

WORK.PLAY.LEARN

WORKFORCE
DEVELOPMENT
INITIATIVE

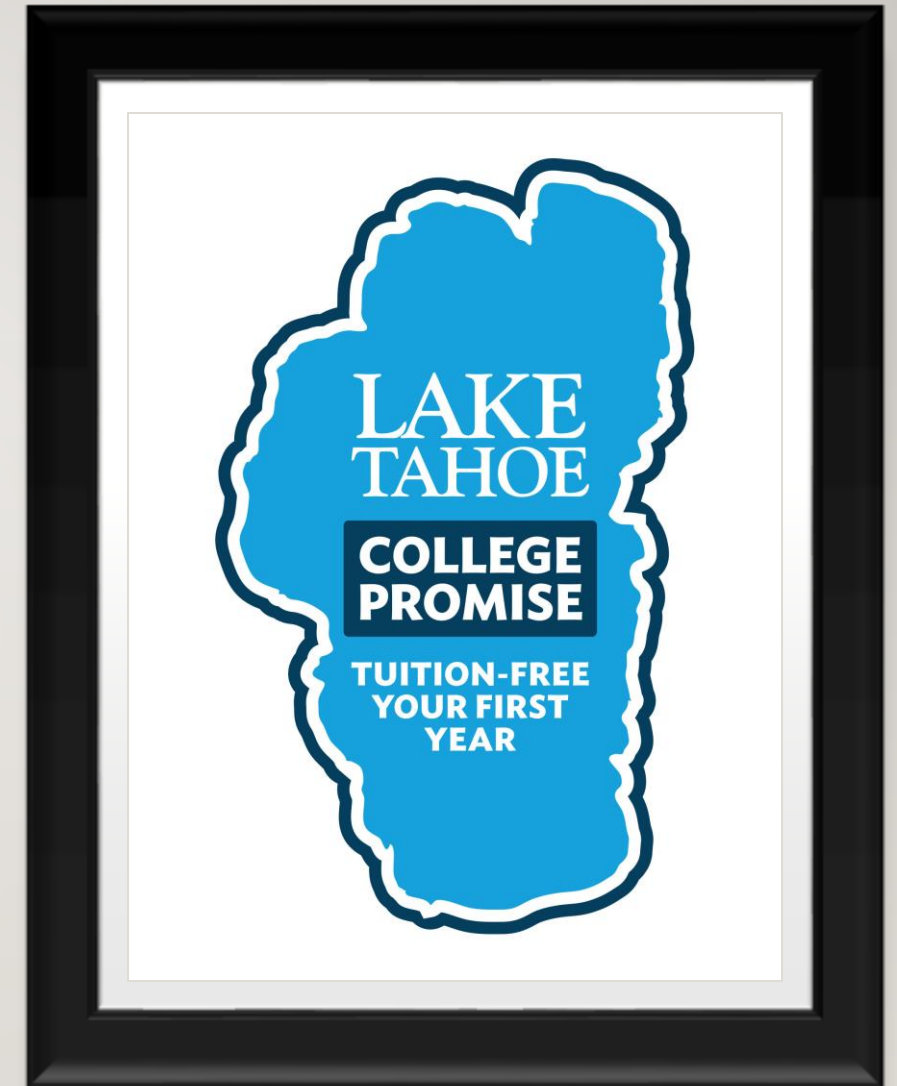
LAKETAHOE
COMMUNITY COLLEGE

ADVANCE

LAKETAHOE EMPLOYERS

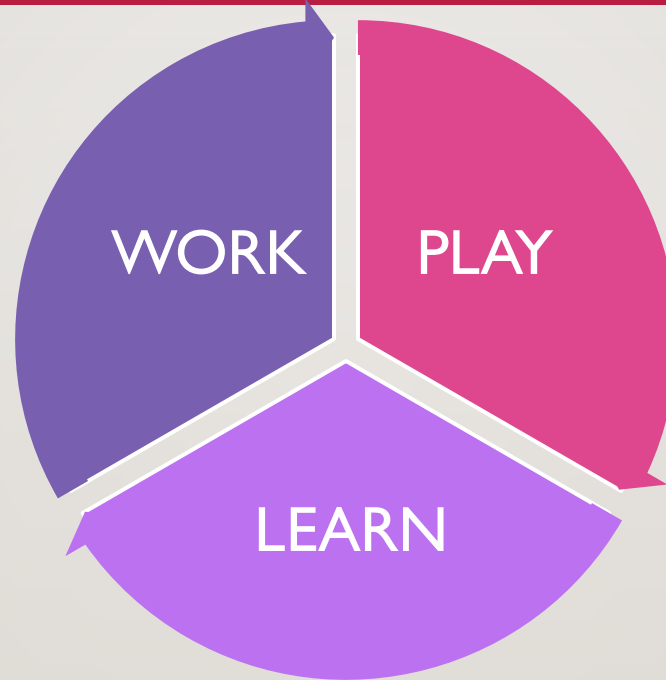
LEAD
IMPACT
CHANGE

- **WORKFORCE INITIATIVE**
 - Service industry needs employees, college needs students, WPL addresses both
- **IMPACT**
 - Employee/student personal growth
 - Connect people to purpose
- **CHANGE**
 - Improve Tahoe destination
 - Professional growth/skill development
 - Wage and career growth



ELEMENTS OF WPL INITIATIVE

Recreation and service industry providers need employees. Food and beverage, hospitality and skilled trades



Many people moved to Tahoe for Lifestyle over career or education, and they want to recreate in the local environment

Community colleges and ADVANCE have resources to help student find pathways to career growth

ISSUES FACING SERVICE INDUSTRY EMPLOYERS

- Finding and keeping qualified staff
 - Supply/demand
- Younger staff not as loyal
 - “Job Hopping” - competition
- Career path not defined
 - Seniority, skills, wages
- Boomer “Brain Drain” with retirement
 - Transfer of knowledge gap, skilled trades



Need
Employees

Ski Resorts
Restaurants
Casino/hotels
Marinas
Service Industry



Need
Students

Community
College

GOALS

- Most needed positions
 - Food and Beverage
 - Hospitality
 - Trades
- Raise destination workforce
 - Widen the portal of staff
 - Rent money from Mom and Dad?
- Education opportunities
 - Skill development
 - Wage and career growth

OBSTACLES: TAHOE DESTINATION REALITIES

- AFFORDABLE HOUSING
 - Inventory down
 - 1600VHR's, up 46% since 2010
 - Second home “cold beds”
 - Home sales and rent, Van Life
- LIFESTYLE OR CAREER
 - Work or play? First job or career
 - Degree, HS, BA, MBA
- TIME
- RESOURCE\$



ACTION PLAN

- Engage employers and local support
- Sell initiative to employees
- Culinary Apprenticeship Program as the model
- Seek grant to fund program (\$500k!)
- Recruit teachers, set curriculum, advise
- Boot Camp to get program off the ground
- Build Hospitality and Trades around Culinary model



