



Opportunity Now Regional Talent Summits **Northwest Region Summit Outcomes Report**

June 2025

Table of Contents

Introduction	2
Key Findings & Outcomes	3
Construction.....	3
Industry Overview	3
Summit Findings	3
Goal Development	4
Healthcare	6
Industry Overview	6
Summit Findings	6
Goal Development	8
Tourism	9
Industry Overview	9
Summit Findings	9
Goal Development	11
Next Steps	12
Appendices	13
Appendix A: Construction - Key Findings on Priority Occupations	13
Appendix B: Healthcare - Key Findings on Priority Occupations	15
Appendix C: Tourism - Key Findings on Priority Occupations	17

Introduction

The Regional Talent Summits Act, enacted by [House Bill 24-1365](#), aims to address workforce shortages by convening state and regional stakeholders to discuss economic and workforce needs, and the programs and resources that might address those regional needs. These industry-led convenings focus on three regionally identified industries, resulting in tactical workforce plans to develop career pathways in specified fields facing regional workforce challenges.

The workforce plans that emerge will provide a framework for each region to collaboratively address specific workforce challenges over the next five years and will be published in the 2025 Colorado Talent Pipeline Report. Workforce plan implementation will be led by local workforce development boards and regional partners. Annual progress reports will be published in the Colorado Talent Pipeline Report through 2030 to ensure ongoing accountability.

The Northwest Regional Summit was held on June 3, 2025, organized by the Office of Economic Development and International Trade (OEDIT) and hosted by the Vail Valley Partnership. The region, comprising seven counties - Eagle, Grand, Jackson, Park, Pitkin, Routt and Summit - centered around three industries: Construction, Healthcare and Tourism. This report summarizes industry insights, key findings and next steps.

Regional Insights and Collaboration

Over 90 industry representatives and public partners (education and training professionals, workforce intermediaries, chamber leaders, etc.) registered for the Northwest Regional Summit. Prior to the summit, all attendees were given a regional landscape analysis on construction, healthcare and tourism. Attendees also received a prework survey designed to complement the landscape analysis, gathering feedback from industry representatives and public partners. The survey received 45 responses - 26 from industry representatives and 19 from public partners.

The survey responses were then used at the summit to initiate dialogue around challenges and opportunities related to the select industries. Several themes were prominent across all industries, including the need to improve access to affordable housing, increase early exposure and awareness to industry opportunities, enhance training infrastructure and establish tools that centralize information and resources.

In alignment with the Regional Talent Summits Act, the summit discussions shaped each industry's two- and five-year goals and related tactical steps.

Key Findings & Outcomes

Construction

Industry Overview

Data from May 2025 Northwest Region Landscape Analysis

The Northwest region is home to approximately 4,400 jobs in construction-related industries, spanning sectors such as site preparation, electrical, specialty trade contractors, architecture and engineering services, commercial and institutional building construction, and infrastructure. The majority of these jobs are concentrated in Eagle County, which has around 1,420 jobs, followed by Routt County with around 910 jobs. Summit and Pitkin Counties have smaller shares, with 720 and 590 construction jobs, respectively.

Many jobs require only on-the-job training, such as construction laborers, operating engineers, and office clerks. However, other roles, such as electricians, architects, and civil engineers, require formal education, licensure, or apprenticeship. The region offers over 30 related postsecondary programs through the Colorado Mountain Colleges, and 10 high school CTE programs focusing on business, construction trades, and engineering. Apprenticeship opportunities also provide opportunities to develop critical skills for occupations such as electricians, architects, line repairers, line maintainers, and construction technology.

The industry's current workforce is predominantly white (78%) and Hispanic (18%). Approximately 80% of workers within the industry are male, although architectural services and landscape architectural services have higher female representation. About 27% of workers are 55 or older, with industries like site preparation contractors and highway, street and bridge construction employing a higher number of older employees.

