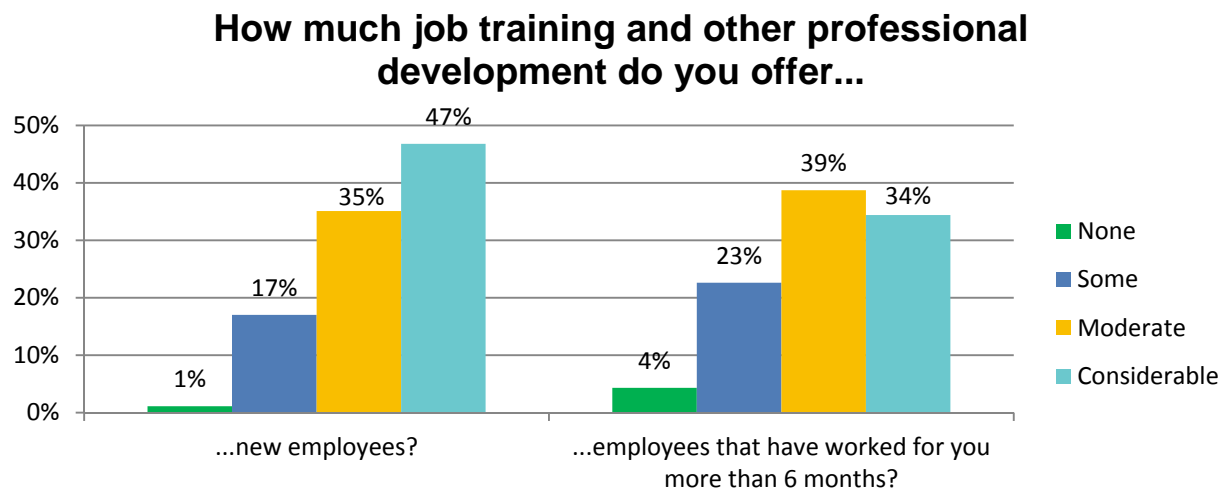
Businesses were asked to allocate \$100 across 11 key issues in Eagle County. Not surprising and as shown in the chart below, housing received the highest mean dollar allocation at over double the amount of the next highest item. Health care, talent attraction, and talent retention also received relatively high mean allocations. In terms of comparisons to 2017-18 results, housing, talent attraction, and environmental sustainability/climate change saw small declines, while health care saw a sizable decline. Increases were seen for transit, early childhood tourism/visitation, state government regulations, and the macro-economic environment. Tourism/visitation saw the strongest increase over the previous year.

If you had \$100 to spend annually to address community-based barriers to your company's success, how would you allocate the money across the following issues?

