



## **BUSINESS AND WORKFORCE PERFORMANCE IMPROVEMENT INITIATIVE**

---

# **Industry Scan Report Sonoma County Tourism and Hospitality "Strategic Opportunity"**



**Prepared By:  
Center of Excellence, Region 4  
Hosted at City College of San Francisco**

**August 2005**



**BUSINESS AND WORKFORCE  
PERFORMANCE IMPROVEMENT INITIATIVE\***

---

---

**Strategic Opportunities for  
Community Colleges  
in  
Hospitality and Tourism  
"Strategic Opportunity"**

**August 2005**

*Prepared By:*

City College of San Francisco Center of Excellence  
Hosted at City College of San Francisco  
88 Fourth Street  
San Francisco, CA 94103  
Phone: (415) 267-6571 Fax: (415) 267-6536  
[plyau@ccsf.edu](mailto:plyau@ccsf.edu)    [www.ccewd.net](http://www.ccewd.net)

\* The Business and Workforce Performance Improvement Initiative is a grant-funded project through the Economic & Workforce Development Program of the California Community Colleges. Our mission is to strengthen California's workforce and advance economic growth through education, training and job development.

## Table of Contents

<b>EXECUTIVE SUMMARY</b>	4
<b>OVERVIEW OF STRATEGIC OPPORTUNITY</b>	
Description .....	6
Demand.....	6
Lessons Learned.....	7
Labor Market Projections .....	7
Industry Validation .....	7
Source Data .....	7
<b>INDUSTRY OVERVIEW</b>	
State of the Industry .....	9
State of the Region .....	11
Key Associations.....	12
Industry Workforce Challenges.....	12
Industry Needs .....	12
Industry Validation.....	12
<b>OCCUPATIONAL OUTLOOK</b>	
Job Growth.....	14
Job Demand.....	14
Career Growth.....	15
<b>INDUSTRY TRAINING NEEDS</b>	
Skills.....	15
Education Requirements.....	16
Training Needs.....	16
Training Preferences.....	17
Training Competitors.....	17
Barriers or other Factors to Consider In Developing Training .....	17
<b>SUMMARY</b>	18
<b>REFERENCES CITED</b>	19
<b>APPENDICES</b>	20

**IT IS PROJECTED THAT THERE WILL BE 5,600 JOBS ADDED TO THE TOURISM AND HOSPITALITY INDUSTRY IN SONOMA COUNTY OVER THE NEXT FOUR YEARS, REPRESENTING A 25% INCREASE<sup>1</sup>**

## **Executive Summary**

The Strategic Opportunity for Sonoma County Community Colleges is to meet high-growth, high demand training needs in the hospitality and tourism industry by assisting colleges in providing a pipeline of candidates with basic training and skills, who can then have the opportunity to advance to well-paid positions. Every community college in California can participate in this response.

The Centers of Excellence within the Business and Workforce Performance Improvement Initiative of the California Community College Economic and Workforce Development program have undertaken Environmental Scanning to provide targeted and valuable information to community colleges on high growth industries and occupations. This Environmental Scan is intended to provide colleges with information on which to base their response to the industry's workforce needs.

This Industry Scan includes a review of the California Regional Economies Project *Bay Area Economic Base Report* and *Northern California Economic Base Report* as well as California State Employment Development Department (EDD) Labor Market Information (LMID) data for Sonoma County. The scan also includes a review of United States Department of Labor (DOL) *Presidents High Growth Job Training Initiative* findings. In this process the Environmental Scan identifies a Strategic Opportunity for Community Colleges to meet the changing and high-demand training needs of the Tourism and Hospitality industry in Sonoma County.

Tourism and Hospitality is one of the top three leading major Base Industry sectors (industries supplying goods and services to areas outside the region and thus importing revenues) in Northern California Economic Region which consists of Del Norte, Humboldt, Lake, Lassen, Mendocino, Modoc, Nevada, Plumas, Sierra, Siskiyou, and Trinity counties (Northern California Economic Base Report, 2004, pp. 14 and 16). In 2005, it is also the fourth largest industry in Sonoma County.

---

<sup>1</sup> Sonoma County's Advantage in the Economic Recovery, 2004, pp. 40-41

**Ranked by Highest Job Gain**

[www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)

<b>Sonoma County</b>	<b>1990</b>	<b>2004</b>	<b>Job Gain/Loss</b>	<b>Percent Change</b>
Educational and Health Services	13,700	22,600	8,900	65.0%
Professional and Business Services	11,700	19,700	8,000	68.4%
Leisure and Hospitality	13,700	20,200	6,500	47.4%
Government	24,100	29,500	5,400	22.4%
Trade, Transportation and Utilities	28,700	34,000	5,300	18.5%
Manufacturing	20,200	24,300	4,100	20.3%
Construction	10,400	13,600	3,200	30.8%
Other Services	4,900	6,400	1,500	30.6%
Information	2,800	4,200	1,400	50.0%
Financial Activities	8,600	10,000	1,400	16.3%
Total Farm	5,600	5,900	300	5.4%
Natural Resources and Mining	500	300	-200	-40.0%

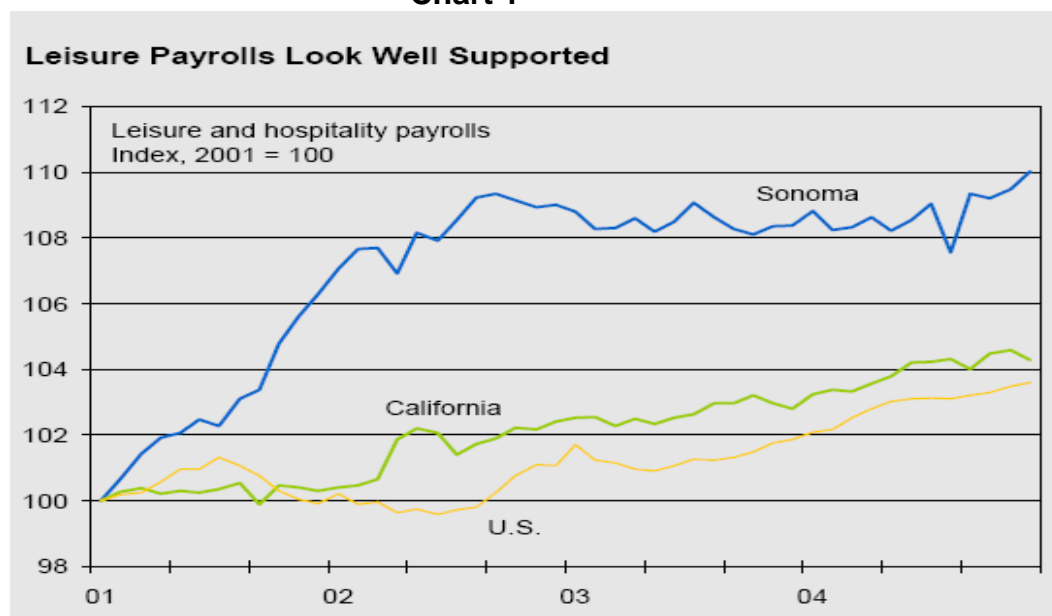
The *Sonoma County Tourism Indicator's Report Spring 2005* states that destination spending in Sonoma County is for the first time over \$1 billion, a 3% increase from 2002. During 2003, travel spending (one component of Tourism and Hospitality) in Sonoma County directly supported 15,180 jobs with earnings of \$327.4 million. The greatest number of jobs generated by travel spending is in accommodations (7,290), arts, entertainment and recreation (6,190 jobs), and retail (1,410 jobs). Between 2002 and 2003, Tourism-related employment increased by 0.8%, while local earning generated from travel spending increased 2.4%. In comparison, California Tourism accounted for an estimated 892,100 jobs, a 2.5% gain from 2003, and almost \$26.5 billion in annual earnings in 2004, a 5.6% increase from 2003. (pp. 4)

The Tourism and Hospitality industry in Sonoma County has in fact grown more rapidly than was projected by EDD for the period 2001-2008. EDD had estimated that the industry would grow by an average job growth of 2% per year yet it grew by 2,300 jobs (an annual average job growth of 13%) between 2000 and 2004. The *Sonoma County Tourism Indicator's Report Spring 2005* states that "now, with the U.S. recovery well ensconced, demand for leisure and hospitality services will be firm, which will support Sonoma County payrolls." (pp. 3). The 2004 *Sonoma County's Advantage in the Economic Recovery* report (pp. 39) projects that Tourism and Hospitality will reach 25,300 jobs by 2009 (4,167 new jobs or 19% growth). Additionally, EDD projects 900 separations (workers leaving careers in this industry) per year. Refer to Appendix 5 for more details.