Summit Findings

Summit participants identified three priority occupations within the region's construction industry:

- Technician
- Job Supervisor
- Project Manager

Industry representatives worked alongside public partners to identify the primary challenges to hiring, risks to the industry if the talent pool does not improve, solutions to address talent needs, and existing resources to support those solutions. The following lists consolidate these findings. Review the full table of occupation-specific conclusions in [Appendix A](#).

Hiring Challenges

- **Workforce Readiness:** Candidates frequently lack key technical or soft skills, resulting in the need for extensive on-the-job training that strains employer resources.

- **Limited Training & Upskilling Options:** Many candidates enter the workforce with little or no hands-on experience, and there are few accessible, structured programs to support continuous skill development and upskilling.
- **Housing Availability & Affordability:** Workers often struggle to find affordable housing near job sites, creating long commutes and negatively impacting job satisfaction and employee retention.
- **Perceived Lack of Career Pathways:** Many roles are viewed as temporary, especially among entry-level workers who plan to move into other professions, leading to high turnover.
- **High Cost of Education for Degree-Required Roles:** The rising cost of higher education poses a significant barrier to filling roles that traditionally require a bachelor's degree. Many potential candidates are deterred by the debt burden or perceive the return on investment as unclear, limiting the pipeline of qualified applicants for leadership and technical positions in construction.

Risks to Industry (& Region)

- **High Turnover & Instability:** Inadequate compensation, lack of long-term growth opportunities and burnout lead to frequent employee exits, resulting in continual hiring cycles and disruptions to operations.
- **Decreased Productivity & Project Delays:** Gaps in training, workforce shortages, and turnover can delay project timelines, increase costs, and diminish overall efficiency.
- **Safety & Quality Concerns:** Inadequately trained workers and overworked supervisors may compromise safety and construction standards.
- **Economic Impact on Business, Community & Government:** Slower rates of completion, increased costs, weakened infrastructure, and delayed local economic development reduce business growth and can result in lost government tax revenue or higher long-term community costs.

Regional Strengths & Resources

- **Community-Centered Ethos:** Many employers believe that “strong people and strong businesses build strong communities.” With this ethos, industry can promote deeper investment in employee well-being and local partnerships.
- **Passionate Mentors & Leadership:** Many construction firms have experienced and dedicated leaders who are eager to mentor and grow their workforce, creating a strong internal culture.
- **Institutional Partnerships:** Collaborations with organizations like Colorado Mountain College and CareerWise enable career-aligned learning, credentialing, and talent pipeline development.
- **Job Security:** Many construction jobs cannot be fully replaced by technology; there will likely always be a demand for human construction skills.

Goal Development

The construction group identified a number of solutions to support the industry's overall talent pipeline needs, prioritizing several objectives:

- 1) Improving outreach and awareness with students and families
- 2) Reevaluate training models and offerings

3) Increase employee access to stable housing options

The draft solutions below will guide further discussion, informing the region's 2- and 5-year goals that will be included in the resulting tactical workforce plan.

- **A Family Narrative:** A “family narrative” approach to career and college planning helps shift cultural expectations while giving youth a fuller view of what is possible. Tapping into existing high school pipeline partnerships and CMC resources can help make these pathways real and visible.
- **Integrated Career Exploration Pathways:** Replacing one-off career fairs with deeper, more personalized options like job shadowing and multi-day engagement can better connect students and families to local career paths.
- **Regional Training Infrastructure:** Standardizing and scaling apprenticeship programs is critical to addressing the skilled labor shortage. Streamlined 3:1 apprenticeship ratios, regionally coordinated training schedules, and ROI-based funding models (where tuition is paid up front and reimbursed over time) can help reduce employer risk and increase participation. Mobile and remote options will also be essential for expanding access in rural and seasonal settings.
- **Housing Stability for Workforce Retention:** Stable and affordable housing is foundational to long-term employment and community integration. Without it, even well-trained candidates quickly exit the region. Addressing this challenge through rental and down payment assistance, as well as employer partnerships, will be central to building a resilient and reliable workforce.
- **Improved Public Partner Coordination:** Stronger coordination with public agencies can simplify access to funding, supports, and shared solutions. A central communication strategy and aligned messaging can help reduce confusion and ensure that both employers and workers know where to turn. Clarity and trust in these systems will help scale impact more effectively across the region.