THE HOW

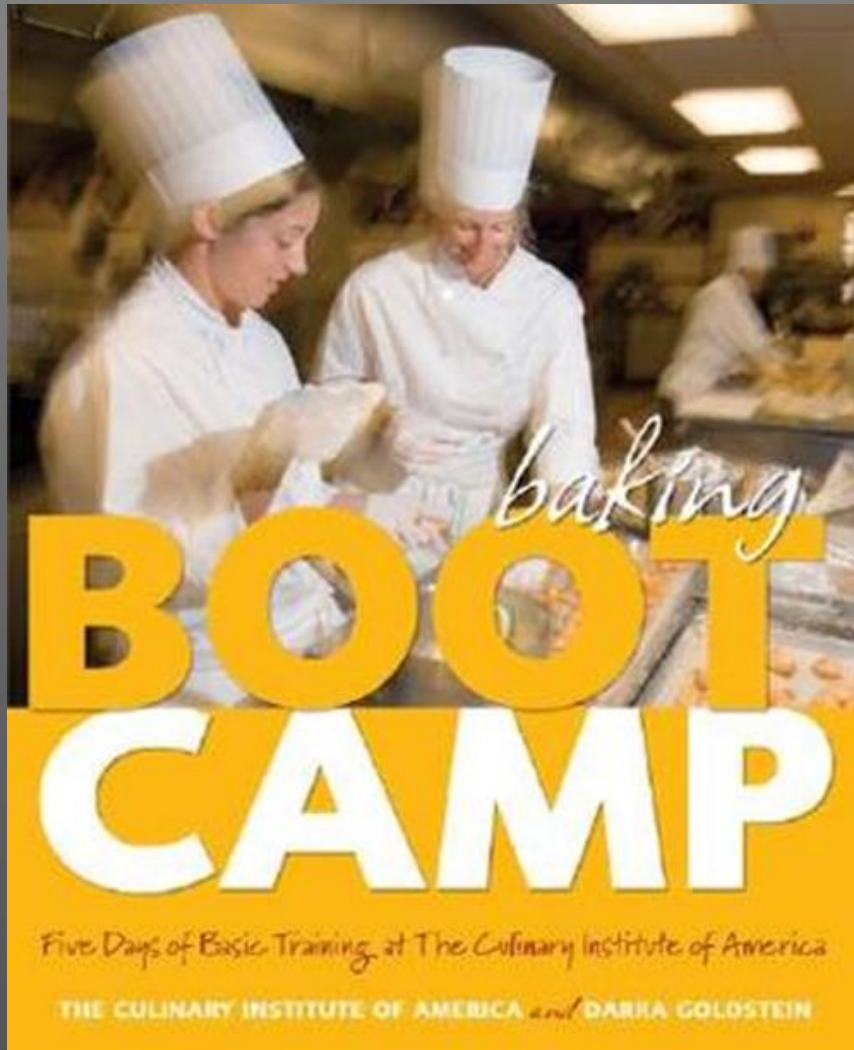
PROGRAM OVERVIEW

High turnover
workforce

- **Food and Beverage**
- **Hospitality**
- **Trades**

The plan

- **ADVANCE:** workforce development counseling
- **LTCC enrollment** – free tuition, free bus pass
- **Address time and cost barriers** – OJT
- **Job at participating employer**
- **Earn and learn!**



- **Culinary Program**

- Define job levels
- Hours in each discipline
- Pre-apprenticeship and registered Apprenticeship (approved May 2019)

- **Job as the classroom**

- Add culinary skills at job site
- Utilize trained staff (existing employees) to teach
- Earn while you learn!
- Boot Camp 40 hr intensive training

