Montana People and Jobs: The Tourism Connection

Norma P. Nickerson
The University of Montana-Missoula

Let us know how access to this document benefits you.
Follow this and additional works at: https://scholarworks.umt.edu/itrr_pubs
Part of the Economics Commons, Leisure Studies Commons, Recreation, Parks and Tourism Administration Commons, and the Tourism and Travel Commons

Recommended Citation
https://scholarworks.umt.edu/itrr_pubs/230

This Report is brought to you for free and open access by the Institute for Tourism and Recreation Research at ScholarWorks at University of Montana. It has been accepted for inclusion in Institute for Tourism and Recreation Research Publications by an authorized administrator of ScholarWorks at University of Montana. For more information, please contact scholarworks@mso.umt.edu.
Montana People and Jobs: The Tourism Connection

Norma Polovitz Nickerson, Ph.D.
Institute for Tourism & Recreation Research
College of Forestry and Conservation
The University of Montana
Missoula, MT 59812
www.itrr.umt.edu

Research Report 2012-6
October 2012

This report was funded by the Montana Lodging Facility Use Tax

Copyright© 2012 Institute for Tourism and Recreation Research. All rights reserved
Executive Summary

The purpose of this report was to further understand employment in the Montana tourism industry based on a random sample phone interview of the general population of Montana’s workforce. The workforce sample surveyed was 2,340. Four-hundred were in a tourism related business in 2011. A 37% response rate of residents in the workforce was achieved.

- 17% of Montana’s workforce worked in a tourism related job in 2011 equating to nearly 81,000 jobs of the total Montana workforce of 476,195.
- In general, tourism workers are younger than the overall Montana workforce. 45% of tourism workers are under the age of 35 compared to only 29% of the overall workforce.
- On average, residents working in tourism related jobs hold 1.2 jobs each: 81% hold one job; 16% hold two jobs; 2% hold three jobs.
- The top five tourism related jobs held by respondents were in 1) restaurant/bar; 2) retail and gas station type business; 3) entertainment, recreation or outfitter; 4) accommodations; 5) property management for vacation homes and resorts.
- Respondents self-identified numerous jobs related to tourism including construction and landscaping, car sales and repairs, land management, agriculture, health care, consulting, casinos, and grocery stores.
- The personal income of those working in tourism related jobs ranged from $200 to $220,000 with an average yearly income of $28,602.
- 33% of respondents said tips were part of their income.
- For 51% working in tourism, tourism was their sole household income.
- 53% of those employed in tourism worked the full 12 months. The number of months varied with spikes in 3 months and 6 months representing summer and seasonal workforces.
- 18% of tourism workers owned their own business in 2011. Business owners represented outfitting (20%), accommodations (15%), property management & maintenance/resorts (12%), retail/gas (11%), and construction/landscaping (11%).
- 33% of the workforce held temporary or seasonal positions.
- Tourism related positions provided a variety of benefits ranging from health insurance and retirement plans to free passes and discounts.
- Tourism workers are satisfied with their jobs: 88% said very or somewhat satisfied.
- More than 80% of all tourism related employees said they gained skills in 1) working with others; 2) communication; 3) sense of responsibility; 4) self-confidence, and; 5) organizational skills.
- Nearly half of the tourism workers indicated they would still be working in tourism in five years and indicated that the lifestyle, enjoyment of the work, and the job fitting their schedule is why they will continue working in tourism.
- Nearly half of the tourism workers indicated they would not be working in the tourism industry in five years because they want a job with higher pay or are going into another profession.
Table of Contents

Executive Summary ..................................................................................................................................... ii
List of Tables and Figures .......................................................................................................................... iii
Introduction ................................................................................................................................................ 1
Methods & Sampling ................................................................................................................................. 1
Results .......................................................................................................................................................... 2
Montana Workforce compared to Tourism Job Related Workforce .................................................. 2
Tourism Job Related Workforce .............................................................................................................. 4
Conclusion and Discussion ...................................................................................................................... 11
Appendix A- Survey Instrument .............................................................................................................. 13
Appendix B- Responses to “Types of other tourism jobs” ................................................................. 22
Appendix C: Why people work in Montana’s Tourism Industry ....................................................... 24
Appendix D: Other reasons for leaving the tourism industry in five years ........................................ 26

List of Tables and Figures

Table 1: Response Rates and Employment Numbers ........................................................................... 2
Table 2: Respondent Residence by Travel Region ................................................................................ 2
Figure 1: Respondent Age Categories .................................................................................................. 3
Figure 2: Respondent Length of Time Living in Montana ....................................................................... 3
Table 3: Types of Tourism Related Jobs held in 2011 by MT Residents .............................................. 4
Figure 3: Household Income in 2011 ................................................................................................... 5
Table 4: Percent of Household Income from Tourism Related Jobs .................................................. 5
Table 5: Tourism Workforce Respondent Demographics ................................................................. 6
Figure 4: Number of Months Worked in Tourism Related Jobs in 2011 ............................................ 7
Table 6: Impact of Visiting or Working Seasonally in Montana ......................................................... 7
Table 7: Type of Pay for Tourism Owners .......................................................................................... 8
Table 8: Categories of Business Owners in Tourism .......................................................................... 8
Table 9: Non-owner Tourism Workers Salary and Job Type ............................................................... 9
Table 10: Benefits Received in Tourism Job ...................................................................................... 9
Table 11: Skills Gained From Tourism Jobs ...................................................................................... 10
Table 12: Reasons for Working in the Tourism Industry .................................................................... 10
Table 13: Reasons for Leaving the Tourism Industry within Five Years ........................................... 11
Introduction
This report is the second in a series of reports exploring tourism jobs in Montana. The first report (‘The Montana Tourism Industry: The People and The Businesses’¹) was an analysis of Montanans’ who currently hold higher level positions within the industry as business owners and managers. Those industry leaders were contacted through a list of businesses cited in the Montana Vacation Planner or who had attended the 2012 Governor’s Conference on Tourism.