While entry level jobs start off at a relatively low wage (\$6.75 per hour) a worker has the potential to move up to \$14 per hour or \$25,200 per year in three years. This level of earnings is near the estimated median earnings for Sonoma County of \$30,083 per year. Management positions have the potential earnings of \$50,000 per year.

A 2002 survey of Sonoma County Tourism and Hospitality related businesses identified that these businesses were having difficulties in locating and hiring both skilled and unskilled labor (Tourism Survey Report 2002, Section II –Survey Findings, prepared by the Sonoma County Economic Development Board, May 2004). The most recent Sonoma County *Tourism Indicator's Report* (2005) indicates that since that time the tourism industry has faced increasing demands as it recovered more rapidly from 9/11 than California and the nation as a whole. **This is a tremendous Strategic Opportunity for the community colleges to assist** in providing the industry with a pipeline of candidates with basic training and skills who will then have the opportunity to advance to well-paid positions. This will address the workforce needs of an important business to the Sonoma County Economy while also effectively helping workers find good jobs with good wages and promising career pathways.

Chart 1



(Sonoma County Tourism Indicator Report 2005, Section II – Survey Findings)

## Overview of the Strategic Opportunity

Description	The <i>Tourism Survey Report 2002</i> for Sonoma County reports that tourism-related businesses report having difficulties in locating and hiring both skilled and unskilled labor. The demand in this industry has continued to increase since that time outpacing growth projections from EDD.
Demand	The Tourism and Hospitality Industry in Sonoma County has identified that they need both skilled and unskilled workers and that the most critical skills needed in the industry are customer service skills, the ability to learn, and knowledge of the region. These workers are needed to fill entry-level to

management-level positions including hotel and motel front desk clerks, food preparation and servers, and tourism and hospitality operation managers. Entry-level positions start at a wage of \$6.50 per hour but have the opportunity to progress to \$14.00 per hour with 3 years of experience and up to \$29.00 per hour in management positions.

### Value To Colleges

Responding to this Strategic Opportunity will address the workforce needs of an important industry sector to the Sonoma County economy while also effectively helping workers find good jobs with good wages and promising career pathways. This Strategic Opportunity could result in increased enrollment, increased employment, additional training contracts, training grants, and access to state of the art industry equipment, techniques, and standards to include in curriculum and classrooms.

### Labor Market Projections

It is projected that there will be 5,600 jobs added to the Tourism and Hospitality industry over the next four years, representing a 25% increase (Sonoma County's Advantage in the Economic Recovery, 2004, pp 40-41).

### Industry Validation

Industry leaders in the DOL *President's High Growth Job Training Initiative* have suggested that there is a need to promote positive images of the hospitality industry, particularly throughout the community college system, and to further develop partnerships with community colleges so curriculum development incorporates industry standards. Surveys conducted by the Sonoma County Economic Development Board in 2002 and Santa Rosa Junior College (2005; Restaurateur Survey) indicate that the increased demand in the Tourism and Hospitality Industry Labor Market has resulted in difficulties for business obtaining satisfactory supply and quality of workers.

### Source Data

- California Regional Economies Project Northern California Economic Base Report  
[www.labor.ca.gov/panel/](http://www.labor.ca.gov/panel/)
- California Regional Economies Project Bay Area Economic Base Report: Bay Region  
[www.labor.ca.gov/panel/espcrepprodbyebr.pdf](http://www.labor.ca.gov/panel/espcrepprodbyebr.pdf)

- UCLA Anderson School of Management Forecast  
[www.anderson.ucla.edu/](http://www.anderson.ucla.edu/)
- County Business Patterns  
<http://www.census.gov/prod/www/abs/cbptotal.html>
- California Travel Impacts by County by County, 1992 – 2003, *Preliminary State Estimates*, March 2005  
Dean Runyan Associates, [www.deanrunyan.com](http://www.deanrunyan.com)
- Employment by Industry Tables  
<http://www.calmis.ca.gov/htmlfile/subject/indtable.htm>
- Projections of Employment by Occupations  
<http://www.calmis.ca.gov/htmlfile/subject/occproj.htm>
- Sonoma County Local Economic Report Series, Spring 2005 [www.sonoma-county.org/edb/pdf/2005/local\\_economic\\_rpt\\_spring\\_2005.pdf](http://www.sonoma-county.org/edb/pdf/2005/local_economic_rpt_spring_2005.pdf)
- Sonoma County Economic Development Board Fall 2004 Business Excellence Report  
[www.sonoma-county.org/edb/Reports.htm](http://www.sonoma-county.org/edb/Reports.htm) – 21k – Jun 25, 2005
- North Bay Counties Occupational Outlook 2003-2004  
[www.calmis.ca.gov/htmlfile/ccois/2003OOR/NBEC03.pdf](http://www.calmis.ca.gov/htmlfile/ccois/2003OOR/NBEC03.pdf)
- Domestic Outlook for Travel and Tourism, published by the Travel Industry Association of America  
[www.tia.org/Travel/travelforecast.asp](http://www.tia.org/Travel/travelforecast.asp)
- North Bay Economic and Employment Report, The North Bay Economy: Economic Outlook in Lake, Marin, Mendocino, Napa and Sonoma Counties, March 2004  
[www.sonoma-county.org/edb/pdf/2004/North\\_Bay\\_Economic\\_Employment\\_Rpt.pdf](http://www.sonoma-county.org/edb/pdf/2004/North_Bay_Economic_Employment_Rpt.pdf)
- Sonoma County Tourism Survey Indicators Report, Spring 2002 [www.sonoma-county.org/edb/pdf/2002/Tourism\\_Report\\_2002a\\_Economic\\_Indicators.pdf](http://www.sonoma-county.org/edb/pdf/2002/Tourism_Report_2002a_Economic_Indicators.pdf)
- Sonoma County Tourism Report 2005  
[www.sonoma-county.org/edb/Reports.htm](http://www.sonoma-county.org/edb/Reports.htm) – 21k – Jun 25, 2005
- Thriving in Sonoma County Navigating the Risks Ahead, May 2005 [www.sonoma-county.org/edb/pdf/2005/thriving\\_in\\_sonoma\\_county.pdf](http://www.sonoma-county.org/edb/pdf/2005/thriving_in_sonoma_county.pdf)

## Industry Overview

### State of the Industry

According to the World Travel and Tourism Council, tourism and hospitality is the world's largest industry, accounting for almost 11% of the world gross national product and 8.3% of total employment (<http://www.wttc.org/frameset2a.htm>). The expected ten year annualized growth for this industry from 2005 to 2014 is 4.5% per year ([http://www.clia.org/industry\\_report.cfm](http://www.clia.org/industry_report.cfm)).

The U. S Department of Labor says that this industry will grow 18% between 2002 and 2012, adding more than 1.6 million new jobs" (<http://www.doleta.gov/BRG/IndProf/HospitalityProfile.cfm>). Refer to Appendix for list of job categories.

The *Northern California Economic Base Report* (California Regional Economies Initiative, 2004) states that accommodations and food services are one of the leading contributors to job gains in Northern California. The Tourism and Hospitality sector of industry is the fourth largest contributor to the number of jobs in Sonoma County as well as the Northern California economic region (Del Norte, Humboldt, Lake, Lassen, Mendocino, Modoc, Nevada, Plumas, Sierra, Siskiyou, and Trinity Counties). The Tourism and Hospitality Sector in Sonoma County represents a higher percentage of total jobs than the sector does in the remainder of State. The State Tourism and Hospitality industry share of the total jobs averages 9% while Sonoma County's Tourism and Hospitality industry share of total jobs is approximately 10.5% during the first half of 2005 (EDD LMID; 2005). This indicates that it is a stronger component of Sonoma County's economy than it is in the State as a whole.