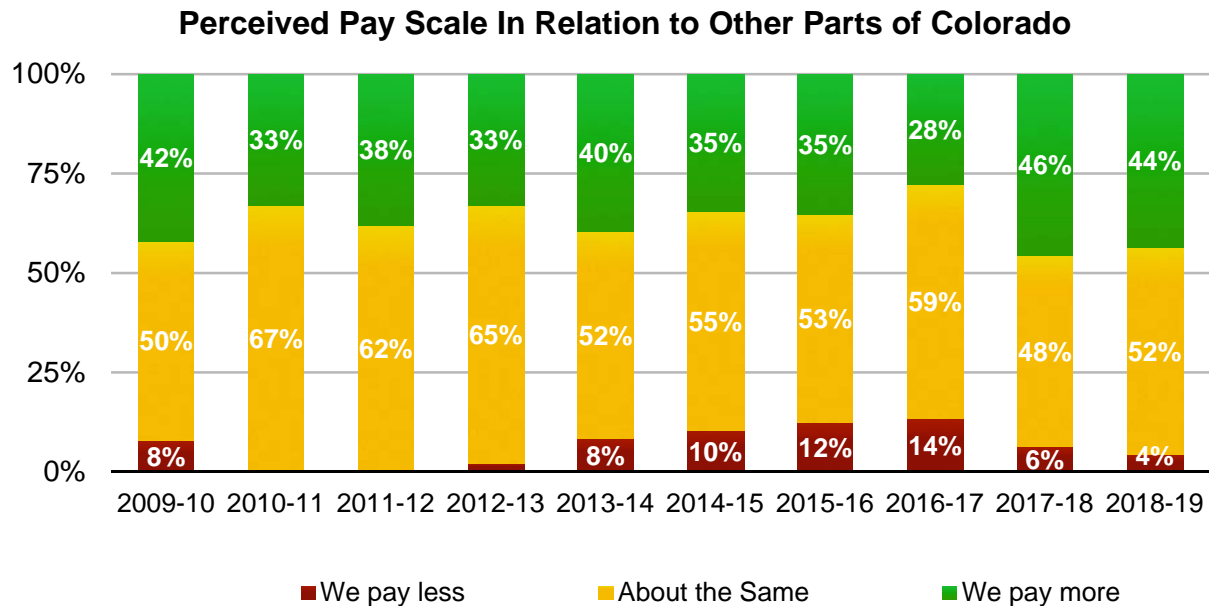


Pay, Training and Benefits

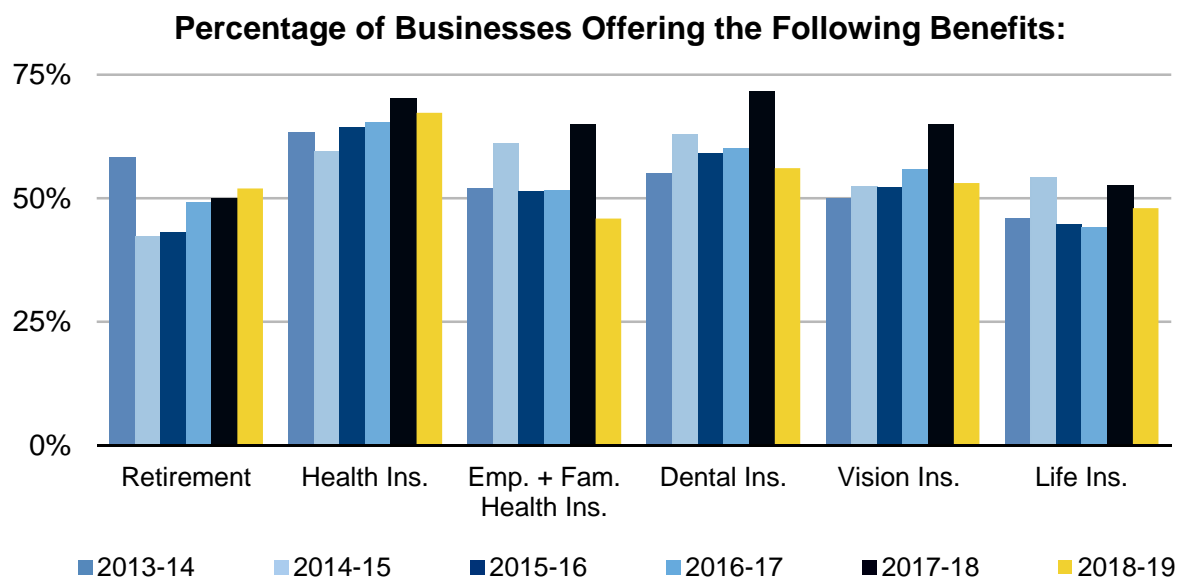
The survey asked employers about their pay scale, job training and professional development, and about benefits they provide. The chart below shows that 99% of employers provide job training and professional development to new employees and 96% provide training for those who have been there more than 6 months. Not surprising, new employees get more training than those that have been there more than 6 months. About half of the employers indicated that investment in employee training is increasing at their company, but this is a decline from the previous year.

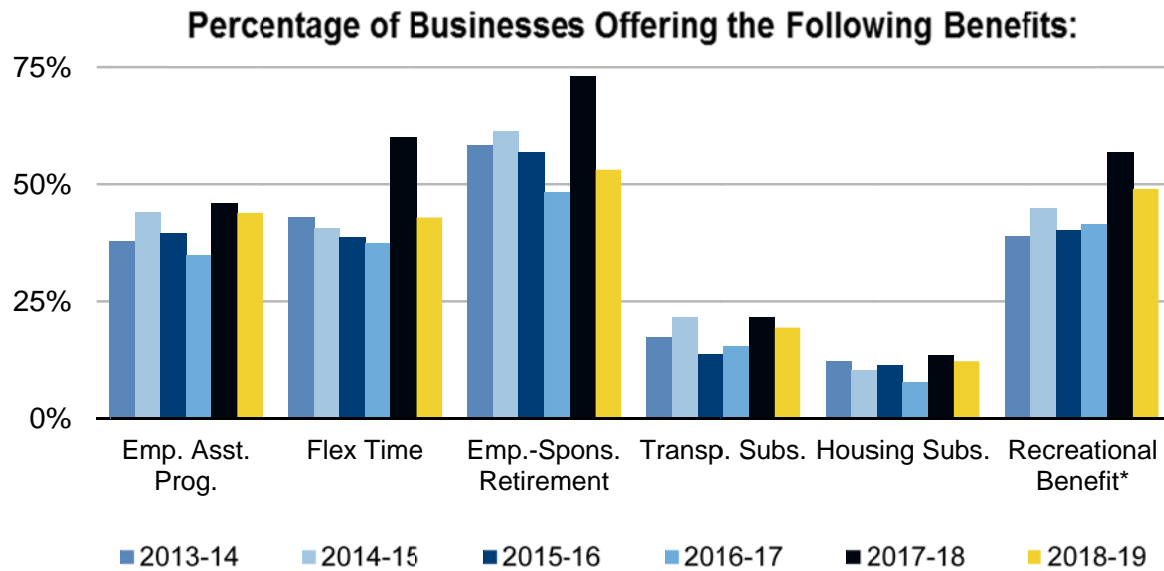


Most entities in Eagle County say they pay the same, or more, than similar businesses in other parts of the state. Additionally, as shown in the chart below, those who say they pay more than other parts of the state decreased slightly over the previous year, those who say they pay the same increased, and those that pay less declined slightly.