The purpose of this report was to further understand employment in the Montana tourism industry. The data for this report was based on the general population of Montana workers to help estimate the size of the working population in tourism and to understand their reasons for working in tourism.

The World Tourism Organization defines tourists as people “traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.” Jobs in the tourism industry would be any type of employment where tourists are served. In this study we defined tourism jobs under the following eight categories and then asked the respondent to identify any other tourism related job.

- Jobs with an accommodations or housekeeping business such as a hotel, motel, bed & breakfast, resort or guest ranch
- Jobs with an entertainment or recreation business such as a park, museum, ski area, theater, guides or outfitter, event planner
- Job with a business operating an eating or drinking establishment like a restaurant or bar
- A job with a property management or maintenance business serving second home owners, or resort businesses
- A job with a travel agency, tourism operator, or tourism promotion business
- A job with a retail store or gas station serving a good share of tourists or visitors
- A job with a business in transportation services (rental car, airport, bus, or Amtrak)
- Other tourism related jobs as described by the respondent

Methods & Sampling
The Institute for Tourism and Recreation Research contracted with the Bureau of Business and Economic Research at the University of Montana to conduct a random sample phone survey of Montana residents for this study. Residents were contacted on both land-lines and cell phones from June 27, 2012 through July 29, 2012. A 37 percent response rate of residents in the work force was achieved. It is assumed that those who completed the survey are a representative sample of all residents in the Montana workforce. Table 1 displays the number of calls made and calls completed. Based on the sample, 17 percent of Montana workers had a tourism-related job in 2011. The latest estimates of employment from the U.S. Census Bureau show that 476,195 Montana residents were employed in 2010. Assuming

this number is the same for 2011, and based on this survey, 80,953 residents (476,195 x .17) worked in a tourism-related job in 2011.

Table 1: Response Rates and Employment Numbers

<table>
<thead>
<tr>
<th>Incomplete calls</th>
<th>Land line calls</th>
<th>Cell phone calls</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No answer</td>
<td>538</td>
<td>1251</td>
<td></td>
</tr>
<tr>
<td>Hang ups, refusals, or broken interview</td>
<td>960</td>
<td>1189</td>
<td>3,938</td>
</tr>
<tr>
<td>Completed calls</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not in the work force</td>
<td>529</td>
<td>310</td>
<td></td>
</tr>
<tr>
<td>Not in the tourism industry</td>
<td>603</td>
<td>1337</td>
<td>1940</td>
</tr>
<tr>
<td>Tourism industry</td>
<td>124</td>
<td>276</td>
<td>400</td>
</tr>
<tr>
<td>Work force sample size</td>
<td></td>
<td></td>
<td>2340</td>
</tr>
<tr>
<td>Tourism work force as percent of total</td>
<td></td>
<td></td>
<td>17%</td>
</tr>
</tbody>
</table>

Results

The results section of this report is presented in two ways. First, a comparison is made between the overall sample of employed Montanans to the sample of Montanans with tourism related jobs. Second, descriptions of Montana residents who held a tourism-related job in 2011 are presented in detail including demographics, job(s) held, job skills, and job satisfaction.

Montana Workforce compared to Tourism Job Related Workforce

Respondents to the survey were weighed by county population to reflect Montana's population. To understand residence in relation to travel regions in the state, Table 2 highlights the regional response numbers. Thirty-two percent of all respondents lived in Glacier Country followed by 21 percent who live in southeast Montana. Not surprisingly, the percent of Yellowstone Region respondents working in tourism (19%) was higher than those employed in other jobs in the region (13%).

Table 2: Respondent Residence by Travel Region

<table>
<thead>
<tr>
<th>Montana Travel Region</th>
<th>All Employed Respondents</th>
<th>Respondents Working in Tourism Related Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Glacier Region</td>
<td>510</td>
<td>122</td>
</tr>
<tr>
<td>Southeast Montana Region</td>
<td>329</td>
<td>70</td>
</tr>
<tr>
<td>Gold West Region</td>
<td>242</td>
<td>61</td>
</tr>
<tr>
<td>Central Montana Region</td>
<td>237</td>
<td>40</td>
</tr>
<tr>
<td>Yellowstone Region</td>
<td>205</td>
<td>72</td>
</tr>
<tr>
<td>Missouri River Region</td>
<td>64</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>1,588</td>
<td>375</td>
</tr>
</tbody>
</table>
Fifty-two percent of all respondents were born in Montana while 41 percent of respondents in tourism related jobs were born in Montana. The average age of all workers was 47 years old while the average age of tourism workers was 41 years old. Categorical age ranges (Figure 1) show that tourism workers are represented in higher proportions in the younger categories, 35 years and younger, than the overall Montana workforce.

**Figure 1: Respondent Age Categories**

The full sample of respondents in this study have lived in Montana for an average of 34 years while those who work in the tourism industry have lived in Montana an average of 28 years (Figure 2).

**Figure 2: Respondent Length of Time Living in Montana**
Of the overall sample, 400 respondents indicated they held a job with all or some of their job related to tourism (17% of Montana workforce) and an additional 10 percent said others in the household held a tourism job in 2011. Thirty-three percent of the overall respondent sample has held at least one job in the tourism industry during their lifetime. Table 3 displays the types of tourism jobs held by Montana residents.