<b>Table 1</b>					
<b>Sonoma County Travel Impacts 2003</b>					
<small>(Source: Dean Runyan Associates)</small>					
<b>Spending</b>	<b>Travel Earnings</b>	<b>Employment</b>	<b>Tax Receipts</b>		
<small>(\$Million)</small>	<small>(\$Million)</small>	<small>(jobs)</small>	<b>Local</b>	<b>State</b>	<b>Total</b>
			<small>(\$Million)</small>	<small>(\$Million)</small>	<small>(\$Million)</small>
1,016.70	327.4	15,180	20.8	43.7	64.5

<b>Table 2</b>			
<b>Total and Travel Generated Earnings Sonoma County, 2003</b>			
(Source: Dean Runyan Associates)			
	<b>Total</b>	<b>Travel Generated</b>	<b>Percent Travel Generated</b>
Earnings	\$10,674	\$327	3.10%

<b>Table 3</b>												
<b>Sonoma County Travel Spending, 1992-2003 (Millions)</b>												
(Source: Dean Runyan Associates)												
<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	
668.6	684.6	703	734.3	785.3	842.3	888.8	943	1,005.30	986.6	990.4	1,016.70	

<b>Table 4</b>												
<b>Employment Generated by Visitor Spending, 1992-2003</b>												
(Source: Dean Runyan Associates)												
<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	
14,290	14,420	14,990	15,360	15,800	16,370	16,340	16,380	16,120	15,180	15,060	15,180	

Sonoma County's local earnings from Tourism and Hospitality continue to increase at an average annual rate of 6.1% (Hospitality News and Industry Report – Outlook 2004). This sector relies heavily on Bay Area visitors. About 40% of overnight stays to Sonoma County are originated from the Bay Area (*Sonoma County's Advantage in the Economic Recovery* report prepared for Sonoma County Economic Development Board, Chart 26: Leisure and Hospitality – Sonoma's Stable Base, May 2004, Economy.com, Inc).

The Sonoma County Tourism and Hospitality industry is being positively impacted as the hotel occupancy rates in the San Francisco area are also staging a turnaround. (Sonoma County Tourism Indicators Report, Spring 2005)

Tourism and Hospitality industry business in Sonoma County will continue to be steady. (Economic Development Board, Local Economic Report Series Spring 2005). A Nationwide shift towards shorter vacations within driving distance to the Bay Area will protect Sonoma County's tourism and hospitality sector. (Economic Development Board, Local Economic Report Series, Vol. 1, Issue 7, Fall 2002, Tourism Industry 2002).

The Sonoma County Tourism Indicators Report Spring, 2005 report states that:

The Sonoma County tourism industry has staged a moderate recovery with an environment of improving national and local economies. The worst of the economic downturn in Sonoma County has passed, and economic growth will most likely continue to unfold at a moderate, steady pace. Yet, given that the county's tourism market reaches well beyond the Bay Area, and the national tourism industry is experiencing a healthy turnaround, Sonoma County is well positioned to participate in this recovery.

Sonoma County has been adding lodging inventory (Sonoma County Tourism Indicators Report, Spring 2005). Recent enhancements to Sonoma's Tourism and Hospitality facilities include eSuites opened in 2003 adding 125 upscale rooms and Hotel Healdsburg opened in 2001 adding 55 rooms. The newly opened Sheraton Petaluma opened with 183 rooms. Hyatt Vineyard Creek Hotel, Spa and Conference Center in Santa Rosa opened with 155 rooms. Santa Rosa's Double Tree Hotel with 245 rooms recently renovated to increase its indoor meeting space to over 18,000 square feet and its outdoor meeting space to 32,000 square feet.

#### State of the Region

Sonoma County's Gross Regional Product Output compound annual growth rate from 1998 to 2003 was 7.6% as Output went from \$503.6 million to \$725.4 million. It is predicted for years 2004 to 2009 that it will grow from \$761.9 to \$1,055.4 million or 6.7% (Sonoma County's Advantage in the Economic Recovery, May 2004, pp. 43).

#### Key Associations

- American Hotel and Lodging Association  
[www.ahla.com](http://www.ahla.com)
- Society for Hospitality Management  
[www.hospitalitysociety.org](http://www.hospitalitysociety.org)
- California Travel Industry Association  
[www.caltia.com](http://www.caltia.com)
- California Lodging Industry Association  
[www.clia.org](http://www.clia.org)
- Sonoma County Economic Development Board  
[www.sonoma-county.org/edb](http://www.sonoma-county.org/edb)

- Sonoma County Tourism Council  
[www.visitsonomacounty.com/aboutsctp/sctc.html](http://www.visitsonomacounty.com/aboutsctp/sctc.html)
- Restaurant Association of the Redwood Empire  
[www.redxa.com](http://www.redxa.com)
- Sonoma County Lodging Association  
<http://sc-la.com/>
- Sonoma County Wineries Association  
[www.sonomawine.com](http://www.sonomawine.com)

## Industry Workforce Challenges

The challenges are:

- closing the gap between wages and the cost of living so workers will be more committed to stay  
(<http://www.livingwagesonoma.org/why.php?id=31>)
- promoting a better perception of the hospitality and tourism industry so people will be encouraged in pursuing a career in this industry  
(<http://www.doleta.gov/BRG/IndProf/HPJobTypes.cfm>)

## Industry Needs

The industry needs a pipeline of qualified applicants to fill entry-level and/or management positions.

## Industry Validation

Validation of this strategic opportunity is based on two surveys that were done by the Sonoma County Economic Development Board in 2002 and Santa Rosa Junior College in 2005. The key findings are consistent with the Center of Excellence research.

The Sonoma County Economic Development Board conducted a survey to about 600 Sonoma County tourism-related businesses. This survey asked businesses to rate their confidence in the tourism hospitality industry and to identify changes and needs they expect at their businesses in the near future. One hundred eighty-five businesses responded, representing a response rate of 30%. (Sonoma County Tourism Indicators Report, Spring 2002, pp 6, [http://www.sonoma-county.org/edb/reports\\_archive.htm](http://www.sonoma-county.org/edb/reports_archive.htm)).

Some of the key findings are:

- Local government can make a positive difference by focusing efforts and resources on countywide strategic marketing outside Sonoma County and to simplify regulations. Currently, 40% of the tourists visiting Sonoma County comes from visitors who take day and/or overnight trips from the Bay Area (Sonoma County's Advantage in the Economic Recovery, May 2004, pp 31).
- The wine industry is either somewhat or important to the overall tourism industry.
- Tourism and hospitality related businesses have difficulties in locating and hiring skilled and unskilled laborers. Seventy-five percent of the respondents expect to hire additional employees, and among these businesses, 12% expect to hire more than 15 additional workers, representing approximately 1,668 new jobs. Santa Rosa Junior College's survey in 2005 was sent to 84 Restaurateurs located in their community (refer to Appendix). This survey addressed:
  - salary ranges
  - hiring forecasts
  - skills sets
  - work experience
  - traits and qualities
  - value of a Restaurant Manager Training program
  - educational requirements
  - preferential treatment given to graduate of a Restaurant Management Training program
  - curriculum input for a Restaurant Management Training Program
  - number of employees who they would refer to the local community college

Sixty-three percent responded, representing a 75% rate of return. Some of the key findings are:

- Prefer employees with a High School diploma, a Bachelor's and/or Culinary Certificates.
- Prefer previous work experiences in Restaurant Management, Kitchen, Table Service, and Bartending.

- A Restaurant Management Certificate would be of value.
- Would preferentially hire or promote an employee who had completed the Restaurant Manager Training program.

## Occupational Growth

### Job Growth

By 2009 the number of Tourism and Hospitality Jobs is anticipated to grow to 25,300 (based on 2004-2009 compound annual growth rate). This represents an increase of 5,600 new jobs or 19% growth (Sonoma County's Advantage in the Economic Recovery, May 2004, Pg.41). In addition, separations requiring replacement workers are anticipated to generate 900 openings per year (Appendix 5).