The following two charts show the percentage of businesses that offer various benefits asked about in the survey. Health insurance, dental insurance, vision insurance, retirement, and employer sponsored retirement plans are offered by over half of the entities surveyed.

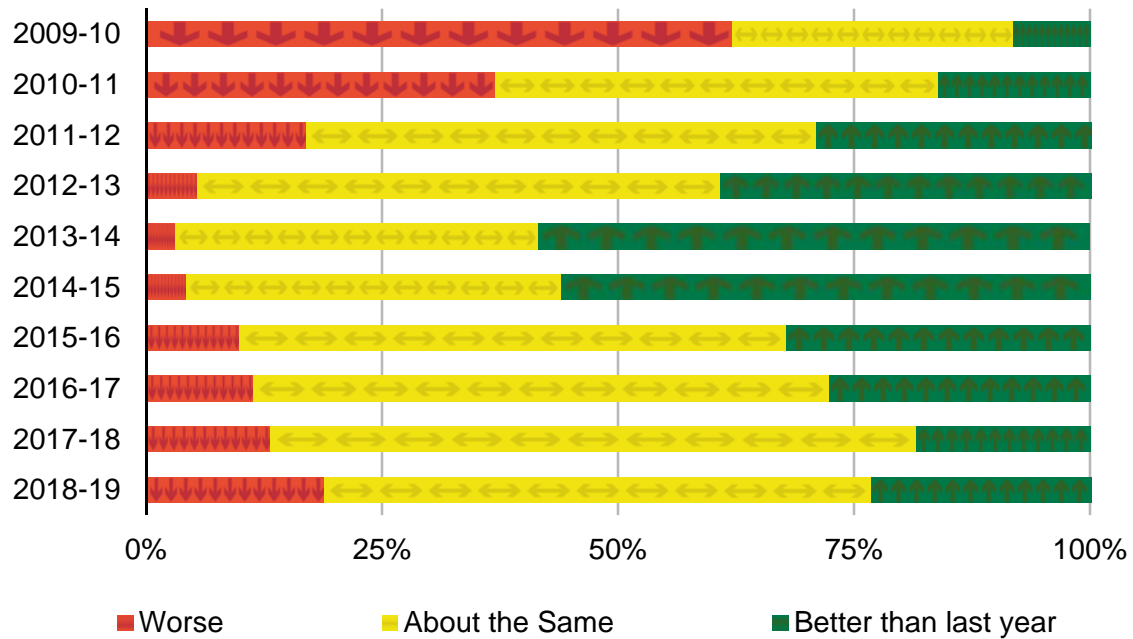




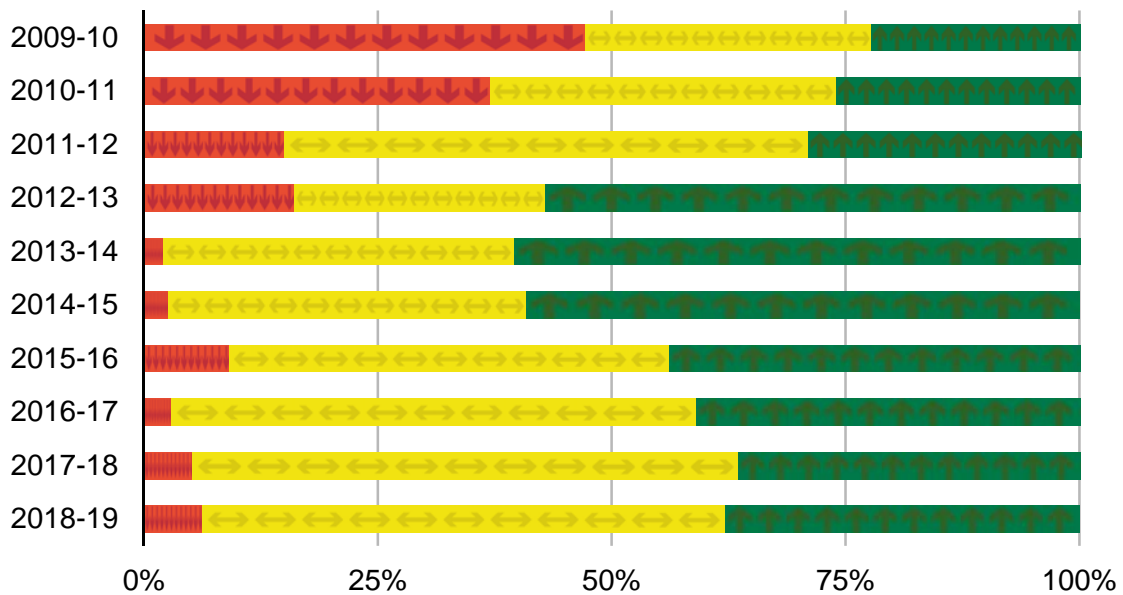
The Economy

As shown in the two charts on the next page, business owners and managers continue to feel pretty good about the Eagle County economy in general as well as their own business health. However, perception of the Eagle County economy in general has been moving in a negative direction since 2013-14. Perception of one's own business health is always rated more positively than Eagle County in general and current results show slight to small changes when compared to the two previous years. Longer-term trends on perception of one's own business health show 2013-14 to be the most positive year and then stayed relatively stable thereafter.