Table 3: Types of Tourism Related Jobs held in 2011 by MT Residents

<table>
<thead>
<tr>
<th>Job Category (N=1,660)</th>
<th>Respondents working in Tourism Related Job</th>
<th>Percent of all workforce jobs</th>
<th>Percent of Tourism Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurant/bar</td>
<td>139</td>
<td>8%</td>
<td>28%</td>
</tr>
<tr>
<td>Retail or gas station</td>
<td>94</td>
<td>6%</td>
<td>19%</td>
</tr>
<tr>
<td>Entertainment/recreation/outfitter</td>
<td>85</td>
<td>5%</td>
<td>17%</td>
</tr>
<tr>
<td>Accommodation</td>
<td>70</td>
<td>4%</td>
<td>14%</td>
</tr>
<tr>
<td>Property Mgmt./second homes/Resorts</td>
<td>49</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td>Transportation (car rental/airport/bus)</td>
<td>20</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Travel agency/tourism promotion</td>
<td>11</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Other (specified by respondent)</td>
<td>23</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Construction/landscaping (9); Car sales &amp; repairs (5); Land manager (5); Agriculture (3); Health-care (1)*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>491 different jobs worked by respondents</td>
<td>29% of MT jobs but 17% of MT workforce**</td>
<td>100%</td>
</tr>
</tbody>
</table>

*See Appendix B for complete list of jobs mentioned by respondents
**On average, residents working in tourism hold 1.2 tourism-related jobs which meaning the total number of jobs is higher than the total number of people working in those jobs. For example if you work part-time at a hotel and part-time at a guide job, you hold two jobs but represent only one person in the workforce.

Tourism Job Related Workforce

As indicated, 17 percent of Montana’s workforce worked in a tourism related job in 2011. The remaining portion of this report talks about those employed in a tourism related job.

Fifty-three percent of the respondents with tourism jobs were males and 47 percent were female. The average number of tourism jobs held per person in Montana was 1.2 in 2011. Eighty-one percent held only one job, but 16 percent held two jobs and another 2 percent held three different tourism jobs in 2011.
Household income of respondents showed the highest number of households (15%) earning $50,000-$75,000 per year (Figure 3).

**Figure 3: Household Income in 2011**

Over half (51%) of respondents said their entire income was from tourism (Table 4). Respondents working in tourism related jobs had an average personal income of $28,602. There was a range of $200 to $220,000 of personal income reported.

**Table 4: Percent of Household Income from Tourism Related Jobs**

<table>
<thead>
<tr>
<th>Percent of 2011 household income from tourism*</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%-20% of household income</td>
<td>87</td>
<td>24%</td>
</tr>
<tr>
<td>21%-40% of household income</td>
<td>22</td>
<td>6%</td>
</tr>
<tr>
<td>41%-66% of household income</td>
<td>37</td>
<td>10%</td>
</tr>
<tr>
<td>61%-80% of household income</td>
<td>16</td>
<td>4%</td>
</tr>
<tr>
<td>81%-100% of household income</td>
<td>205</td>
<td>56%</td>
</tr>
</tbody>
</table>

*51% indicated that employment through a tourism related job was their total household income

Table 5 describes the respondent demographics of those employed in Montana’s tourism industry in 2011. In summary, tourism employees are either married or single and have never been married. They are more likely to own a home (or are paying mortgage). One-third have children under 18 years old living at home; one-third have at least a college degree, and; one-third are the primary wage earner in their household.
Table 5: Tourism Workforce Respondent Demographics

<table>
<thead>
<tr>
<th>Demographics (N=384)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marital Status</strong></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Married</td>
<td>165</td>
<td>43%</td>
</tr>
<tr>
<td>Single &amp; never married</td>
<td>121</td>
<td>32%</td>
</tr>
<tr>
<td>Widowed, divorced, separated</td>
<td>61</td>
<td>16%</td>
</tr>
<tr>
<td>Living with a partner</td>
<td>33</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Residence characteristics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own current home with mortgage</td>
<td>159</td>
<td>41%</td>
</tr>
<tr>
<td>Pay for rental</td>
<td>104</td>
<td>27%</td>
</tr>
<tr>
<td>Outright own my home</td>
<td>103</td>
<td>26%</td>
</tr>
<tr>
<td>Occupy without paying rent</td>
<td>7</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Children under 18 living at home</strong></td>
<td>126</td>
<td>33%</td>
</tr>
<tr>
<td>Children under 6 yrs. old</td>
<td>54</td>
<td>43% (of the 33% with children)</td>
</tr>
<tr>
<td>Children between 6 &amp; 12 yrs. old</td>
<td>63</td>
<td>50% (of the 33% with children)</td>
</tr>
<tr>
<td>Children between 13 &amp; 18 yrs. old</td>
<td>56</td>
<td>45% (of the 33% with children)</td>
</tr>
<tr>
<td><strong>Respondent level of education completed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than high school</td>
<td>14</td>
<td>4%</td>
</tr>
<tr>
<td>High school or equivalency</td>
<td>117</td>
<td>30%</td>
</tr>
<tr>
<td>Some college</td>
<td>93</td>
<td>24%</td>
</tr>
<tr>
<td>2-year/technical degree</td>
<td>40</td>
<td>10%</td>
</tr>
<tr>
<td>4-year college degree</td>
<td>95</td>
<td>25%</td>
</tr>
<tr>
<td>Some graduate school</td>
<td>7</td>
<td>2%</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>19</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Number of wage earners in household</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>31</td>
<td>8%</td>
</tr>
<tr>
<td>1</td>
<td>133</td>
<td>35%</td>
</tr>
<tr>
<td>2</td>
<td>165</td>
<td>43%</td>
</tr>
<tr>
<td>3</td>
<td>36</td>
<td>9%</td>
</tr>
<tr>
<td>4</td>
<td>13</td>
<td>4%</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Are you primary wage earner?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>75</td>
<td>34%</td>
</tr>
<tr>
<td>No</td>
<td>146</td>
<td>66%</td>
</tr>
</tbody>
</table>

When asked about how many months the respondent worked a tourism job in 2011, the majority (53%) worked the entire year (Figure 4). However, for those who did not work the whole year the number of months was quite varied with a spike at three months (10% of respondents) and another spike at 6 months (7% of respondents). This pattern is typical of the seasonal nature of many tourism job opportunities in Montana as well as globally.
Respondents have worked in the Montana tourism industry on average 10.5 years ranging from less than one year to 61 years.