Healthcare

Industry Overview

Data from May 2025 Northwest Region Landscape Analysis

There are over 8,200 healthcare jobs in the Northwest region, across a wide range of locations, including hospitals, physician and dental offices, outpatient care centers, services for the elderly and disabled, personal care services, retirement communities, and health-related fitness and recreation facilities. Eagle County is home to approximately 3,800 healthcare jobs. The next largest concentrations of jobs are in Routt (1,640), Summit (1,340) and Pitkin (640) Counties.

Many positions, such as home health and personal care aides, medical secretaries, and receptionists, do not require postsecondary education beyond on-the-job training. While occupations like physicians, nurses, and dental-related roles require specialized education and licensure. The region has limited secondary CTE programs, with five business programs, three health sciences programs and one nurse aide program. However, there are around 75 postsecondary programs in healthcare, business-related fields, and behavioral health. There were zero related apprenticeship programs identified through the Colorado Registered Apprenticeship Program Directory. However, the summit regional host identified six apprenticeship programs offered in the region.

The industry's current workforce is predominantly white (80%) and Hispanic (14%). Approximately 68% of workers within the industry are female, although industries such as fitness and recreational instruction and sports centers tend to have greater male representation. About 23% of workers are aged 55 or older, with some specialties tending to have higher levels of older employees nearing retirement, such as sports and recreation instruction, and services for the elderly and persons with disabilities.

Summit Findings

Summit participants identified three priority occupations within the region's healthcare industry:

- Medical Assistant
- Imaging/ Radiology Technician
- Behavioral Health

Industry representatives worked alongside public partners to identify the primary challenges to hiring, risks to the industry if the talent pool does not improve, solutions to address talent needs, and existing resources to support those solutions. The following lists consolidate the findings. Review the full table of occupation-specific conclusions in [Appendix B](#).

Hiring Challenges

- **Housing Availability & Affordability:** Across all healthcare roles, lack of accessible and affordable housing is a major barrier to workforce retention. Even when talent can be recruited, staff often leave within months due to unsustainable living costs. This makes it difficult for employers to sustain new initiatives and retain knowledge.

- **Compensation Gaps:** Roles like Medical Assistant and Behavioral Health consistently offer lower wages relative to the workload, training, and emotional demands, leading to dissatisfaction and turnover.
- **Lack of Accessible Training Pathways:** Limited training programs and credentialing pipelines make it difficult to scale the healthcare workforce or support internal growth for entry-level employees.
- **Reliance on Traveling Staff:** The high reliance on traveling staff and aging workers (especially in radiology) threatens service continuity. Knowledge is often lost when key individuals transition or retire.
- **Stigma of Behavioral Health:** Behavioral health continues to face stigma and a lack of public understanding, making recruitment, funding, and prioritization difficult.
- **Fragmented Resource Navigation:** Stakeholders frequently cited the lack of a central, publicly accessible repository for healthcare resources, tools, and programmatic knowledge—leading to duplicated efforts or lost momentum when staff turnover occurs.

Risks to Industry (& Region)

- **Decreased Quality of Care:** Workforce and training shortages contribute directly to reduced patient access and lower quality of care. This is especially relevant for populations needing direct or mental health services.
- **Limited Access to Care:** Gaps in workforce availability due to turnover, training shortages, or burnout directly result in patients traveling long distances for care or going without it entirely.
- **High Burnout & Turnover:** Constant demands, especially in behavioral health and entry-level roles, coupled with low compensation and long travel between counties, significantly contribute to staff exhaustion and high turnover.
- **Loss of Institutional Knowledge:** Healthcare initiatives are often dependent on single individuals. When these leaders leave or retire, their knowledge and networks disappear, disrupting services and stalling progress.
- **Impact on Public Health & Community Wellbeing:** Staffing gaps in behavioral health, radiology, and medical support roles create broader social risks that impact the community in both short- and long-term, including decreased access to timely care, increased mental health crises, harm to self or others.