Businesses Indicating the EC Economy in General is Better or Worse Off than in the Previous Year



Businesses Indicating their Own Business Health is Better or Worse Off than in the Previous Year



Comments from survey respondents regarding the Eagle County economy in general are as follows:

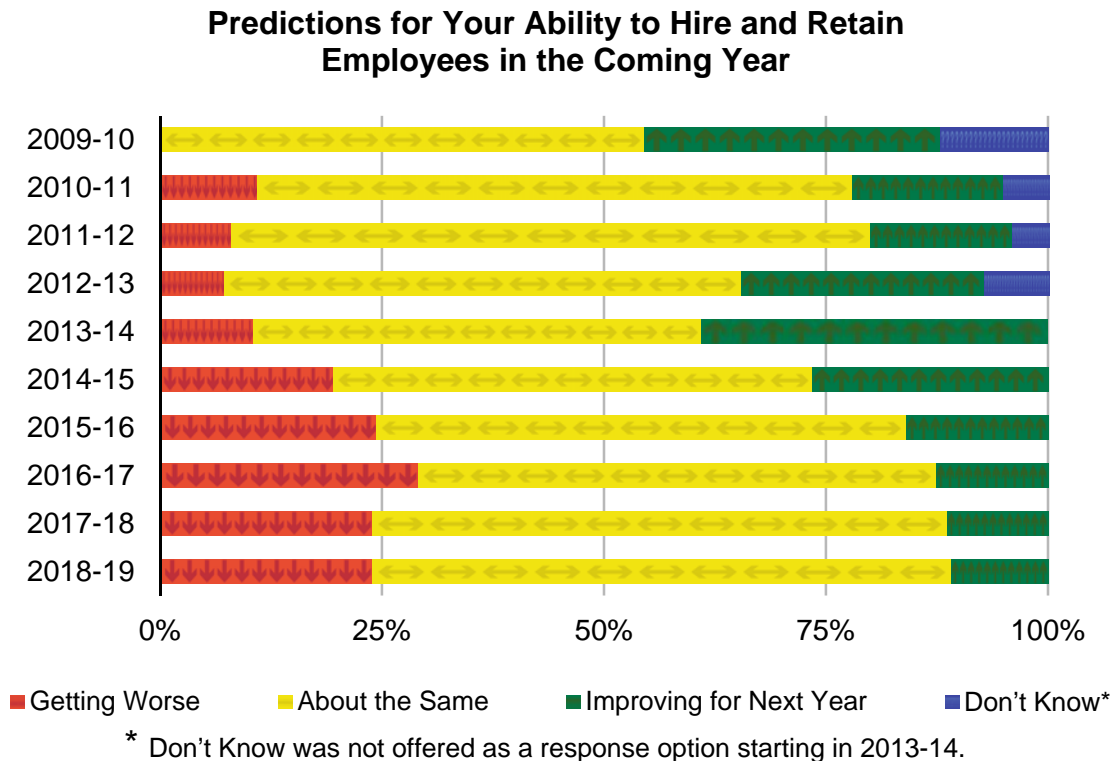
2018/2019 about the same if not a little better. Much better than 2017. Expecting to level off.
Businesses seem to be doing well, but staffing is suffering. The cost of living keeps going up and wages do not keep pace.
Costs keep rising but not wages. I am making what I made two years ago when I started.
Housing and labor shortages Cannot find qualified subcontractors
Housing is harder to find and more expensive
Housing too expensive and pay can't start to keep up
I answer better because the housing market is strong - non tourist industry business growth is strong.
I'd say worse off in the health insurance arena. Rental rates for housing also seem to be a bigger issue for my teachers.
It is better and worse. Better- more work Worse- more work, same price to customer at a higher cost to contractor
It is hard to gauge, but the costs of housing and healthcare make it very difficult for our employees.
It's harder to be a working person in Eagle County right now because the cost of living keeps going up but wages aren't keeping pace with that growth
Maybe a little better, seems people are spending a tiny bit more than they have in the past few years and travelling a bit more.
Not enough adequate affordable housing inventory; not enough talented job applicants.
The economy is doing great since the last election
the snow helped this season with increased sales
The work force is low and the demand for trades is high. Good companies can do very well we could use less skilled folks but the wages are too high for those folks.
Worse for those seeking to own land / home.

Comments from survey respondents regarding their own business health are as follows:

Currently the spring and summer season numbers are down. Early Winter was down as well.
It fluctuates ...lack of snow in 2018 was an issue. Affected tourism. We are up this year.
Only because of the snow this year - we saw strong growth within our sales this winter.
Our current staff has gained some stability and tenure and we have a clear strategic plan for growth that our constituency is in support of
post renovation we are in a more comfortable spot. This past year was good for the hotel industry.
Record snow fall and epic skiing conditions increase visitors and traffic through the airport.
The snow helped.
We are fully enrolled and retaining staff, however, once we lose staff everything will change.