SAMPLE CULINARY APPRENTICESHIP

- **Tier I Culinary Fundamentals**

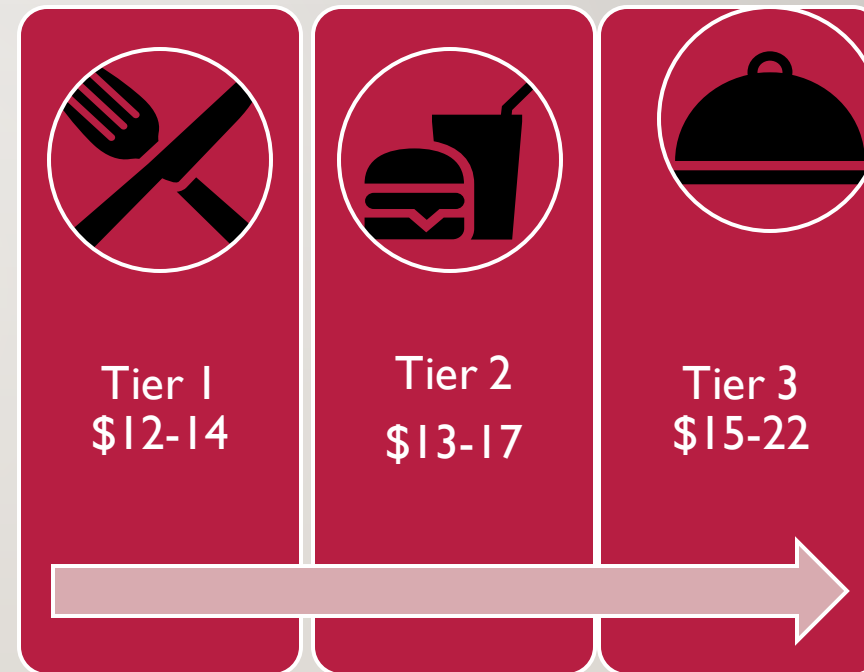
- Positions: cook, prep cook, other entry level titles
- Follow ACF pre-apprenticeship model
- 1000 hour digital badging, graduation to Tier 2

- **Tier 2 Culinary Apprenticeship**

- Cook 2, line cook, intermediate cook, other titles
- Digital badging as hours met – immediate recognition
- 2000 hours, graduate to Culinarian, AA degree

- **Tier 3 Culinary Journeyperson (Sous Chef)**

- 4 year college transfer (Hospitality Business Management career path)