Regional Strengths & Resources

- **Strong Existing Partnerships:** The region benefits from active collaborations with institutions like Colorado Mountain College, CMU Tech, CareerWise, and local hospitals, which help sustain training, internships, and grow-your-own pipelines.
- **High School Program Infrastructure:** Programs like P-TECH, concurrent enrollment, and QMAP can support early exposure to healthcare careers and credentialing to build long-term pipelines.
- **Motivated & Peer-Led Culture:** Across roles, there are examples of strong peer networks, bilingual providers, and passionate advocates who are willing to train, mentor, and contribute to a values-driven work culture.
- **Grant & Funding Resources:** State and federal funding can be used to support apprenticeships, education, and leadership development in rural health systems.

Goal Development

The healthcare group identified a number of solutions to support the industry's overall talent pipeline needs, prioritizing several objectives:

- 1) Increase awareness and pathway opportunities to high school students
- 2) Identify clear career pathway progressions
- 3) Increase employee access to stable housing options

The draft solutions below will guide further discussion, informing the region's 2- and 5-year goals that will be included in the resulting tactical workforce plan.

- **Early Exposure & Career Awareness:** Students need earlier and broader exposure to healthcare careers beyond doctors and nurses. Introducing industry panels, storytelling, and base-level occupational knowledge can make information about healthcare work more visible, inspiring, and easier to navigate. This will also help highlight that not all roles require a 4-year degree.
- **Clear Career Ladders & On-Ramps:** When people understand how they can grow in the field, they are more likely to enter and stay. Building transparent vertical and lateral career pathways can welcome career changers and showcase clear advancement routes from entry-level roles can help address workforce shortages.
- **Sustained Institutional Partnerships:** Long-term collaboration between high schools, colleges, and healthcare employers should be anchored in industry-wide commitment, not just dependent on individual champions. A system of continuity ensures that partnerships survive staff turnover and can adapt to future needs.
- **Grow-Your-Own Talent & Support Systems:** "Grow your own" approaches create long-term community resilience. Local talent pipelines will need sustained funding and wraparound support to flourish. Programs like diagnostic imaging bootcamps, housing rental or down payment assistance, and simplified grant access can help remove barriers and make it more feasible for community members to pursue and stay in healthcare careers.
- **Centralized Resource Tool:** A single, accessible hub for healthcare workforce resources, training programs, and funding opportunities would reduce fragmentation and increase access. This could take the form of a searchable website or database.

Tourism

Industry Overview

Data from May 2025 Northwest Region Landscape Analysis

The Northwest region is home to approximately 28,800 tourism industry jobs. The region offers year-round, world-renown facilities and experiences, resulting in a high concentration of hotels, sporting goods retailers and other recreational businesses. Eagle and Summit Counties have the largest concentrations of jobs, with 7,770 and 7,465, respectively. Pitkin (6,430), Routt (3,350) and Grand (2,660) have the next largest shares of tourism jobs.

Most occupations in the industry require only on-the-job training. Only two occupations within the largest 20 occupation groups within the industry require formal postsecondary education and training - general and operations managers and bookkeeping, accounting, and auditing clerks. The region has about 11 CTE programs in business, hospitality, and outdoor recreation leadership, and around 70 relevant postsecondary programs offered across regional Colorado Mountain College campuses. There are six apprenticeship programs identified through the Colorado Registered Apprenticeship directory and input from the summit regional host.

The industry's current workforce is predominantly white (79%) and Hispanic (13%). Approximately 58% of workers within the industry are male, although recreational and vacation camps and snack and nonalcoholic beverage bars have higher female representation. Around 21% of current workers in the industry are aged 55 and older.

Summit Findings

Tourism industry representatives identified five priority occupations:

- Front Desk Staff Clerk
- Cook/ Food & Beverage Staff
- Maintenance/ Repair Worker
- Housekeeping/ Cleaner
- Front Desk Manager

Industry representatives worked alongside public partners to identify the primary challenges to hiring, risks to industry if the talent pool does not improve, solutions to address talent needs, and existing resources to support those solutions. The following lists consolidate these findings. Review the full table of occupation-specific findings in [Appendix C](#).