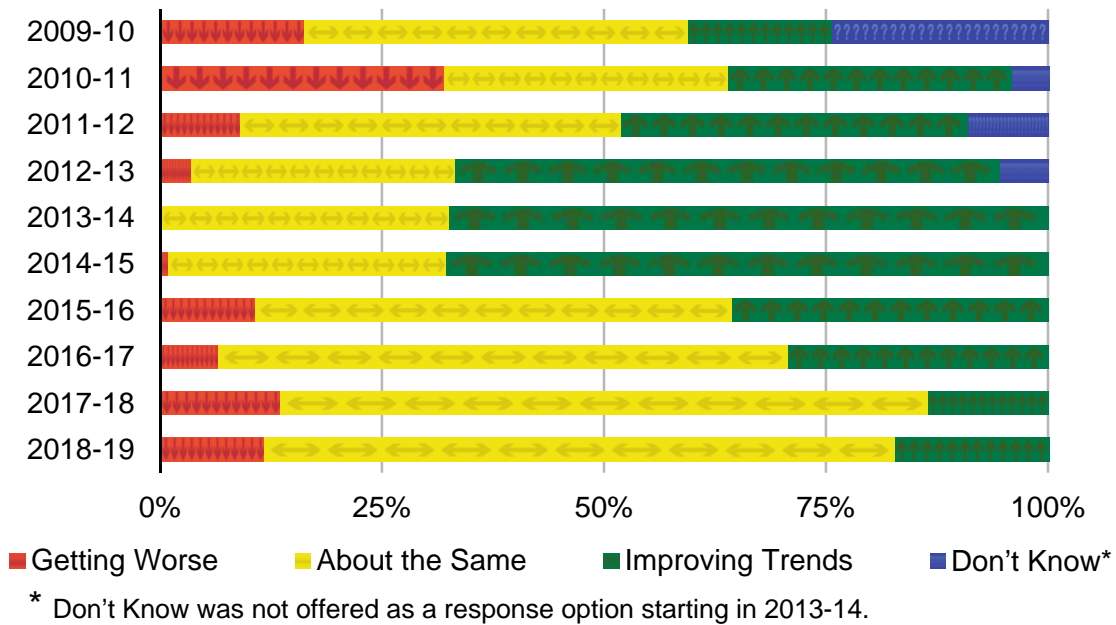
Predicting the Future

The outlook for finding and retaining employees has held relatively stable since 2014-15. Currently, about 24% of respondents say finding and keeping employees will be worse next year, about the same as the prior year result. About 11% predict it will improve, which is also about the same as the prior year.

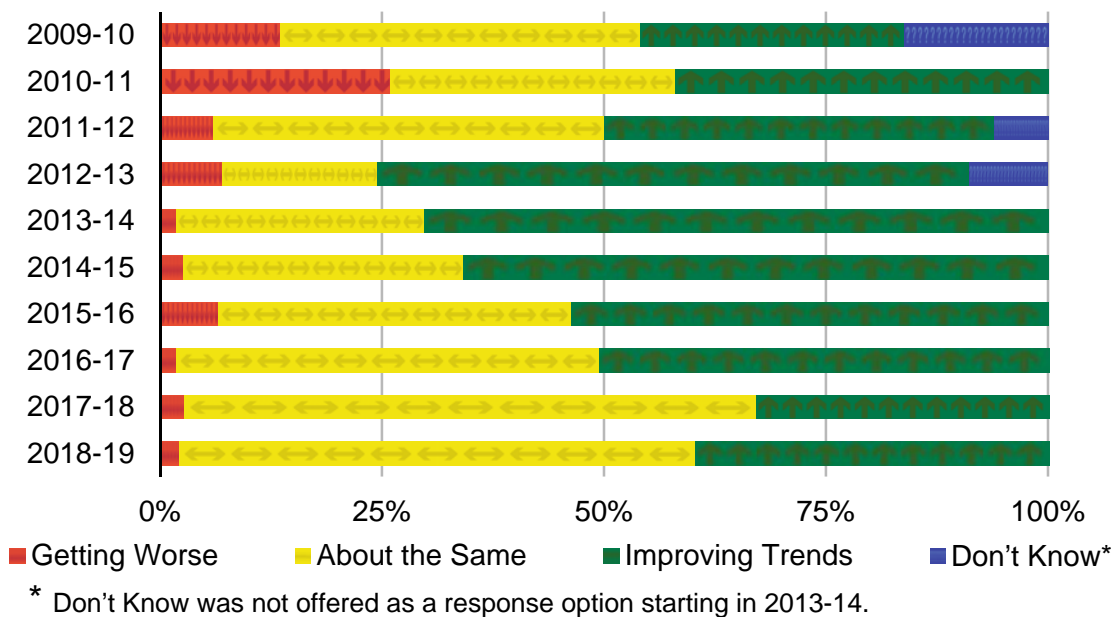


As seen in the charts on the next page, the outlook for the economy and one's own business health both improved somewhat when compared to the previous year. For Eagle County in general, the percent indicating "worse" decreased from 14% to 12% and those that said "better" increased from 14% to 17%. There was more optimism for respondents' own business health and those that that indicated "worse" decreased from 3% to 2% and those that indicated "better" increased from 33% to 40%.