### Job Demand

#### Hotel, Motel and Resort Desk Clerks

Currently there are between 585 - 715 Hotel, Motel and Resort Desk Clerks employed in Sonoma County. About twenty-five to thirty job openings per year are projected from 2002-2010. These job openings are projected per year due to separations (workers leaving or retiring the occupation). (Refer to Appendix 5 for detailed information).

#### Food Preparation Workers

Currently there are between 5,200 - 6,360 Prep Cooks employed in Sonoma County. About sixty-five to seventy-five job openings per year are projected from 2002-2010 due to a net increase in occupation size. Another 290-350 job openings are projected per year due to separations (Appendix 5).

#### Food Service Managers

Currently there are between 1,385 - 1,695 Food Service Managers employed in Sonoma County. From 2002-2010, about 25-30 job openings are projected per year due to separations (Appendix 5).

### Career Growth

Although beginning workers are paid at the minimum wage level, there are career paths. For example, a dishwasher can eventually become an Executive Chef (one the hotels interviewed provided this example, refer to Appendix 4).

**Hotel, Motel and Resort Desk Clerks**

Housekeeping Staff (\$8.61/hr) → Front Desk Supervisor (\$9.59/hr) → General Manager (\$21.04/hr)

**Food Preparation Workers**

Food Server (\$7.19/hr) → Food Prep Worker (\$8.36/hr) → Cook (9.15/hr) → Lead Cook (\$16.06/hr)

Dishwasher (\$6.88/hr) → Busser (\$7.10/hr) → Server (\$7.25/hr) → Hostess (\$7.54/hr) → Supervisor (\$12.94/hr) → Restaurant Manager (\$12.94/hr)

Bus Person (\$6.80/hr) → Combined Food Prep/Service Worker (\$7.26/hr) → Assistance Manager → Owner

**Food Service Managers**

Food Prep Worker (\$8.97/hr) → Cook (\$9.98/hr) → Assistant Manager → General Manager

Bus Person (\$7.36) → Head Cook (\$17.66/hr) → Manager (\$29.72/hr)

Food Server (\$7.81/hr) → Bartender (\$8.23/hr)

## Industry Training Needs

The following industry training needs information is presented based on its relevancy to the strategic opportunity. Data below are from the North Bay Counties Occupational Outlook 2003 to 2004.

*Skills*

**Hotel, Motel and Resort Desk Clerks**

- Listening
- Legible handwriting
- Ability for oral or written communication
- Ability to make decisions
- Ability to use computers to enter and retrieve information
- Basic math functions to calculate monetary exchanges, room rates, etc.

**Food Preparation Workers**

- Actively looking for ways to help people
- Listening to what people are saying and asking relevant questions
- Ability to make fast, simple, repeated movements of the fingers, hands and wrists

- Ability to quickly make coordinated movements of one hand, a hand together with its arm, or two hands to grasp, manipulate, or assemble objects
- Ability to correctly follow a given rule or set of rules in order to arrange

Food Service Managers

- Ability to understanding government health, hotel or food service regulations
- Ability to effectively write
- Ability to effectively communicate with others
- Ability to examine expenditures, schedules, budgets, etc.
- Ability to analyze recipes and menus
- Ability to supervise

Education Requirements

Hotel, Motel and Resort Desk Clerks

- High School diploma or equivalent for job entry

Food Preparation Workers

- Less than a high school level education for job entry
- All others, a high school diploma or equivalent

Food Service Managers

- High School diploma or equivalent for job entry
- Bachelor's Degree for management positions
- All others, an associate degree

Training Needs

Hotel, Motel and Resort Desk Clerks

On-the-job training under the guidance of a supervisor or an experienced clerk

Food Preparation Workers

- On-the-job training

Food Service Managers

- On-the-job training
- Some classroom training

Training Preferences

Hotel, Motel and Resort Desk Clerks

- Some prior work experience

Food Preparation Workers

- None

Food Service Managers

- Some prior work experience
- Knowledge of word processing software skills

Training Competitors

- Sonoma State University
- Corporate provided training
- Franchise provided training

Barriers or Other Factors to Consider In Developing Worker Training

There are two challenges to consider. The first challenge is decreasing the *gap* between the cost of living in Sonoma County with what a person in the tourism and hospitality Industry can earn. Wages need to be aligned with the cost of living. Labor Market 2004 data shows that beginning hourly wages ranges from \$6.75 to \$9.13.

No EXPERIENCE	EXPERIENCED	AFTER 3 YEARS
<i>Hourly Rate</i>	<i>Hourly Rate</i>	<i>Hourly Rate</i>
\$6.75 - \$10.50	\$6.75 - \$12.00	\$7.25 - \$14.00

*Hotel, Motel and Resort Desk Clerks, Maids, Housekeeping Cleaners, Bell Staff, Concierge, Lodging Manager, General Manager, Front Desk Supervisor, Front Desk Clerk*

\$6.75 - \$10.00	\$6.75 - \$12.00	\$7.50 - \$14.00
------------------	------------------	------------------

*Waiters, Waitresses, Dishwashers, Food Preparation Workers, Dining Room Bus Person, Cafeteria Attendant, Bartender Helper, Host, Hostess, Food Server, Assistant Manager, Owner, Restaurant Manager, Lead Cook, Chef, Supervisor*

\$9.13 - \$19.18	\$11.42 - \$20.40	\$12.79 - \$21.58
------------------	-------------------	-------------------

*Food Service Manager, Food Preparation Worker, Cook, Bus Person, Dining Room Attendant, Bartender Helper, Waitress, Waiter, Chef, Head Cooks, Bartender*

The *Local Economic Report Series, Spring 2005* says that the average annual earnings of persons working in the tourism and hospitality industry in Sonoma County are \$16,370 while the current median price of a single-family home is \$595,000. See Appendix entitled Sonoma County Real Estate Statistics for more details (<http://rereport.com/sonoma/main.html>). Basically, it is very difficult to live and work in Sonoma County. If a single adult parent family with two children wants to live here, the adult

parent will need to earn a basic hourly wage of \$29.80 while a family of four will need to earn a basic hourly wage of \$23.24. See Appendix entitled Tourism and Hospitality Hourly Wages of Employees for detailed hourly wages by occupational title.

The second challenge is increasing Sonoma's visibility as a vibrant tourist attraction so that this industry does not have to rely so heavily on Bay Area travelers for business.

## Summary

The external Industry Scan conducted by Region 4 Center of Excellence, hosted at City College of San Francisco, clearly demonstrates that the tourism and hospitality sector has a significant impact on the local economy, generating both employment positions and a substantial annual payroll. Local tourism and hospitality earnings generated travel spending at an average annual rate of 6.1% since 1998. Therefore, Sonoma County should aggressively mass market its tourism and hospitality sector and not be dependent on Bay Area travelers. By maximizing its tourist attraction base to include multiple types of vacation activities and its expansion of catering to the upper-income tourist base will greatly contribute to a healthy economy.

In a Phase 2 internal Scan, Region 4 Center of Excellence hosted at City College of San Francisco proposes to identify, clarify and recommend methods of engagement and process adaptation that will enable local Community Colleges to respond to this emerging need.