There are many people who believe that visiting Montana or working seasonally in the state is a precursor to moving to Montana. Two questions were asked to determine the extent to which this may be true for those currently living in Montana (Table 6).

Table 6: Impact of Visiting or Working Seasonally in Montana

<table>
<thead>
<tr>
<th>Does this statement describe you....</th>
<th>% yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>I visited Montana and decided to move here.</td>
<td>36%</td>
</tr>
<tr>
<td>I worked a seasonal position in Montana and decided to move here.</td>
<td>8%</td>
</tr>
</tbody>
</table>

Respondents were asked if they owned all or part of the tourism business they worked in or for in 2011. Nineteen percent of the respondents said they owned their business in 2011. Interestingly, when asked about how they paid themselves, 55 percent indicated they paid themselves when and what they could, followed by 15 percent who took a full-time salary (Table 7).
Table 7: Type of Pay for Tourism Owners

<table>
<thead>
<tr>
<th>Owner Payment Type (N=73)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid self when and what I could</td>
<td>40</td>
<td>55%</td>
</tr>
<tr>
<td>Full-time salary</td>
<td>11</td>
<td>15%</td>
</tr>
<tr>
<td>My role was as an investor only</td>
<td>7</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
<td>9%</td>
</tr>
<tr>
<td>Part-time hourly</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td>Full-time hourly</td>
<td>2</td>
<td>3%</td>
</tr>
</tbody>
</table>

The tourism business owners identified the type of business they owned. Guiding and outfitting businesses were the highest followed by property management and maintenance of accommodations and resorts (Table 8).

Table 8: Categories of Business Owners in Tourism

<table>
<thead>
<tr>
<th>Type of Tourism Business Owners (N=73)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guide/outfitting</td>
<td>15</td>
<td>20%</td>
</tr>
<tr>
<td>Accommodation</td>
<td>11</td>
<td>15%</td>
</tr>
<tr>
<td>Property management &amp; maintenance/ resorts</td>
<td>9</td>
<td>12%</td>
</tr>
<tr>
<td>Retail/gas</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Construction/landscaping</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Entertainment/recreation</td>
<td>7</td>
<td>10%</td>
</tr>
<tr>
<td>Eating/drinking</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Agriculture related to tourism</td>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>Tourism promotion/travel agency/tour operator</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Car sales and repairs</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Health care</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>73</td>
<td>100%</td>
</tr>
</tbody>
</table>

The majority of tourism workers were either full-time hourly or part-time hourly employees (Table 9) not business owners. Thirty-three percent of tourism workers indicated that tips were part of their earnings. Benefits received from their work ranged from health insurance and retirement plans to free...
passes and discounts. Table 10 outlines the types of benefits and number of tourism workers who receive those benefits.

**Table 9: Non-Owner Tourism Workers Salary and Job Type**

<table>
<thead>
<tr>
<th>Type of Compensation in tourism-related jobs* (N=400)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salary</td>
<td>71</td>
<td>23%</td>
</tr>
<tr>
<td>Full-time hourly</td>
<td>139</td>
<td>44%</td>
</tr>
<tr>
<td>Part-time hourly</td>
<td>139</td>
<td>44%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Characteristics</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary/seasonal</td>
<td>103</td>
<td>33%</td>
</tr>
<tr>
<td>Compensation including tips</td>
<td>127</td>
<td>33%</td>
</tr>
</tbody>
</table>

*The percentages in compensation do not equal 100% due to multiple jobs held by some workers.

**Table 10: Benefits Received in Tourism Job**

<table>
<thead>
<tr>
<th>Benefit Type (N=400)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Benefits</td>
<td>167</td>
<td>43%</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>83</td>
<td>22%</td>
</tr>
<tr>
<td>Annual or semi-annual Cash Bonus</td>
<td>78</td>
<td>20%</td>
</tr>
<tr>
<td>401K Plan</td>
<td>58</td>
<td>15%</td>
</tr>
<tr>
<td>Dental Insurance</td>
<td>54</td>
<td>14%</td>
</tr>
<tr>
<td>Vision Insurance</td>
<td>50</td>
<td>13%</td>
</tr>
<tr>
<td>Free Passes or Tickets</td>
<td>45</td>
<td>12%</td>
</tr>
<tr>
<td>Medical Savings Plan</td>
<td>33</td>
<td>9%</td>
</tr>
<tr>
<td>Discount on Season or Activity Pass</td>
<td>32</td>
<td>8%</td>
</tr>
<tr>
<td>Season’s Activity Pass</td>
<td>18</td>
<td>5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other benefits mentioned</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Discounts on food, retail, etc.</td>
<td>23</td>
<td>6%</td>
</tr>
<tr>
<td>Free meals, drinks, items</td>
<td>11</td>
<td>3%</td>
</tr>
<tr>
<td>Annual leave/paid vacation</td>
<td>8</td>
<td>2%</td>
</tr>
</tbody>
</table>

Respondents were asked to reflect on their tourism jobs and their satisfaction with these jobs as well as what these types of jobs did for them personally. Satisfaction with working in the tourism industry is very high in Montana with 88 percent who indicated very or somewhat satisfied. Eighty percent indicated that working a tourism related job will help them (or has helped them) in their careers.