Predictions for EC's Economy for the Coming Year



Predictions for Own Business Health for the Coming Year



Current Business Growth and Expansion

Over half (58%) of businesses surveyed indicate that they expect to expand in the next three years. About 17% of businesses say they are considering expanding or diversifying into a different service sector, a 7% decrease from the previous year. At the same time, 89% of businesses say there are barriers to growth in this community and 45% say that they anticipate federal state, or local legislation changes that will adversely affect their business in the next five years. The anticipated changes in legislation are shown in the table below, while comments regarding barriers to growth are shown in the table starting on page 22. Additional resources that would be beneficial to the businesses surveyed are listed in the table starting on page 25.

Adverse Legislation Anticipated in the Next 5 Years:

Colorado Legislation is working to a single payer health system which will crush our Insurance Industry and limit healthcare for its residents.
Continued reduction of the Residential Assessment Rate
Family leave fees (taxes) and other burdensome regulations at a state level. Transit improvements locally.
FCC could change their policy on Radio Station ownership. Could be either a benefit or detriment.
Funds are always subject to state funding
hard to say
health insurance and health care provider availability
Hopefully: - Health care initiatives - improved / increased affordable housing - revamped public transportation
I am sure something will happen.
Immigration reform and ability to obtain visas.
Increased federal excise tax on beer.
Insurance, litigation, healthcare
Legislation and compliance issues always have the opportunity to affect our work.
Mandatory leave policy at state level may be difficult financially if passes
Minimum Wage, Family Leave Act
New Colorado Employment Laws
Not aware of any, but not tracking
Not legislation per se, but a recession will impact philanthropy and marketing spend.
Not state or local, but federal real estate laws can always change the way we operate.
Polis taxing us to death is not positive. And depending on 2020 election as far as business taxes ...we like it lower!
Possible changes in H2B program and possibly having to provide housing for J-1s.
Possibly expansion of liquor to other retail outlets
Possibly, however we may see them improve aspects of our business. Namely the Camp Hale Legacy act, and how the implication will directly affect our permits and trail system.

Property tax increases are a major factor
Proposed amendments to TABOR and Gallagher could increase property taxes and have an adverse effect on 2nd homeowners interested in home remodel projects.
Rising minimum wage
TABOR and/or Gallagher
Tariffs
Tariffs
Tax laws and Tariffs may affect us. Health Insurance too. Unknown if these changes will help or hurt us.
Taxes and small business responsibilities for hiring more full-time staff (unemployment, healthcare, workers compensation).
That is certainly very difficult to answer. Will the new governor's agenda be helpful, costly or neutral? Remains to be seen. Will local government actually help the housing situation? That is certainly an unknown at this time.
The way in which the hospital is paid as well as greater transparency with billing / expenses.
There is legislation underway to raise the minimum wage to \$15 and abolish the current tip credit for restaurants by 2024. If this passes it will be disastrous for the restaurant industry.
There is regularly employment related legislation that require additional resources or changes in business practices.
Tipped minimum wage increase
Town of Eagle's budget struggles.
Unknown
We are a bank....
We are constantly looking at and watching future legislation
We are greatly affected by state level and legislative changes. Change always puts pressure on our processes and businesses.
We are in the short-term/vacation rental business. Communities across the country are considering rules/regulations for this industry. In many cases the new rules are hostile to our business model. So far not the case here, but it's not impossible that it could change

Barriers to Growth in the Community:

Ability to attract young professionals due to high cost of living and limited affordable housing.
Affordable Housing
Affordable housing and medical expenses make it difficult for young workers to build a career in this valley so employee retention is always a challenge.
Affordable housing for employees and cost of living is high
Affordable housing, child care
Affordable housing, comparable to cost of living, recruitment and talent retention.
Affordable housing, duh
Affordable Housing, Professional Workforce
Affordable housing. We have to bring in employees from other parts of the state to work temporarily.
Compensation and housing
Complex equation of looking for professional people and being able to afford to pay them