## References Cited

California Regional Economies Project Northern California Economic Base Report, [www.labor.ca.gov/panel/Introduction%20to%20the%20Regional%20Profiles.pdf](http://www.labor.ca.gov/panel/Introduction%20to%20the%20Regional%20Profiles.pdf)

California Regional Economies Project Bay Area Economic Base Report: Bay Region, [www.labor.ca.gov/panel/espcreprodbayebr.pdf](http://www.labor.ca.gov/panel/espcreprodbayebr.pdf)

County Business Patterns, <http://www.census.gov/prod/www/abs/cbptotal.html>

Dean Runyan Associates, [www.deanrunyan.com](http://www.deanrunyan.com)

Domestic Outlook for Travel and Tourism, published by the Travel Industry Association of America, [www.tia.org/Travel/travelforecast.asp](http://www.tia.org/Travel/travelforecast.asp)

Employment by Industry Tables, <http://www.calmis.ca.gov/htmlfile/subject/indtable.htm>

Hospitality News and Industry Report – Outlook 2004

North Bay Counties Occupational Outlook 2003-2004,  
[www.calmis.ca.gov/htmlfile/ccois/2003OOR/NBEC03.pdf](http://www.calmis.ca.gov/htmlfile/ccois/2003OOR/NBEC03.pdf)

North Bay Economic and Employment Report, The North, Bay Economy: Economic Outlook in Lake, Marin, Mendocino, Napa and Sonoma Counties, March 2004,  
[www.sonoma-county.org/edb/pdf/2004/North\\_Bay\\_Economic\\_Employment\\_Rpt.pdf](http://www.sonoma-county.org/edb/pdf/2004/North_Bay_Economic_Employment_Rpt.pdf)

Projections of Employment by Occupations,  
<http://www.calmis.ca.gov/htmlfile/subject/occproj.htm>

Santa Rosa Junior College Restaurant Management Survey, 2005

Sonoma County Local Economic Report Series, Spring 2005, [www.sonoma-county.org/edb/pdf/2005/local\\_economic\\_rpt\\_spring\\_2005.pdf](http://www.sonoma-county.org/edb/pdf/2005/local_economic_rpt_spring_2005.pdf)

Sonoma County Economic Development Board Fall 2004 Business Excellence Report,  
[www.sonoma-county.org/edb/Reports.htm](http://www.sonoma-county.org/edb/Reports.htm) – 21k – Jun 25, 2005

Sonoma County's Advantage in the Economic Recovery Report, Economy. Com, Inc. Economy.com, Inc./Sonoma County EDB, May 2004

Sonoma County Tourism Survey Report 2002, Section II – Survey Findings, prepared by the Sonoma County Economic Development Board, May 2004

Sonoma County Tourism Survey Indicators Report, Spring 2002, [www.sonoma-county.org/edb/pdf/2002/Tourism\\_Report\\_2002a\\_Economic\\_Indicators.pdf](http://www.sonoma-county.org/edb/pdf/2002/Tourism_Report_2002a_Economic_Indicators.pdf)

Sonoma County Tourism Indicator's Report Spring 2005, [www.sonoma-county.org/edb/Reports.htm](http://www.sonoma-county.org/edb/Reports.htm) – 21k – Jun 25, 2005

Thriving in Sonoma County Navigating the Risks Ahead, May 2005, [www.sonoma-county.org/edb/pdf/2005/thriving\\_in\\_sonoma\\_county.pdf](http://www.sonoma-county.org/edb/pdf/2005/thriving_in_sonoma_county.pdf)

UCLA Anderson School of Management Forecast, [www.anderson.ucla.edu/](http://www.anderson.ucla.edu/)

## **APPENDICIES**

## **APPENDIX A: How to Utilize this Scan**

### ***About Us - Description of BWPI:***

The Business and Workforce Performance Improvement (BWPI) initiative is focused on building the capacity of the colleges in the area of economic and workforce development to enhance their ability to deliver education and training services to businesses and workers in high growth industries, new technologies, and other clusters of opportunities.

The Centers of Excellence (COE) within BWPI provide information regarding workforce trends, increasing awareness and visibility about the colleges economic and workforce development programs and services, and building partnerships with business and industry.

The difference this will make to the colleges is that it will position them as THE workforce partners of choice to business and industry and ensure that college programs are current and responsive. This will contribute to the overall economic vitality of the communities in which they serve.

### ***How to Use This Industry Scan:***

The Centers of Excellence within the Business and Workforce Performance Improvement Initiative of the California Community College Economic and Workforce Development Program have undertaken Industry Scanning to provide targeted and valuable information to community colleges on high growth industries and occupations.

This scan is intended to assist the decision-making process of California community college administrators and planners in addressing local and regional workforce needs and emerging job opportunities in the workplace as they relate to college programs. The information contained in this report can be used to guide program offerings, strengthen grant applications, and support other economic and workforce development efforts.

This report is designed to provide current industry data that will:

- Define potential strategic opportunities relative to an industry's emerging trends and workforce needs;
- Influence and inform local college program planning and resource development; and
- Promote a future-oriented and market responsive way of thinking among stakeholders.

This Industry Scan included a review of the California Regional Economies Project reports and Employment Development Department (EDD) Labor Market

Information (LMID) projections that cover the communities in this region, as well as many other sources as listed.

***Important Disclaimer:***

All representations included in this Environmental Scan product/study have been produced from a secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings. The purpose of the Environmental Scan is to assist the California Community Colleges to respond to emerging market needs for workforce performance improvement. However, neither the Business and Workforce Performance Improvement Centers of Excellence, Center of Excellence host college or California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient community colleges or their representatives based upon this study including components or recommendations.

## Appendix 1: Number of Tourism and Hospitality Establishments

Leisure and Hospitality Establishments 2001-2003				
	Number of Establishments	Average Monthly Employment	Total Quarterly Payroll (\$1,000)	Average Weekly Pay
<b>2001</b>	1,153	18,476	\$260,625,171	\$271
<b>2002</b>	1,217	19,821	\$295,700,610	\$287
<b>2003</b>	1,216	19,790	\$300,961,772	\$292

Data Source: Employment Development Department/Labor Market Information Division

### Sonoma County - 2005 Employment By Industry

INDUSTRY TITLE	Jan-05	Feb-05	Mar-05	Apr-05	May-05
Leisure and Hospitality	19,400	19,700	19,900	20,100	20,400
Arts, Entertainment, and Recreation	3,100	3,200	3,300	3,400	3,400
Accommodation and Food Service	16,300	16,500	16,600	16,700	17,000
Accommodation	3,000	3,000	3,000	3,000	3,100
Food Services and Drinking Places	13,300	13,500	13,600	13,700	13,900

Source: [EDD/LMID Current Employment Statistics](#)

About the Data: The employment by industry method is a nationally recognized system of reporting monthly employment. Employment by industry data reflect jobs by "place of work".

## Appendix 2: 2004 Hourly Wages, Annual Average Employment, Employment Change, and Openings Due to Separations for Sonoma County