Table 11 shows skills that respondents felt they gained from tourism jobs. Ninety percent said that their tourism job has helped their ability to work with others while 87 percent cited communication as a skill
they have gained. More than half of all respondents indicated that seven of the eight skills listed were gained while working in a tourism related job.

Table 11: Skills Gained From Tourism Jobs

<table>
<thead>
<tr>
<th>Skills Gained in Tourism</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to work with others</td>
<td>349</td>
<td>90%</td>
</tr>
<tr>
<td>Communication skills</td>
<td>336</td>
<td>87%</td>
</tr>
<tr>
<td>Sense of responsibility</td>
<td>333</td>
<td>86%</td>
</tr>
<tr>
<td>Self confidence</td>
<td>327</td>
<td>85%</td>
</tr>
<tr>
<td>Organizational skills</td>
<td>321</td>
<td>83%</td>
</tr>
<tr>
<td>Management skills</td>
<td>287</td>
<td>74%</td>
</tr>
<tr>
<td>Resume building</td>
<td>211</td>
<td>55%</td>
</tr>
<tr>
<td>Computer skills</td>
<td>167</td>
<td>43%</td>
</tr>
</tbody>
</table>

To understand the direction of employment in the Montana tourism industry, respondents were asked if they expected to be working in the tourism industry five years from now. It was almost an even split where 46 percent (178) said yes; 43 percent (164) said no; and 11 percent (43) didn’t know. Respondents who said they would be working in the tourism industry five years from now were provided a list of possible reasons and asked which reasons applied to them. Almost all respondents said, “It fits my lifestyle” and “I enjoy the work.” - Table 12 highlights the other reasons these people will be in Montana's tourism industry in five years.

Table 12: Reasons for Working in the Tourism Industry

<table>
<thead>
<tr>
<th>Reasons for Working in Tourism (N=164)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>It fits my lifestyle</td>
<td>210</td>
<td>95%</td>
</tr>
<tr>
<td>It’s what I like to do - I enjoy the work</td>
<td>205</td>
<td>93%</td>
</tr>
<tr>
<td>The job fits my schedule</td>
<td>189</td>
<td>85%</td>
</tr>
<tr>
<td>It’s good pay</td>
<td>137</td>
<td>62%</td>
</tr>
<tr>
<td>I am working to develop my tourism industry career</td>
<td>133</td>
<td>60%</td>
</tr>
<tr>
<td>For the extra money to supplement my income</td>
<td>97</td>
<td>44%</td>
</tr>
<tr>
<td>I get extended time off</td>
<td>78</td>
<td>35%</td>
</tr>
<tr>
<td>Only job available</td>
<td>62</td>
<td>28%</td>
</tr>
<tr>
<td>To make some money while looking for another job</td>
<td>56</td>
<td>25%</td>
</tr>
<tr>
<td>Part-time work while in college</td>
<td>21</td>
<td>10%</td>
</tr>
<tr>
<td>Other ~ like meeting people</td>
<td>20</td>
<td>9%</td>
</tr>
<tr>
<td>Other ~ like the outdoors*</td>
<td>10</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Appendix C provides a list of other responses
Finally, respondents who will not be in the industry in five years were provided a list of possible reasons and asked which reasons applied to them. The majority said they, “Hope to be taking a higher paying job,” as the most likely reason. Table 13 highlights the reasons these people will not be in Montana’s tourism industry in five years.

**Table 13: Reasons for Leaving the Tourism Industry within Five Years**

<table>
<thead>
<tr>
<th>Reason</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hope to be taking a higher paying job</td>
<td>113</td>
<td>69%</td>
</tr>
<tr>
<td>Plan to go into another profession</td>
<td>104</td>
<td>64%</td>
</tr>
<tr>
<td>Plan to start or go back to school</td>
<td>65</td>
<td>40%</td>
</tr>
<tr>
<td>Will be graduating</td>
<td>56</td>
<td>35%</td>
</tr>
<tr>
<td>Plan to retire</td>
<td>49</td>
<td>30%</td>
</tr>
<tr>
<td>Will be moving out of state</td>
<td>31</td>
<td>19%</td>
</tr>
<tr>
<td>Plan to start a family</td>
<td>30</td>
<td>18%</td>
</tr>
<tr>
<td>Other*</td>
<td>28</td>
<td>18%</td>
</tr>
</tbody>
</table>

*Appendix D provides the list of other responses*

**Conclusion and Discussion**

Tourism industry jobs in Montana range from the easily identified categories such as accommodations and outfitting, to the lesser-known tourism related jobs of construction, agriculture and health-care. Tourism touches many workers around the state directly (17% of workforce) and therefore is a major driver in the overall economy.

While one-third of workers indicated they were working seasonal or temporary jobs in tourism, the majority are working full-time. Indeed, 51 percent of the tourism workers said that their tourism income was their sole household income. So, while statistics like that highlight a stable and contributing force to individuals and the economy, the other half of the equation shows a slightly different picture.

Tourism workers are younger than the overall workforce which translates to a more transient workforce. In fact, nearly half of the respondents did not expect to be in a tourism related job in five years. A younger and transient workforce requires continual hiring and training, perhaps more so than other industries in Montana. This creates both opportunities and challenges. Those who indicated they would not be working in tourism in five years said they were seeking a higher paying job or were planning to go into another profession.
In summary, the important highlights from this data include:

❖ Tourism is 17% of Montana's workforce. Without tourism, 80,000 people could potentially be unemployed.