commensurate with their experience and at a level that allows them to "live" here and not just survive
Cost of housing & cost of salary to accommodate the overall premium we pay here in cost of living. Cost of health insurance.
Cost of living being more than pay. Cost of child care. Healthcare costs. Lack of housing/ cost of housing.
Difficult to grow when there is no place for retail workers to find housing that is less than half their monthly income. We pay a competitive rate with incentives and it's still very hard for employees to pay rent let alone live where they live.
Employee housing and population base
Employee Housing, Talent Pool
Expanding services is challenging in that finding talent that already have housing or can make the move here is sometime difficult.
Expanding staff this past year resulted in our agency reaching outside of the valley to find experienced professionals in the field from other areas. The high cost of living was a barrier to getting them to come. One even cancelled the day before his first day of work.
Expansion is affected greatly by lack of labor, Lack of housing and end-user customers/developers not understanding the requirements to live in the valleys
Finding quality job candidates
Finding skilled talent.
For hiring: professional employee pool & cost of living; For programming: venue & vendor cost
Funding is always a challenge for non-profits but we work hard in this area; ability to hire staff - low unemployment & lack of affordable housing coupled with high cost of living have made this difficult in recent years
Generally cost of living is perceived as barrier especially for married couples with children
Grocery stores selling full strength beer
Have to rely on contract labor to fill in gaps
High cost of land, increasing construction costs, limited sellers allowing development, high population of residents traveling out of town (too few local jobs to support daytime shopping/eating for businesses)....
Hiring quality long term employees
Housing & healthcare costs, early childhood access and cost, need for local governments to improve housing development processes to facilitate smart growth
Housing and employee costs.
Housing and healthcare costs
Housing crisis and lack of qualified applicants for open positions
Housing expense, low unemployment, public transportation
Housing verses wages Availability of housing
Housing, both for families and employees. We have seen some growth in families in Vail with Chamonix development, we need both children and employees up Valley in order to sustain.
Housing, Cost of getting here as guests, general cost of living - but it's a great place to live
Housing, cost of living, available services, cost of healthcare
Housing, cost of living, medical costs, immigration laws, large amount of job vacancies with few applicants due to the aforementioned challenges
Housing, housing, housing. The expense of housing drives a need for higher wages and lowers the available workforce. Positions go unfilled.

Housing, transportation.
Housing, Wages keeping staff. The cost of living is high and the wages do not sustain the cost of living.
Housing. It's hard to move here when you have to drop \$6,000-\$7,000 just to move in
Housing. Expense. Cost.
Housing/Cost of Living
I have actually looked at other locations in the valley and am presently doing so, but do not feel comfortable that educated and hardworking employees are available to businesses in the area due to high cost of living and lack of affordable housing.
In Eagle we are desperately short of housing for the 'missing generation' - Millennials. As a result our employers struggle to find and keep qualified staff.
It is hard to find office managers with previous experience that don't expect an extremely high salary
It is very difficult to find employees and it is very difficult for employees to find housing.
Labor pool and high housing and wages
Lack of affordable housing that is located close to hospital for clinical staff to be able to respond quickly to if necessary. Lack of child care with hours of operations that would accommodate 12 hour shifts.
lack of professional employees that are here to stay, looking for a career not just seasonal short term employment
Lack of qualified associates to fill management and professional roles, in addition the housing issue causes great strain on associates to remain in the valley and grow into senior positions.
lack of staffing, expense of construction, housing for employees, sub base shrunk, healthcare costs, weather, transportation challenges on i70 and up and down the front range.
Land & Economy
Land is a limited commodity since our valley is surrounded by public land.
Local and State legislative barriers continue to create barriers to growth.
Many: - Cost of living - Health care - Public Transportation - Holding a strong profit margin that ensures business success
Medical qualifications and certifications
No affordable housing for those working in hourly positions for Vail resorts.
Not enough people for the employee demand. Impossible to depend on an influx of qualified workers.
only the available develop-able space limitations
Over regulation
Pay scale
People not wanting it to become a city (which I agree with) and affordable housing
Permits for our tours within the white river national forest. Stricter regulations from Eagle County on our wedding program. Lack of services such as electricity, upgraded internet, and upgraded phone due to our location.
Remoteness of our location.
Rental housing and ownership market.
Seasonality of work
So many nonprofits and many of which are not open to collaboration
Staffing

Staffing is a huge barrier
Staffing, housing
Talent pool, cost of living.
The barriers we are up against are attracting, hiring, retaining good employees due to the high cost of living. We like to be on the leading edge of compensation in the Vail Valley and the cost of living is rising faster than company growth.
The community is built out.....Options for programing on existing facilities
The cost of housing and difficulty in establishing in the area are barriers to getting qualified professionals who could make the same or more elsewhere with lower living costs.
The main cost is real estate, which is on average 50% higher than the national average. This makes it difficult to pay staff a high enough wage to make up for this additional cost. We recommend that municipalities institute a universal basic income for county residents/workers to help ease this burden.
The real estate market tends to be the biggest factor.
Tight Labor Market
Time to train for qualified and skilled workers.
Time, money
Town of Vail various limitations including housing, signage, parking
Workforce housing continues to be our biggest challenge in recruiting and retaining employees.
Yes and no. Finding qualified employees is hard for all businesses. No more or less for mine. I hired my first remote employee this year. He works from home in the front range. That may be a strategy I employ to expand in the future.
Yes. High cost of land, construction materials, impact fees, costly approval process, narrow-mindedness, and extreme NIMBYish.