SOC Code	Occupation	<u>2004 Wages *</u>		Annual Average Employment		Employment Change		Openings Due to Separations
		Entry	Median	2001	<u>2008 (projected)</u>	Number	Percent	
11-9051	Food Service Managers	\$16.03	\$20.75	290	330	40	13.8	30
11-9081	Lodging Managers	\$18.59	\$23.45	50	60	10	20.0	0
27-1014	Multi-Media Artists & Animators	\$20.14	\$29.07	60	70	10	16.7	10
27-1021	Commercial & Industrial Designers	\$16.40	\$18.41	50	60	10	20.0	0
27-1023	Floral Designers	\$10.13	\$10.85	210	230	20	9.5	20
27-1024	Graphic Designers	\$15.36	\$23.50	290	390	100	34.5	20
27-1026	Merchandise Displayers & Window Trimmers	\$11.31	\$14.55	140	180	40	28.6	10
27-1029	Designers, All Other	\$12.37	\$13.28	90	130	40	44.4	0
27-1099	Art & Design Workers, All Other	NA	NA	50	60	10	20.0	10
27-2042	Musicians & Singers	NA	NA	70	90	20	28.6	10
27-2099	Entertainers & Performers, Sports & Rel Workers	NA	NA	130	160	30	23.1	10
27-3031	Public Relations Specialists	\$11.90	\$19.64	170	210	40	23.5	20
27-3042	Technical Writers	\$22.13	\$31.76	110	130	20	18.2	30
27-3099	Media & Communication Workers, All Other	\$15.09	\$17.25	240	310	70	29.2	30
27-4011	Audio & Video Equipment Technicians	\$7.50	\$12.25	60	70	10	16.7	10
27-4021	Photographers	\$8.69	\$12.03	90	110	20	22.2	10
35-1011	Chefs & Head Cooks	\$13.15	\$19.55	170	190	20	11.8	40
35-1012	First-Line Sups/Mgrs of Food Prep and Serving Workers	\$9.64	\$14.60	1,080	1,200	120	11.1	200
35-2011	Cooks, Fast Food	\$7.62	\$7.95	690	700	10	1.4	140
35-2012	Cooks, Institution & Cafeteria	\$10.19	\$12.93	350	400	50	14.3	80
35-2014	Cooks, Restaurant	\$8.97	\$10.74	1,050	1,250	200	19.0	240
35-2015	Cooks, Short Order	\$7.74	\$10.06	160	180	20	12.5	40
35-2021	Food Preparation Workers	\$7.75	\$8.77	1,150	1,340	190	16.5	350
35-3011	Bartenders	\$7.81	\$8.25	1,240	1,370	130	10.5	360
35-3021	Comb Food Prep & Serving Workers, including Fast Food	\$7.82	\$8.32	4,510	5,620	1,110	24.6	2,250
35-3022	Counter Attends, Cafe, Food Concession and Coffee Shop	\$7.68	\$8.01	570	670	100	17.5	370
35-3031	Waiters & Waitresses	\$7.43	\$7.89	2,030	2,320	290	14.3	870
35-3041	Food Servers, Non-restaurant	\$7.87	\$12.12	400	470	70	17.5	140
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	\$7.24	\$7.72	650	630	-20	-3.1	160
35-9021	Dishwashers	\$7.69	\$8.29	730	720	-10	-1.4	200
35-9031	Hosts & Hostess, Restaurant, Lounge, and Coffee Shop	\$7.47	\$7.98	480	540	60	12.5	110
35-9099	Food Prep & Serving Related Workers, All Other	NA	NA	110	110	0	0.0	30
37-1011	First-Line Sups/Mgrs of Housekeep and Janitor Workers	\$11.08	\$15.78	190	220	30	15.8	40
37-1012	First-Line Sups/Mgrs of Landscape, Lawn Service and Garden-keeping	\$13.45	\$21.03	250	270	20	8.0	10

37-2012	Maids & Housekeeping Cleaners	\$7.68	\$8.99	1,240	1,530	290	23.4	210
37-3011	Landscaping & Grounds-keeping Workers	NA	NA	2,040	2,520	480	23.5	400
37-9099	Building & Grounds Cleaning and Maintenance Workers, All Other	NA	NA	160	190	30	18.8	20
39-1021	First-Line Sups/Mgrs of Personal Service Worker	\$12.07	\$15.94	210	260	50	23.8	50
39-3031	Ushers, Lobby Attendants, & Ticket Takers	\$7.74	\$8.10	290	350	60	20.7	190
39-3091	Amusement & Recreation Attendants	\$7.77	\$8.80	490	610	120	24.5	130
39-3099	Entertainment Attendants & Rel Workers, All Other	NA	NA	90	120	30	33.3	10
39-9032	Recreation Workers	\$7.92	\$9.55	870	1,050	180	20.7	140
39-9099	Personal Care & Service Workers, All Other	\$7.68	\$9.81	240	290	50	20.8	70
41-3041	Travel Agents	\$12.73	\$16.83	110	110	0	0.0	20
41-9011	Demonstrators & Product Promoters	NA	NA	260	310	50	19.2	70
41-9041	Telemarketers	\$8.05	\$10.86	240	290	50	20.8	40
43-1011	First-Line Sups/Mgrs of Office & Admin Support	\$16.79	\$22.22	2,150	2,340	190	8.8	300
43-3031	Bookkeeping, Accounting, & Auditing Clerks	\$13.34	\$17.99	2,850	3,050	200	7.0	390
43-3051	Payroll & Timekeeping Clerks	\$11.79	\$17.69	250	260	10	4.0	50
43-4051	Customer Service Representatives	\$11.87	\$16.41	1,810	2,180	370	20.4	120
43-4081	Hotel, Motel, & Resort Desk Clerks	\$9.29	\$10.40	190	260	70	36.8	70
43-4181	Reservation & Trans Ticket Agents & Travel Clerks	\$9.92	\$13.60	50	60	10	20.0	10
47-2061	Construction Laborers	\$9.65	\$14.10	1,370	1,730	360	26.3	100
53-1021	First-Line Sups/Mgrs of Help, Labor, & Material Movers	\$15.03	\$19.62	200	230	30	15.0	30
53-6021	Parking Lot Attendants	\$7.59	\$8.57	110	130	20	18.2	10
53-7051	Industrial Truck & Tractor Operators (Forklift)	\$10.64	\$13.75	480	530	50	10.4	50
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	\$7.89	\$9.71	2,030	2,260	230	11.3	520
53-7199	Material Moving Workers, All Other	\$6.87	\$16.02	260	290	30	11.5	60

\* Based on 2004 Occupational Employment Statistics survey & updated w/Department of Labor's Q1-2005 Employment Cost Index

## Appendix 3: Travel Forecast Summary

<http://www.tia.org/Travel/travelForecasts/Forecast0505.doc>

Year	2001	2002	2003	2004p	2005f	2006f	2007
<b>Measurement</b>							
Real GDP (\$ Billions)	9,890.7	10,074.8	10,381.3	10,841.9	11,242.8	11,576.7	11,901.0
Unemployment Rate (%)	4.8	5.8	6.0	5.5	5.1	5.1	5.2
Consumer Price Index (CPI)*	177.0	179.8	184.0	188.9	193.9	197.9	201.9
Travel Price Index (TPI)*	196.9	196.3	201.1	210.2	216.5	220.4	226.8
Total Travel Expenditures in U.S. (\$ Billions)	550.9	540.3	556.1	600.1	633.5	662.0	698.2
U.S. Residents	479.0	473.6	491.6	525.3	551.6	573.6	603.5
International Visitors**	71.9	66.7	64.5	74.8	81.9	88.3	94.7
Total International Visitors to the U.S. (Millions)**	46.9	43.6	41.2	46.1	49.1	52.1	54.8
Total Domestic Person-Trips (Millions)***	1,123.1	1,127.0	1,140.0	1,163.9	1,189.0	1,209.8	1,231.8
<b>Percent Change from Prior Year</b>							
Real GDP (%)	0.8	1.9	3.0	4.4	3.7	3.0	2.8
Consumer Price Index (CPI %)*	2.8	1.6	2.3	2.7	2.7	2.0	2.1
Travel Price Index (TPI %)*	1.1	-0.3	2.4	4.5	3.0	1.8	2.9
Total Travel Expenditures in U.S. (%)	-5.2	-1.9	2.9	7.9	5.6	4.5	5.5
U.S. Residents	-3.9	-1.1	3.8	6.9	5.0	4.0	5.2
International Visitors**	-12.7	-7.2	-3.3	15.9	9.6	7.8	7.2
Total International Visitors to the U.S. (%)**	-8.4	-7.1	-5.4	11.8	6.5	6.1	5.3
Total Domestic Person-Trips (%)***	2.0	0.3	1.2	2.1	2.2	1.7	1.8

## Appendix 4: Sonoma County – Occupations with the Most Job Openings 2001-2008

Released December 2003

<http://www.calmis.ca.gov/FILE/OCCPROJ/sonomO&D.htm>

SOC Code	Occupation	Number of Job Openings
35-3021	Comb Food Prep & Serving Workers, Including Fast Food	3,360
41-2031	Retail Salespersons	3,300
41-2011	Cashiers	2,940
25-2021	Elementary School Teachers, Except Special Ed	1,380
43-9061	Office Clerks, General	1,170
35-3031	Waiters & Waitresses	1,160
25-9041	Teacher Assistants	1,000
43-5081	Stock Clerks & Order Fillers	920
47-2031	Carpenters	920
29-1111	Registered Nurses	900
37-3011	Landscaping & Grounds-keeping Workers	880
37-2011	Janitors & Clean, Ex Maids & Housekeeping Cleaners	870
11-1021	General & Operations Managers	860
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	750
25-2031	Secondary School Teachers, Ex Special Ed	690
41-1011	First-Line Sups/Mgrs of Retail Sales Workers	660
43-4171	Receptionists & Information Clerks	650
43-3031	Bookkeeping, Accounting, & Auditing Clerks	590
39-9011	Child Care Workers	590
41-4012	Sales Reps, Whlsale & Mfg, Ex Tech & Scientific Products	580
33-9032	Security Guards	560
35-2021	Food Preparation Workers	540
43-6011	Executive Secretaries & Administrative Assistants	520
37-2012	Maids & Housekeeping Cleaners	500
41-2021	Counter & Rental Clerks	500
49-3023	Automotive Service Technicians	500
43-4051	Customer Service Representatives	490
35-3011	Bartenders	490
43-1011	First-Line Sups/Mgrs of Office	490