Hiring Challenges

- **Housing Availability & Affordability:** Repeated across all occupations, unaffordable or unavailable housing is a core barrier to industry recruitment and retention. Workers often leave after short tenures when they cannot secure stable housing, undermining workforce continuity.
- **Low Wages & Limited Career Advancement:** Many roles offer low pay, limited mobility, and few structured professional development opportunities, leading to dissatisfaction, burnout, and perceptions that the industry lacks long-term viability.

- **Workforce Soft Skills & Customer Service Gaps:** Many workers enter roles without adequate interpersonal or service-related skills, especially in front-facing positions, resulting in increased training needs and service inconsistencies.
- **Stigma & Role Perception:** Tourism jobs, particularly those in food service, maintenance, and housekeeping, often carry negative stereotypes. This can deter interest, especially from youth and mid-career switchers.
- **Demanding Schedules:** Long and inflexible hours, such as nights, weekends, and holidays, along with seasonal spikes, and a lack of leadership support contribute to fatigue, poor mental health, and high turnover.
- **Lack of Centralized Resources & Knowledge Sharing:** Employers and regional partners struggle to access or locate workforce development tools, programs or shared practices. There is a desire for a user-friendly, gatekeeper-free hub to consolidate opportunities and best practices.

Risks to Industry (& Region)

- **Diminished Guest Experiences:** Staffing shortages, high stress roles, low pay, and limited advancement cause employees to exit frequently, which can increase pressure on remaining staff, reduce service quality, and diminish guest experiences.
- **Leadership Gaps & Inconsistent Management:** A shortage of skilled supervisors—especially those trained in people management—means high middle-management turnover, inconsistent operations, and underdeveloped teams.
- **Loss of Seasonal Continuity:** Without structured seasonal exchange agreements or shared standards, communities struggle to coordinate and retain reliable seasonal workers, leading to ongoing inefficiencies year after year.
- **Negative Economic & Community Impacts:** Workforce instability directly impacts community identity, tax revenue, and long-term tourism viability. When services falter, both business and community may suffer.

Regional Strengths & Resources

- **Career Pathway & Credentialing Models:** The tourism sector has growing access to tools like stackable credentials, management trainee programs, and career mapping strategies that can help demonstrate how “starter jobs” can turn into sustainable careers.
- **Existing Community-Based Supports:** Programs like CMC’s Hospitality and Resort Management, WIOA funding, ESL classes, and non-profit partnerships provide a strong foundation to scale talent development.
- **Seasonal Worker Exchange Initiatives:** There is growing momentum behind shared seasonal staffing strategies across the state and region. Examples from local businesses and chamber alliances illustrate how structured agreements and common expectations can address staff continuity concerns.
- **Multi-Generational & Diverse Workforce Potential:** With more intentional design, the tourism sector can leverage its already-diverse talent pool, including multi-lingual and multi-generational staff, to strengthen service and cultural awareness.
- **Commitment to Community & Collaboration:** High motivation to build collaborative partnerships, share best practices, and develop regional solutions, especially if these efforts are supported by a shared tool or resource hub.

Goal Development

The tourism group identified a number of solutions to support the industry's overall talent pipeline needs, prioritizing several objectives:

- 1) Increase access to local and non-local trained talent
- 2) Improve early exposure and awareness efforts
- 3) Increase employee access to stable housing options

The draft solutions below will guide further discussion, informing the region's 2- and 5-year goals that will be included in the resulting tactical workforce plan.