❖ Tourism related jobs are well liked and provide skills that can carry over into most other professions including communication skills, people skills, and leadership skills obtained through job responsibility and growth in self-confidence while working.

❖ A tourism related job is either a career or a stepping stone to a different profession. As a career it provides good pay, a schedule that works with the individual and a healthy outlook on life because they like their job. As part-time and seasonal work opportunities, tourism related jobs are helpful to younger people in Montana who are working through college or have young children and do not desire a full-time position at this stage in their lives.
Appendix A- Survey Instrument

Introduction
Hello, my name is _________________________ and I'm calling on behalf of The Institute for Tourism and Recreation Research at the University of Montana. We are conducting a research study about tourism jobs in Montana.

(IF R SAYS DRIVING/UNABLE TO TAKE CALL; Thank you. We will try you another time...).

VOICE MAIL MESSAGE (LEAVE ONLY ONE -- THE FIRST TIME A CALL GOES TO VOICEMAIL): I am calling for The University of Montana in Missoula. We are conducting a short statewide survey of cell phone users. This is NOT a sales call. We will try to reach you again.

S1. First, I have to ask, are you at least 18 years old?

1 Yes
2 No
9 Don't know/Refused

IF S1=1, CONTINUE WITH MAIN INTERVIEW
IF S1=2, 9 THANK AND TERMINATE: This survey is limited to adults age 18 and over. I won't take any more of your time...

INTRODUCTION TO MAIN INTERVIEW: We're interested in learning more from people with cell phones. We'd like to send you $2 for answering a few more questions. This will only take about 10 minutes. If you are now driving a car or doing any activity requiring your full attention, I need to call you back later....DO NOT PAUSE, LEAD INTO FIRST QUESTION

AGE: Only persons 18 years and older are eligible for this survey, so for eligibility purposes, How old were you on your last birthday?

SCREENER
I'm going to read a list of business descriptions that are considered part of the Montana tourism industry. Please tell me if you had a job within any businesses in 2011 that match these descriptions.

IF YES, ASK
How many different jobs did you hold for this type of business in 2011?
DEFINITION: By jobs I mean how many W-2s or 1099s did you receive in 2011 from a business that met this description*

B1. Did you have a job with an "accommodations or housekeeping business such as a hotel, motel, bed & breakfast, resort, or guest ranch?"

1...Yes (ASK NUMBER OF JOBS) B1a. ______
0...No (CONTINUE)
B2. How about a job with an "entertainment or recreation business such as a park, museum, ski area, theater, guide or outfitter, event planner"?
   1...Yes (ASK NUMBER OF JOBS) B2a. _____
   0...No (CONTINUE)

B3. A job with a business operating an eating or drinking establishment like a restaurant or bar
   1...Yes (ASK NUMBER OF JOBS) B3a. _____
   0...No (CONTINUE)

B4. A job with a property management or maintenance business serving second home owners, or resort businesses
   1...Yes (ASK NUMBER OF JOBS) B4a. _____
   0...No (CONTINUE)

B5. A job with a travel agency, tour operator, or tourism promotion business
   1...Yes (ASK NUMBER OF JOBS) B5a. _____
   0...No (CONTINUE)

B6. A job with a retail store or gas station serving a good share of tourists or visitors
   1...Yes (ASK NUMBER OF JOBS) B6a. _____
   0...No (CONTINUE)

B7. A job with a business in transportation services (rental car, airport, bus, or Amtrak)
   1...Yes (ASK NUMBER OF JOBS) B7a. _____
   0...No (CONTINUE)

B8. Other tourism related job
   1...Yes (ASK NUMBER OF JOBS) B8a. _____
   ASK: And what type of job was that? Q8bspecify__________
   0...No (CONTINUE)

9. How many other persons in your current household have held a tourism job in 2011? _____
   IF 1 OR MORE, ASK And how old is each of those persons?
   9a _______ 9b _______ 9c _______ 9d _______ 9e _____

10. Other than in 2011, have you had any jobs in the tourism industry in your work life? 1...Yes
    0...No

11. Were you born in Montana?
    1...Yes GO TO RESID
    0...No GO TO Q12
   1...Yes
   0...No

13. Does this statement describe you? I worked a seasonal position in Montana and decided to move here.
   1...Yes
   0...No

RESID. What is the community or town you live in or live closest to?

RESLEN. How many years in total have you lived in Montana?

TO QUALIFY FOR THE REST OF THE SURVEY, PARTICIPANT MUST ANSWER YES TO ONE OR MORE OF THE JOBS QUESTIONS (B1-B8) FOR 2011. IF NO TO B1-B8, THANK AND TERMINATE.

EMPLOYMENT EXPERIENCE
Q14 How many Montana tourism related businesses did you work for in 2011 total; meaning how many MT tourism related W-2s did you receive for 2011? RECORD NUMBER.
   98...DON'T KNOW
   99...REFUSED

Q15 Within how many of the twelve months of the year did you work in the Montana tourism industry in 2011? PROBES: Your best guess is OK/An estimate is fine. RECORD NUMBER BETWEEN ONE AND TWELVE
   98...DON'T KNOW AFTER PROBE
   99...REFUSED

Q16 In total, how many years would you estimate you’ve held at least one job, even if it was part-time, where you worked in the Montana tourism industry? RECORD NUMBER
   98...DON’T KNOW
   99...REFUSED

Q17 In total, how many years would you estimate you’ve held at least one job, even if it was part-time, where you worked in the tourism industry anywhere, not just Montana? RECORD NUMBER
   98...DON’T KNOW
   99...REFUSED