35-3022	Counter Attends, Cafe, Food Concession, & Coffee Shop	470
47-2061	Construction Laborers	460
53-7064	Packers & Packagers, Hand	460
15-1032	Computer Software Engineers, Systems Software	440
35-2014	Cooks, Restaurant	440
53-3032	Truck Drivers, Heavy & Tractor-Trailer	430
43-6014	Secretaries, Except Legal, Medical	370
43-3071	Tellers	370
31-9092	Medical Assistants	360
47-2073	Operating Engineers & Other Const Equipment Ops	340
51-2092	Team Assemblers	330
31-1012	Nursing Aides, Orderlies, & Attendants	330
43-5071	Shipping, Receiving, & Traffic Clerks	330
53-3033	Truck Drivers, Light or Delivery	330
15-1041	Computer Support Specialists	330
33-3051	Police & Sheriff's Patrol Officers	330
11-1011	Chief Executives	320
39-9032	Recreation Workers	320
35-1012	First-Line Sups/Mgrs of Food Prep & Serving Workers	320
49-9042	Maintenance & Repair Workers, General	320
29-2053	Psychiatric Technicians	310

## Appendix 5: Sonoma County – Occupational Employment Projections

2001-2008

Released December 2003

<http://www.calmis.ca.gov/FILE/OCCPROJ/sonomO&D.htm>

SOC Code	Occupation	Annual Average Employment	2008	Employment Change		Openings Due to Separations
		2001		Number	Percent	
11-9051	Food Service Managers.	290	330	40	13.8	30
11-9081	Lodging Managers	50	60	10	20.0	0
27-1014	Multi-Media Artists & Animators	60	70	10	16.7	10
27-1021	Commercial & Industrial Designers	50	60	10	20.0	0
27-1023	Floral Designers	210	230	20	9.5	20
27-1024	Graphic Designers	290	390	100	34.5	20
27-1026	Merchandise Displayers & Window Trimmers	140	180	40	28.6	10
27-1029	Designers, All Other	90	130	40	44.4	0
27-1099	Art & Design Workers, All Other	50	60	10	20.0	10
27-2042	Musicians & Singers	70	90	20	28.6	10
27-2099	Entertainers & Performers, Sports & Rel Workers	130	160	30	23.1	10
27-3031	Public Relations Specialists	170	210	40	23.5	20
27-3042	Technical Writers	110	130	20	18.2	30
27-3099	Media & Communication Workers, All Other	240	310	70	29.2	30
27-4011	Audio & Video Equipment Technicians	60	70	10	16.7	10
27-4021	Photographers	90	110	20	22.2	10
35-1011	Chefs & Head Cooks	170	190	20	11.8	40
35-1012	First-Line Sups/Mgrs of Food Prep & Serving Workers	1,080	1,200	120	11.1	200
35-2011	Cooks, Fast Food	690	700	10	1.4	140
35-2012	Cooks, Institution & Cafeteria	350	400	50	14.3	80
35-2014	Cooks, Restaurant	1,050	1,250	200	19.0	240
35-2015	Cooks, Short Order	160	180	20	12.5	40
35-2021	Food Prep Workers	1,150	1,340	190	16.5	350
35-3011	Bartenders	1,240	1,370	130	10.5	360
35-3021	Comb Food Prep & Serving Workers, Including Fast Food	4,510	5,620	1,110	24.6	2,250
35-3022	Counter Attends, Cafe, Food Concession, & Coffee Shop	570	670	100	17.5	370
35-3031	Waiters & Waitresses	2,030	2,320	290	14.3	870
35-3041	Food Servers, Non-restaurant	400	470	70	17.5	140
35-9011	Dining Room and Cafeteria Attendants & Bartender Helpers	650	630	-20	-3.1	160
35-9021	Dishwashers	730	720	-10	-1.4	200
35-9031	Hosts & Hostess, Restaurant, Lounge, & Coffee Shop	480	540	60	12.5	110
35-9099	Food Prep & Serving Related Workers, All Other	110	110	0	0.0	30
37-1011	First-Line Sups/Mgrs of Housekeep & Janitor Workers	190	220	30	15.8	40

37-1012	First-Line Sups/Mgrs of Landscape, Lawn Service, & Garden-keeping	250	270	20	8.0	10
37-2012	Maids & Housekeeping Cleaners	1,240	1,530	290	23.4	210
37-3011	Landscaping & Grounds-keeping Workers	2,040	2,520	480	23.5	400
37-9099	Building & Grounds Cleaning & Maintenance Workers, All Other	160	190	30	18.8	20
39-1021	First-Line Sups/Mgrs of Personal Service Worker	210	260	50	23.8	50
39-3031	Ushers, Lobby Attendants, & Ticket Takers	290	350	60	20.7	190
39-3091	Amusement & Recreation Attendants	490	610	120	24.5	130
39-3099	Entertainment Attendants & Rel Workers, All Other	90	120	30	33.3	10
39-9032	Recreation Workers	870	1,050	180	20.7	140
39-9099	Personal Care & Service Workers, All Other	240	290	50	20.8	70
41-3041	Travel Agents	110	110	0	0.0	20
41-9011	Demonstrators & Product Promoters	260	310	50	19.2	70
41-9041	Telemarketers	240	290	50	20.8	40
43-1011	First-Line Sups/Mgrs of Office & Admin Support	2,150	2,340	190	8.8	300
43-3031	Bookkeeping, Accounting, & Auditing Clerks	2,850	3,050	200	7.0	390
43-3051	Payroll & Timekeeping Clerks	250	260	10	4.0	50
43-4051	Customer Service Representatives	1,810	2,180	370	20.4	120
43-4081	Hotel, Motel, & Resort Desk Clerks	190	260	70	36.8	70
43-4181	Reservation & Trans Ticket Agents & Travel Clerks	50	60	10	20.0	10
53-6021	Parking Lot Attendants	110	130	20	18.2	10
						8,150

## Appendix 6: Santa Rosa Junior College Restaurant Manager Survey

Dear Restaurateur,

Santa Rosa Junior College is considering adding a Restaurant Management Certificate to the Culinary Arts program curriculum. We are interested in input from the local restaurant industry and would very much appreciate you taking this quick survey to provide us with the information we need. As an incentive, upon return of this survey, we will send you a gift certificate that you may use at your convenience the SRJC Culinary Café, our student-run-restaurant in downtown Santa Rosa. We are training cooks, bakers, and dining room staff and we would like you to experience our operation!

Thank you for your participation!