- **Unified Advocacy for Sustainable Funding:** Regional partners, including local governments, businesses, and public organizations, should organize around a common message and advocate for mandated, accessible, and sustainable legislative funding in order to ensure long-term workforce development. Creating a unified voice will help clarify the direct connection between workforce investments and essential public services.
- **Expanded & Aligned Quality Career Pathways:** Expand stackable career pathways that begin in high school and connect through CTE and college to promote seamless transitions and recognize credit for prior learning. These “quick and quality” on-ramps can increase access to skilled employment while being responsive to regional needs.
- **Promote Career Lattices & Inclusive Pathway Visibility:** Rather than a one-directional career ladder, a “career tree” or lattice approach can showcase multiple, flexible options for entry and advancement, including opportunities for Friends and Family Network (FFN) providers and career changers. Clear messaging can further increase visibility of these options, especially in rural communities and among underrepresented groups.
- **Coordinate Regional Data & Resource Mapping:** To guide decisions and investments, the region would benefit from identifying, mapping, and aligning existing funding streams, programs and supports across sectors. This would help improve transparency, reduce duplication and ensure that successful models can be formalized and scaled in partnership with entities like Fremont and others.
- **Seasonal Workforce Exchange:** Streamlining seasonal workforce exchange is a top priority for addressing talent gaps in tourism-heavy regions. Coordinated systems across states and regions, such as matchmaking forms, shared benefits platforms, and opt-in databases, can make it easier for employers and workers to connect without placing the burden on individual businesses.
- **Career Pathways & Perception Shifting:** The tourism and service sectors must reframe roles as viable, respected careers rather than dead-end jobs. High school and technical school outreach, career fairs, and storytelling campaigns can help illuminate the purpose, growth potential, and impact of these careers. Recreating training models like “Disney University” and highlighting transferable skills can support this cultural shift.

- **Training Standardization & Alignment:** A thriving future workforce requires tight collaboration between high schools, colleges and employers to deliver relevant and transferable skills. Cross-sector training, apprenticeships, bootcamps and streamlined licensing can increase both supply and quality of skilled labor. Standardized regulation and shared curricula can also help stabilize the pipeline and reduce reliance on individual players as champions.
- **Responsive Infrastructure:** Increased access to housing, childcare and benefits must be addressed to support both transient and permanent workers. By investing in job quality and support infrastructure, communities can improve worker retention, reduce burnout and attract new talent.
- **Centralized Resource & Communication Hub:** The region needs a centralized, easily accessible hub for talent development resources, programs and partner information. This tool would make it easier to navigate training opportunities, funding sources and sector-specific efforts like hospitality upskilling or internship matching. Building on promising models, the hub could be aligned with a sector partnership to ensure regional coordination and business access.

Next Steps

The next phase of this work will focus on developing the Tactical Regional Workforce Plans, which will further outline the industry-led goals and tactics identified at the summits. The Program Facilitator will rely on Regional Action Committees to ensure these plans are developed with ongoing regional input. The resulting workforce plans will be published in the 2025 Colorado Talent Pipeline Report.

Regional Action Committees will be led by Local Workforce Board members since the Workforce Plans will be incorporated into local WIOA plans. Regional Action Committees will be responsible for Workforce Plan execution, reporting on progress and identifying opportunities for continuous improvement and plan revision. The Colorado Workforce Development Council (CWDC) will oversee implementation across the seven regions and will be responsible for monitoring, evaluation and technical assistance through 2030.

Appendices

Appendix A: Construction - Key Findings on Priority Occupations

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
Technician	<ul style="list-style-type: none"> • Candidates with no or limited experience • Limited training opportunities • Housing availability and affordability • Lengthy commutes • Frequent travel impacting work/ life balance • Cost to insure independent workers and drivers • Potential funding cuts 	<ul style="list-style-type: none"> • Diminished safety and working conditions • Decreased accountability and quality of work • High staff turnover • Delayed projects • Incomplete projects 	<ul style="list-style-type: none"> • Develop and enhance skills-based learning • Leverage in-house resources to train new employees • Develop and enhance mentorship programs • Improve customer service • Offer scholarships And tuition reimbursement • Utilize new technology • Roll out “Bunkhouse” modernized with down payment assistance 	<ul style="list-style-type: none"> • Passionate owners, leaders and coworkers to participate in training and mentoring
Job Supervisor	<ul style="list-style-type: none"> • Candidates with limited on-the-job experience • Navigating family immigration dynamics 	<ul style="list-style-type: none"> • Diminished safety and working conditions • Decreased accountability and quality of work • High staff turnover 	<ul style="list-style-type: none"> • Promote career growth opportunities • Explore Career Messaging/ Mid Career 	<ul style="list-style-type: none"> • Candidates with dual language abilities