Q18 In 2011, did you own all or part of any of the tourism businesses you worked for?
   1...YES  CONTINUE WITH Q18a
   0...NO  GO TO Q21A
   9...REFUSED  GO TO Q21A
Q18a Which of the following best describes how you paid yourself in 2011? READ LIST
1...You paid yourself when and what you could
2...Full-time salary
3...Full-time hourly
4...Part-time hourly
5...My role was as an investor only
6...or something else

And how did you pay yourself in 2011? Q19b__________

9...REFUSED
8...DON'T KNOW

Q18c What was the type of business(es) owned in 2011. RECORD, GO TO Q22

Q21 I’m going to read a list of descriptions that may apply to the tourism job or jobs you held in 2011. Let me know if any of these items accurately describe your situation in 2011. (INSERT OPTION) Did that accurately describe your situation in 2011?
1...Yes
0...No
8...DON’T KNOW
9...REFUSED

21a. Full-Time Salary
21b. Full-Time Hourly
21c. Part-Time Hourly
21d. Temporary/ Seasonal

Q22 Did your 2011 compensation include tips?
1...Yes
0...No
8...DON’T KNOW
9...REFUSED

Q23 Next, I’m going to read a list of different types of benefits one may receive from a tourism job. For each of the items I read, please let me know if you received that benefit because of your tourism job in 2011. Did you receive__________

1...Yes
0...No
8...DON’T KNOW
9...REFUSED

23a Health Insurance
23b 401k Plan
23c Dental Insurance
23d Vision Insurance
23e Medical Savings Plan
23f Annual/ Semi-Annual Cash Bonus
23g Season’s Activity Pass
23h Purchase Discount for a Season or Activity Pass
23i Free Pass or Tickets
23j No benefits
23k Any Other benefits? IF YES And what were those other benefits please?
   23specify _________

Q24. How would you rate your overall satisfaction with working in the Montana tourism industry?
Would you say that you are...
2 Satisfied or GO TO 24a
3 Dissatisfied GO TO 24b

24a. Would that be...
   2 somewhat satisfied or GO TO Q25
   1 very satisfied GO TO Q25

24b. Would that be...
   3 ...Somewhat dissatisfied or GO TO Q25
   4 ...Very dissatisfied GO TO Q25
   9 ...REFUSED GO TO Q25
   8 ...DON’T KNOW GO TO Q25

Q25 Do you believe your tourism job experience(s) will help you (or have helped you) in your career?
  1 ...YES
  0 ...NO
  9 ...REFUSED
  8 ...DON’T KNOW

Q26. Which of the following have you gained from your tourism job? Have you gained (READ SKILL)
  1 ...YES
  0 ...NO
  8 ...DON’T KNOW
  9 ...REFUSED
26A Communication skills
26B Computer skills
26C Management skills
26D Ability to work with others
26E Organizational skills
26F Self confidence
26G Sense of responsibility
26H Resume building

27 Do you expect to be working in the Montana tourism industry five years from now?
1...YES GO TO Q29A
0...NO GO TO Q28A
9...REFUSE GO TO Q29A
8...DON'T KNOW GO TO Q29A

Q28. I'm going to read a list of items that describe why someone may decide not to be in the Montana tourism industry five years from now. Please tell me if any of these apply to you. (INSERT ITEM) Does that apply to you?
   1...YES
   0...NO
   8...DK
   9...REFUSED

28a. You plan to retire
28b. You plan to start a family
28c. You plan to go into another profession
28d. You plan to start or go back to school or college
28e. You will be graduating from school or college
28f. You hope to be taking a higher paying job
28g. You will be moving out of state
28h. Other IF YES Why might you decide not to be in the Montana tourism industry five years from now? Q28hspecify________GO TO TENURE

Q29. I'm going to read a list of different reasons why someone might work in the Montana tourism industry. Please tell me if any of these items apply to you.
   (INSERT OPTION) Does that apply to you?
   1...YES
   0...NO
   8...DK
   9...REFUSED

29a. You get extended time off
29b. Good pay
29c. For extra money to supplement your income
29d. Fits your schedule
29e. Only job available
29f. It's what you like to do (You enjoy the work)
29g. It fits your lifestyle
29h. You are working to develop your career in the industry
29i. You are in college and want part time work
29j. To make some money while you find another job
29k. Other IF YES Why do you work in the Montana tourism industry? Q29kspecify_

The following questions are demographic purposes only.

TENURE. Is the house, apartment, or mobile home where you currently live or stay?

- Owned by you or someone in the household with a mortgage or loan..............1
- Owned by you or by someone in the household free and clear ......................2
- Rented for cash .................................................3
- Occupied without payment of rent .........................................................4
- DK................................................................................8
- REFUSED.....................................................................9

MARSTAT. What is your marital status? Are you... (READ CHOICES)

- Divorced 1
- Separated 2
- Widowed 3
- Now married 4
- Single and never married 5
- Living with a partner 6

DO NOT READ:

- DON'T KNOW 8
- REFUSED 9

34 Do you have any children under the age of 18 living in your household?

1...YES GO TO Q34A
0...NO GO TO EDUC
9...REFUSED GO TO EDUC

Do you have children in your household who are (READ OPTION)?