Name of Restaurant: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Person completing survey: \_\_\_\_\_ Title/Position \_\_\_\_\_  
Email: \_\_\_\_\_

Total seats in restaurant \_\_\_\_\_ Do you have banquet facilities \_\_\_\_\_  
Number of Full Time Employees \_\_\_\_\_ Number of Part Time Employees \_\_\_\_\_  
Serving: Breakfast \_\_\_\_\_ Lunch \_\_\_\_\_ Dinner \_\_\_\_\_

How would you describe your cuisine?  
\_\_\_\_\_

Alcohol beverage service you provide: Full Bar \_\_\_\_\_ Wine and Beer only \_\_\_\_\_ None \_\_\_\_\_

Do you hire restaurant managers? \_\_\_\_\_ If so, please respond to the following:

1. What is your initial salary range for restaurant managers? \_\_\_\_\_
2. Do you intend to hire a restaurant manager within the next year? \_\_\_\_\_
3. What educational background do you prefer for Restaurant Managers?  
High School Diploma \_\_\_\_\_ Associate Degree \_\_\_\_\_  
Bachelor Degree \_\_\_\_\_ Masters Degree \_\_\_\_\_  
Culinary Certificate \_\_\_\_\_  
Graduation from a professional culinary school \_\_\_\_\_  
Other \_\_\_\_\_, please explain \_\_\_\_\_
4. When recruiting for a Restaurant Manager, indicate the type(s) of previous work experience you require:  
Restaurant Management \_\_\_\_\_ Kitchen \_\_\_\_\_ Table Service \_\_\_\_\_ Bartending \_\_\_\_\_  
General Office \_\_\_\_\_ Other \_\_\_\_\_, please explain \_\_\_\_\_
5. What qualities do you look for in hiring a restaurant manager? \_\_\_\_\_
6. Would an SRJC restaurant manager training program be of valuable to the restaurant industry? \_\_\_\_\_

7. Would you preferentially hire or promote an employee who has completed a Restaurant Management training program at SRJC? \_\_\_\_\_
8. Estimate the number of employees annually you might refer to an SRJC Restaurant Management training program \_\_\_\_\_
9. Please select the topics you would like to see covered in an SRJC Restaurant Management program:
  - Food and beverage cost control
  - Profit/loss statements
  - Dining room management
  - Table service
  - Wine purchasing
  - Sales & marketing management/accounting
  - Human resources information
  - Mentoring
  - Teamwork
  - Customer service
  - Other \_\_\_\_\_
  - Labor costing
  - Kitchen management
  - Menu development & costing
  - Bartending
  - Safety and sanitation
  - Payroll/office
  - Leadership
  - Supervision
  - Delegation
10. Would you be willing to host an intern from an SRJC Restaurant Management program?  
If yes, would this be a paid position? \_\_\_\_\_

**Please return this survey by \_\_\_\_\_ in the enclosed envelope.**

## Appendix 7: Santa Rosa Junior College Restaurant Manager Survey Results

### 63 Total Surveys Received

Do you hire Restaurant Managers? YES: 40 NO: 2

What is your initial salary range for restaurant managers?

Per Shift	\$220	(1)	Open	(1)
Hourly	\$8 - \$9 + Tips	(2)	Annual \$20-\$25,000	(1)
	\$10 - \$14	(2)	\$26-\$40,000	(22)
	\$12 - \$15	(2)	\$40,000 +	(10)
	\$15 with Bonus	(1)	\$300/wk+hurs+tips	(1)
	Other: Not Established	(1)		

Do you intend to hire a restaurant manager within the next year? YES: 14 NO: 19

What educational background to you prefer for restaurant managers?

High School Diploma	17	Associate Degree	9
Bachelor's Degree	21	Masters Degree	0
Culinary Certificate	14	Graduation from a professional culinary school	4
Other: Experience	23		
Food Handlers Certificate	1		
Best Qualified	1		
Good Common Sense	1		
Computer/Accounting	1		
Legal	1		

When recruiting for a Restaurant Manager, indicate the type(s) of previous work experience you require:

Restaurant Management	31	Kitchen	22	Table Service	35
Bartending	23	General Office	15		
Other: POS	1				
Attitude	1				
General Restaurant Experience	1				
Staff Supervision/Financial Management	2				
Common and Dollar Sense	1				

What qualities do you look for in hiring a restaurant manager? \_\_\_\_\_

Would an SRJC restaurant manager training program be of valuable to the restaurant industry?

YES: 45 NO: 5 MAYBE: 6

Would you preferentially hire or promote an employee who has completed a Restaurant Management training program at SRJC? YES: 32 NO: 5 MAYBE: 6

Estimate the number of employees annually you might refer to an SRJC Restaurant Management training program:

1 Employee	4
2 Employees	9
3 Employees	4

4 Employees	3
5 Employees	8
6 Employees	1
7 Employees	0
8 Employees	0
9 Employees	0
10 or more	7

Please select the topics you would like to see covered in an SRJC Restaurant Management program:

- 46 Food and beverage cost control
- 48 Labor costing
- 35 Profit/loss statements
- 36 Kitchen management
- 42 Dining room management
- 36 Menu development and costing
- 40 Table service
- 29 Bartending
- 33 Wine purchasing
- 49 Safety and sanitation
- 27 Sales and marketing
- 25 Payroll/office management/accounting
- 33 Human resources information
- 45 Leadership
- 24 Mentoring
- 44 Supervision
- 43 Teamwork
- 36 Delegation
- 47 Customer service
- 13 Other: knowledge of wine; good with people; Spanish a required subject; any possible aspects would be valuable; honesty; integrity; ability to form teams from diverse population in order to provide prompt; professional service; all of the above are important to run a successful business; safety management; safety in the kitchen, work ethic; cleanliness, health codes; general overview of industry

Would you be willing to host an intern from an SRJC Restaurant Management program?

YES: 27

NO: 11

MAYBE: 9

## Appendix 8: Center of Excellence Validation Survey and Results

### TELEPHONE INTERVIEWS with 4 HR Managers of Sonoma County Hotels

1. How many employees do you employ at this site? 105, 40, 115, 120
  - How do you recruit your employees?  
SRJC; Empire, newspaper ads; word of mouth; walk-ins; existing employees; Craig List; Press Democrat Ad; PR efforts
  - What is your best source for employees? No preference, word by mouth, management networking, line staff referrals
  - Do you ever-hire candidates coming from the community colleges?  
Yes (4)      Participates in community college job fairs (1)
  
2. What skills do you look for when you hire?  
Personality traits, looking for a fit – right character – rather than skills  
Skills can be taught, interested in learning  
One-year commitment to work  
Customer Service – must be multi-task and flexible to change  
People skills – can teach the hotel business but cannot teach team attitude  
Computer knowledge – no fear of computers  
Personal skills – communication, customer service, customer relations, Presentation
  
3. What difficulties do you have in finding employees?  
Prior years, difficult – now, largest applicant pool than ever  
Fine dining workers are very hard to find – hard work  
Lack of maturity, lack on commitment  
Generation gap of work ethics and loyalty to a company  
Seasonal – college students do not stay long  
Front desk – person has to be confident, good communicator and multi-task
  
4. What types of training do you provide your employees?
  - On-the-job during working hours (3)  
Shadowing (1)  
Mandated training delivered by corporate headquarters (1)
  - How is this training delivered (on site, off site, during work hours)?  
NO Responses
  - Have you tried other training delivery models? Have these worked? Why? Why not?      NO Responses

5. What is your hiring forecast?  
Expanding with a wine center, spa, taste room and condo - 50 additional employees (1)  
5 additional employees (1)  
Seasonal – highest during the summer
6. What is your turn over rate?  
Ranged from 0% to 40%
- Which jobs have the highest turn over rate?  
Line side; housekeeping; culinary
  - Why do you think so?  
Hard work; low pay; stepping stone for workers to pay for college tuition, earn extra cash or trying to figure out what they want to do
7. Who is your current provider of training?  
Employees who leave trains their own replacement  
Mandated corporate/franchise/headquarter training  
In-house training
8. Do you prefer persons with prior training or experience?  
Yes (1)  
No preference (1)  
Personality and Attitude (1)  
Customer Service = YES  
Lodging = NO (1)
9. Would you prefer someone with training at a community college rather than a person who learned on the job?  
No preference (3)  
Yes, if applicant had an internship experience, the better. (1)
10. Do you provide your employees with a career ladder?  
Yes (4)

Examples given:

1. banquet server who became a front desk manger
2. dish washer who became a prep cook then a line cook and eventually to Executive Chef

Notes:

- Interested in paid and unpaid internship (3)
- Not interested in paid and unpaid internship (1)

- Interested in working with community college to have an internship component in their curriculum/program
- Opened in 1986 – 10% of employees opened with the hotel  
50% of employees have 5 years of service
- Tip jobs ranged from \$6.75 to \$15.00 per hour
- Non-tip jobs ranged from \$6.75 to \$15.00 per hour
- Agrees to living wage agreement of \$10 per hour (1)