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
	<ul style="list-style-type: none"> • Hosting informal training sessions • Role requires a very high time commitment on the job • Staff become independent contractors or start a new company 	<ul style="list-style-type: none"> • Decreased productivity • Increased costs • Delayed projects • Incomplete projects 	<ul style="list-style-type: none"> • Increase career guidance efforts, e.g., peer-to-peer videos 	
Project Manager	<ul style="list-style-type: none"> • Limited resources • Candidates without required bachelor's degree • Lengthy commutes • Frequent travel impacting work/ life balance • Housing availability and affordability • High cost of living • Meeting job site regulations 	<ul style="list-style-type: none"> • Diminished safety and working conditions • Decreased accountability and quality of work • High staff turnover • Decreased productivity • Increased costs • Delayed projects • Incomplete projects 	<ul style="list-style-type: none"> • Offer on-the-job training • Offer tuition reimbursement • Promote earning potential • Promote sustainability as a small town career • Explore employee housing • 	<ul style="list-style-type: none"> • Colorado Mountain College Construction Manager Program

Appendix B: Healthcare - Key Findings on Priority Occupations

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
Medical Assistant	<ul style="list-style-type: none"> Low wages Serves as a stepping stone to PA, RN and MD Housing availability and affordability 	<ul style="list-style-type: none"> Limited access to patient services Patients required to travel great distance for care Decreased staff retention 	<ul style="list-style-type: none"> Address staff turnover expectations Implement storytelling to convey the impact of this work Promote career growth opportunities Promote that the workday schedule allows time for classes 	<ul style="list-style-type: none"> Grow Your Own Partner with other medical assistant programs Current staff pool with strong skills inventory Existing credentialing programs in high schools
Imaging/ Radiology Technician	<ul style="list-style-type: none"> Lack of awareness around role Limited training program options impact ability to scale Aging workforce soon to retire Current workforce consists of very high traveling staff rates National shortage impacts potential out of state recruitment efforts 	<ul style="list-style-type: none"> Limited access to patient services Patients required to travel great distance for care Impacts orthopedic discipline, which impacts tourism and other industries Negative impact on community mental health 	<ul style="list-style-type: none"> Replace or convert traveler staff to local staff Develop floating staff pool Develop partnerships between instructors and industry leaders Leverage grants available for education Increase pay for entry level staff Ensure and promote growth opportunities 	<ul style="list-style-type: none"> High school - PTECH, concurrent enrollment, Qmap, and classroom presentations Opportunity Now Grants Western Healthcare Alliance Local Hospitals Career Centers Rocky Mountain Health Foundation Western Colorado Area Healthcare Education Center

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
				<ul style="list-style-type: none"> • CMU/ CMU Tech/ Montrose
Behavioral Health	<ul style="list-style-type: none"> • Low wages • Housing availability and affordability • High and frequent travel between counties • Stigma of behavioral health not really a problem • Breadth of work required in integrated care • Incidents of workplace violence • Cost of education • Limited bilingual providers • Losing staff to higher paying careers 	<ul style="list-style-type: none"> • Limited access to patient services • Patients required to travel great distance for care • Increased rate of harm to self or others • Increased burnout from current providers • Lost funding 	<ul style="list-style-type: none"> • Strengthen relationship with CMC and Front Range schools • Implement tiered education with pay • Develop paid internships • Implement employee referral bonus structure • Leverage skilled peers • Explore Seasonal Workforce patrollers 	<ul style="list-style-type: none"> • Professional advocacy organizations • Colorado AG funding • Colorado apprenticeship program • Behavioral Health Administration • Federal funding