Additional resources that would be beneficial:

A larger candidate pool to choose from
A list of available skilled contractors. Is this distinct from VVP directory?
A network for housing. If you don't have a place to live how can you work in this valley. Commuting from Leadville or Glenwood seems a bit crazy.
A state run family leave program would allow small employers to better compete with larger employers on benefits.
Affordable and usable health insurance affordable housing light rail transportation
AFFORDABLE HOUSING
Affordable housing
Affordable housing for employees
Affordable housing, ease of transportation from down valley to Vail and Beaver Creek, better parking for employees
Continued access to VVP information and resources, allowing more Miller Ranch type housing programs, transportation systems could develop better (carpool programs that allow a space for parking?)
Continued efforts to create partnerships that provide workforce housing are essential.
Continued leadership from VVF in areas political concern - family leave act, health insurance, wage surveys

Continuing education around non-profit administration (management, development, marketing, etc.). Continued networking support for collaboration, cooperation, shared resources, etc.
Continuing Education. The more we, as business owners can share with each other, the better.
County wide health plan; pool of employee housing for qualified employers
Eagle/Gypsum area job fairs
Employer driving housing initiatives or collaborations.
Financial literacy classes
Find ways to address the "cost of living" issues: housing, healthcare, childcare to help with employee retention.
Finding and retaining quality employees, help with affordable housing so that they remain in the area
Good insurance (health) for employees that have multiple PT jobs
Health care education Housing database
Healthcare resource, VVP is doing a great job, but its needs to be expanded.
Housing opportunity
Housing subsidies, stronger labor pool
I think affordable healthcare either for employees to pay out of pocket, or for us to offer employees as a benefit. Getting a better handle on some sort of housing regulations in the county.
Local health insurance co-op to negotiate better rates with local hospitals. More support for childcare centers to open more locations/increase staffing/take more kids. More mental health resources.
Marketing/Promotion/Advertising assistance (from the TOV and/or the county). Real Estate cost subsidy (from TOV and/or County).
More affordable housing. The valley is a great place to live, but not everyone can afford to live, work and start a family here. We have valuable employees that leave the valley after a year or 2 due to housing issues and no long term security.
More choices for health insurance
More collaboration between organizations rather than "Avon" ones, "Vail" ones, etc.
More health care options.
More housing options. Stronger work force
More information on the health of businesses in general.
More networking opportunities
None
Partnerships between government and business community for housing solutions
Purchasing home / land assistance. Day care with earlier and later hours of operations at a more reasonable fee.
Quality local housing which we could offer to employees who are considering moving to the valley.
real solutions for health care and housing affordability issues
The Town of Vail provides a significant amount of resources to us as do the CO State Library and other library-related networks, statewide.
The VVP Business Insights Series held on May 15 and May 22 were beneficial and would attend similar workshops in the valley.

We need more affordable health care for local businesses and we need our local governments, especially the county to help with the housing crisis. Elected officials need to actually vote for housing instead of just saying they will and then caving in to the NIMBYs in our community. Our county used to be a place of opportunity for new residents. It's becoming a retirement community for many who do not care about future vibrancy in our economy or community.

We need the county and local governments to get into one room with business leaders and discuss options to improve our issues - if we work together we could accomplish so much.

Survey Methodology

Vail Valley Economic Development invited employers to participate in this research by sending them an email link to an online survey. Staff then placed follow-up “invitation to participate calls” to those companies and other entities that had not yet completed the survey, but were considered highly representative of the local business climate. The Vail Valley Partnership and its member associations included information and the survey link in their online newsletters, and area non-profit organizations were invited to weigh in.

The survey was designed and tested by research staff, and distributed through Survey Monkey, an internet-based survey tool. Data was tabulated and analyzed using SPSS, the Statistical Package for Social Sciences.

This was an opt-in rather than a random sample or census survey, so a margin of error cannot be calculated. However, survey respondents represented small and large businesses of different types employing a large number of workers throughout the valley, and results can be used to assess trends in the Eagle County workforce.

Conclusions

Some conclusions from the 2018-19 Workforce Survey:

- ✓ Business owners and managers as a whole predict a small positive change in the economy in general for the upcoming year. This was also true for the vitality of one's own business and the magnitude of the positive trend was slightly larger. Similarly, a an improvement was seen among respondents in terms of opinions regarding current economic conditions in the County in general and current views on the health of their own business also moved slightly in a positive direction.
- ✓ Predictions about the ability to hire and retain employees in the upcoming year held relatively steady since the 2015-16 survey year.
- ✓ Frustration with housing continues to be a major issue, but has held relatively steady compared to last year. Negative opinions continue to run at an all time high. Nearly 3 out of 4 businesses feel that the housing situation negatively impacts their ability to hire and retain employees and this issue was mentioned frequently when asked about barriers to growing their business in the community.
- ✓ Over half of the businesses feel that their employees have a negative opinion of the availability of affordable child care, an issue that was introduced to the survey for the first time in 2016-17. Close to 1 out of 3 businesses feel that lack of child care negatively impacts their ability to hire and retain employees.
- ✓ Two-thirds of the businesses feel that their employees have a negative opinion of the availability of affordable health care, an issue that was introduced to the survey for the first time last year. Almost 2 out of 5 businesses feel that lack of affordable health care negatively impacts their ability to hire and retain employees. However, a number of the businesses provide comprehensive coverage and 27% of respondents say their employees have a positive experience on this issue.
- ✓ Over half of the businesses surveyed indicate that they expect to expand in the next three years and about nearly 1 out of 5 say they are considering expanding or diversifying into a different service sector. However, nearly all of the businesses say there are barriers to growth in the county, with a large number of respondents providing open-ended comments in this area.