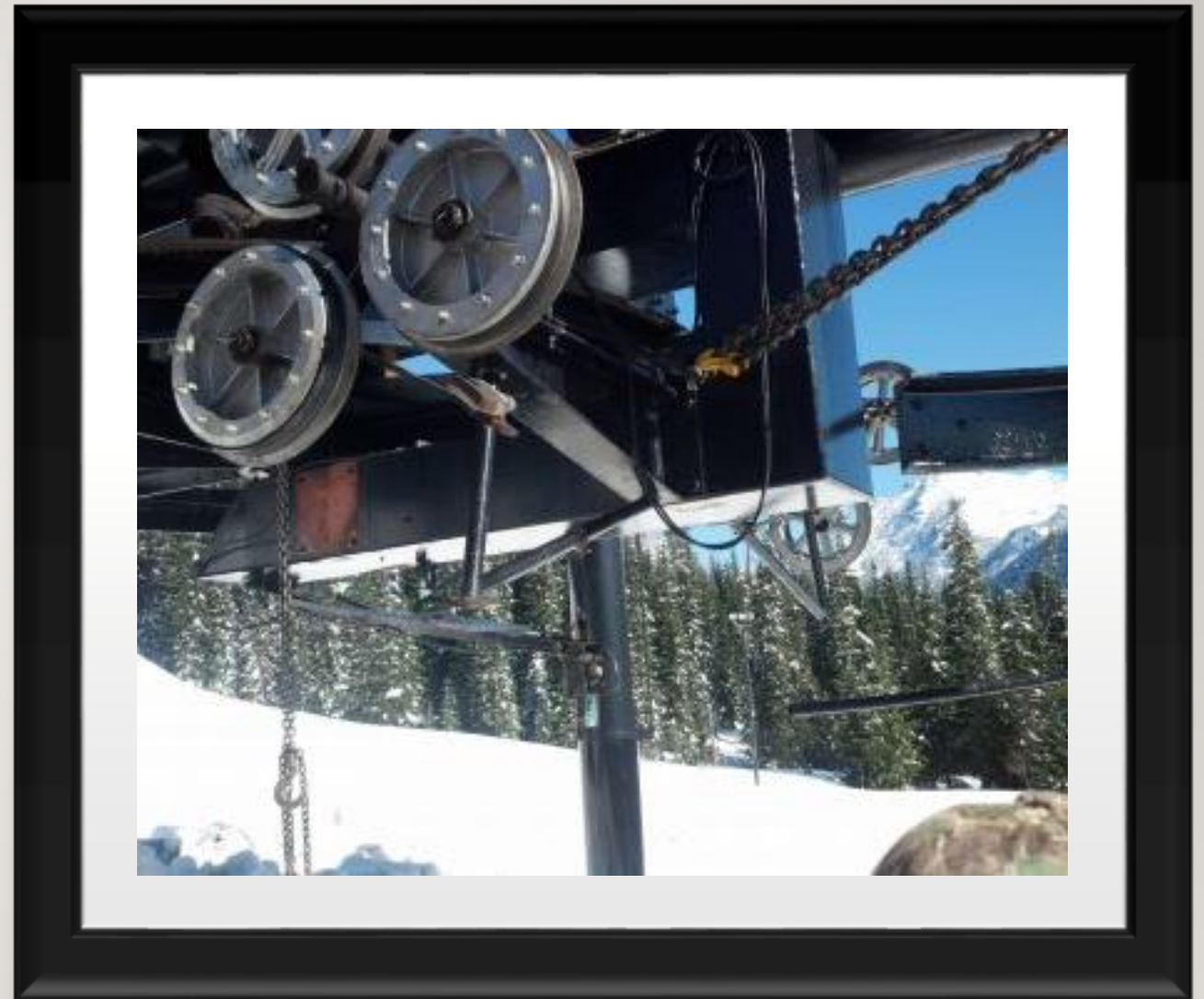
HOSPITALITY

- **Tourism and Service:** 10,000 positions available in the Lake Tahoe Basin
- **Associate Degree Classes -** Tourism, Hospitality, Food and Beverage Management, Food Sanitation and Safety, Cost Control, Financial Accounting and Microeconomics, Basic Food Preparation, and Business Law.
- **Bachelor's Degree** – Washington State top 10 in US, University Center



SKILLED TRADES

- WHAT RESORTS NEED:
 - Qualified, Trained Mechanics, Ropeways
 - Electricians, Digital Technology, Engines
- THE PROBLEM:
 - Retiring Institutional Knowledge
 - Utility Districts Recruiting Ski Area Staff
 - Stealing Mechanics From Each Other
 - Lack of Career Path
- SOLUTION:
 - Trades certificates



TOP THREE OPPORTUNITIES FOR TAHOE



Culinary Arts

- Gives employee/student skills and wage growth
- Life skill, could lead to career, Sous Chef, Master Chef



Hospitality

- Operations, revenues, events, sales, service
- AA or BA degree, career opportunities



Trades

- Gas/diesel engine mechanic, ski lift technician
- Earn digital badges and certificates

APPRENTICESHIP PROGRAM

- **Culinary:** earn digital badges for each discipline
 - Serves as resume for student – other employers off season
- Work toward certification levels – increase in wage
 - Earn ECU's, college credits – degree, career choice
- **Hospitality**
 - Washington State 4 year degree
- **Trades: Mechanic, Electrician, Ropeway Technician**
 - CMC Program
 - NSAA Lift Maintenance Resource Guide
 - Trades skills online courses, DOL apprentice



SUMMARY

- Employee – Student database
- Share network with other employers



POWERED BY
ADVANCE ▶

Culinary

- 2000 hr apprenticeship
- Digital badges and pay grades



Hospitality

- Service skills
- 4 Yr Transfer



Trades

- Certifications
- Pay Grades



THANK YOU! QUESTIONS



LEAD, IMPACT, CHANGE

Lead:

How did you gain commitment and prioritize your initiatives?

How did you educate the community on the workforce initiative you implemented and led?

Impact:

How did you monitor, measure, and track your efforts in order to identify the impact that you made?

What are the benefits of focusing on the workforce?

Change:

What was an unexpected benefit of the initiative?

What is the next goal or next steps within the initiative?