Appendix C: Tourism - Key Findings on Priority Occupations

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
Front Desk Staff Clerks	<ul style="list-style-type: none"> Housing availability and affordability Candidates lack soft skills High staff burnout rate Investment of time and effort to engage with community partners 	<ul style="list-style-type: none"> Hiring desperation resulting in unskilled staff coming on board Decreased quality of service Increased employee relations issues and turnover rates Increased turnover in middle management for front desk due to burnout from constant hiring and training 	<ul style="list-style-type: none"> Promote role as “launching pad” into other roles within the company and industry Improve training offerings Utilize long platforms to teach and reduce manager time strain Implement shorter ramp-up time for new hires Increase role standardization Engage with community partners 	<ul style="list-style-type: none"> JI and H2B Visas Breckenridge Tourism Office (BTO) Chambers of Commerce Frontline appreciation month
Cook/Food & Beverage Staff	<ul style="list-style-type: none"> Low pay rates Housing availability and affordability Lack of purpose Inflexible, long hours with limited time off, e.g., holidays, weekends, etc. Candidates failing background checks 	<ul style="list-style-type: none"> Decreased services Decreased quality and customer service Increased staff burnout and turnover Decreased local tax revenue and wasted resources Negative impact on short- and long-term community identity 	<ul style="list-style-type: none"> Offer more affordable housing Implement employee ownership or path to business ownership Explore cross-skilling Increase high school outreach Train on customer service and effective communication 	<ul style="list-style-type: none"> Partnerships with colleges Grants Apprenticeships Mentorships Management trainee programs

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
	<ul style="list-style-type: none"> • Dissatisfaction due to limited opportunities for career mobility • Candidates with misaligned career expectations • Prevalence of substance use and mental health issues • Unattractive stereotype and role perception 		<ul style="list-style-type: none"> • Implement mandatory internships • Leverage HR resources and networks for small businesses • Explore winter/summer seasonal partnerships 	
Maintenance/ Repair Worker	<ul style="list-style-type: none"> • Low wages • High cost of living • Candidates lack certifications and adequate skill set • Candidates lack strong customer service • Confirming a culture fit for the team • Competing industries that pay more • Identifying leaders who are willing to train others • Stigma/ low role perception 	<ul style="list-style-type: none"> • Decreased safety • Disruption to operations • Negative impact on guest experience and service 	<ul style="list-style-type: none"> • Increase certification training • Map out pathways • Improve company culture • Implement manager training models • Develop or leverage apprenticeships and internships • Remove stigma from trades • Increase education around role • Increase schedule flexibility and work/ life balance 	<ul style="list-style-type: none"> • Technical education resources

Occupation	Challenges	Risks	Solutions or Opportunities	Assets
			<ul style="list-style-type: none"> • Offer de-escalation training • Provide mental health support 	
Housekeeping/ Cleaner	<ul style="list-style-type: none"> • Low wages • Taxing work • Housing availability and affordability • Childcare costs • Lack of career path or growth • Immigration policies • Language barriers 	<ul style="list-style-type: none"> • Negative impact on guest experience and service • Weakened community • Candidates move to a more affordable area • Immigration policies and international workers • Economic impact 	<ul style="list-style-type: none"> • Offer creative, flexible schedule • Offer professional development • Increase language opportunities • Improve cultural awareness • Implement standardized practices • Offer family support 	<ul style="list-style-type: none"> • ESL/SSL programs • Non-profit organizations • Community events • Multi-generational workforce
Front Desk Manager	<ul style="list-style-type: none"> • High-stress role with heavy workload • Competitive compensation • Staff turnover • Candidates lack leadership skills • Seasonal and geographic constraints 	<ul style="list-style-type: none"> • Negative impact on guest experience and service • Increased staff burnout and turnover • Lack of consistent leadership 	<ul style="list-style-type: none"> • Explore seasonal worker exchange • Invest in career pathway development • Offer stackable credentials 	<ul style="list-style-type: none"> • CMC Hospitality and Resort Management Program • WIOA programs and funds • Examples from local businesses of how they've handled seasonal exchange