1...YES
0...NO
8...DK
9...REFUSED

Q34a. Under 6 years old
Q34b. Between 6 and 12 years old
Q34c. Between 13 and 18 years old
EDUC. What is the highest level of education you have completed? DO NOT READ

1...LESSTHAN HIGH SCHOOL (UP TO 8TH GRADE)
2...HIGH SCHOOL OR EQUIVALENCY/GED
3...SOME COLLEGE
4...TWO-YEAR/TECHNICAL DEGREE
5...FOUR-YEAR COLLEGE DEGREE (BA/BS)
6...SOME GRADUATE SCHOOL
7...GRADUATE DEGREE
9...REFUSED

37. How many persons in your household work for wages or other forms of income?

IF MORE THAN ONE WAGE EARNER
37a. Are you the primary wage earner in your household?
   1...YES
   0...NO
   8...DK
   9...REFUSED

HHINC. I am going to read you a list of income categories. Which category represents your family's income for the year 2011? (READ LIST, DO NOT ROTATE)

   1 . . . 100 thousand dollars or more?
   2 . . . Between 75 and 100 thousand dollars, or
   3 . . . Between 50 and 75 thousand
   4 . . . Between 40 and 50 thousand
   5 . . . Between 30 and 40 thousand
   6 . . . Between 25 and 30 thousand
   7 . . . Between 20 and 25 thousand
   8 . . . Between 15 and 20 thousand
   9 . . . Between 10 and 15 thousand
10 . . . Less than 10,000 dollars

   98 DO NOT KNOW
   99 REFUSED

PersINC. In order for us to get a better understanding of income from tourism sources, what was your personal individual 2011 income from all sources including all your gratuities and tips? READ IF DON'T KNOW OR REFUSE ONLY: Please remember that your response is completely confidential. There is nothing in the survey that will allow us to tie your individual response to you. This
data is used on an overall basis so the Montana Office of Tourism can better understand industry compensation. So what was your individual 2011 income taxes from all sources

38. What percent of your PERSONAL 2011 income came from tourism related employment? If you are not sure, please make your best guess. RECORD REPONSE AS %, BUT DO NOT INCLUDE % SIGN
   998 DO NOT KNOW
   999 REFUSED

C1. Now thinking about your telephone use... Is a cell phone your only phone, or do you also have a regular phone where you currently live?
   1 Only phone
   2 Have regular phone at home
   9 Don't know/Refused

INTERVIEWER: IF R ASK WHAT IS MEANT BY "REGULAR PHONE, SAY: "A regular telephone is sometimes called a "landline" or a phone that is wired to a jack in the wall.

ASK CELL PHONE ONLY:

MONEY That's the end of the interview. We'd like to send you $2 for your time. Can I please have your full name and a mailing address where we can send you the money?

   INTERVIEWER NOTE: If R does not want to give full name, explain we will be unable to send them the payment.

   1 [ENTER FULL NAME] – INTERVIEWER: PLEASE VERIFY SPELLING
   2 [ENTER MAILING ADDRESS]
   3 [City]
   4 [State]
   5 CONFIRM ZIP from above
   9 (VOL.) Respondent does not want the money

END OF INTERVIEW.

THANK RESPONDENT: Thank you very much for your time. Have a nice day/evening.

Thanks, those are all the questions I have.
SEX CHECKPOINT: MALE=1   FEMALE=2
Appendix B- Responses to “Types of other tourism jobs”

- art gallery
- art store for tourism
- auto repair
- Automotive repair of RVs and travel trailers
- Built2nd homes
- cafeteria
- camp ground western Thomas lake
- car dealer
- Car repair
- Car salesman (says he sells to tourists)
- carpenter
- Casino
- Casino, subway, pizza delivery
- Catering
- Check Cashing Business
- cherry orchard stand
- Construction and meat processing
- Construction in National Parks
- construction job on the mini glacier hotel (east glacier park)
- consultant
- Contractor worked on second homes.
- Dell at Walmart
- Electrician building new homes
- fairs
- farmer self employed
- farmer self employed ranch
- Fisheries Biologist
- FWP
- General contractor for maintenance. Did odd jobs like flooring for resort businesses in 2011.
- grocery store
- health care
- Housekeeping
- Insurance agent (he said he helps with accommodations and restaurant and hotel insurance)
- maintenance job
- maintenance for transportation
- Massage Therapist
- Montana Women's run
- Natural resource management agency - national forest
• Forest service
• Glacier
• parks department
• Plays in a band, Country (considers it tourism)
• police officer
• Publisher
• Records of Missions that Sisters established in Mt Archives
• roofing contractor
• second hand store
• self employed, art work to tourism
• Service tech for coca cola
• Ski patrol
• snowmobile trail grooming
• student
• teacher
• U pick farm where people pick the stuff they pick caters to a lot of tourists
• University of Montana Western-administrator
• Wait staff
• Walmart
• wildlife conservation
• wrecker
• Yellowstone Historic Preservation Board
• Yoga instructor
Appendix C: Why people work in Montana’s Tourism Industry

- Allows me to do what I enjoy in my recreational life
- Because best way to meet people
- because I have a good job
- Because of its location. From Gardiner and love the Yellowstone beauty
- conserve our natural resources
- creates money for construction jobs in my community
- enhances my sense of stewardship for natural and cultural resources. Like to see the sense of discovery in my clients eyes when they see Montana.
- Enjoy people
- enjoys meeting different ppl from different places
- exciting
- family business
- Family business developed 5 years ago. Whole family working there and invested education into it
- family business, reliable because tourists come every year
- free rooms
- fun talking to lots of different people
- Get to see MT
- Get to work in the MOUNTAINS
- help pay bills
- his company and he owns it
- I enjoy it. I enjoy people
- I enjoy Mt, it's what you make of it, make it what you want it to be.
- I just enjoy it, I love Montana
- I like being outdoors
- I like the heat and to live in a house
- I love meeting people from all over the world
- I love Montana and want to support it
- I love my boss, she’s like my mother
- I meet people from all over, work with my friends
- I really like living in Montana and it's one place a person can get a decent job.
- It's constantly changing, interesting and challenging
- It’s my family’s business (the outfitting and the summer guest ranch)
- just to meet people
- keep parents happy, they get cheap tickets
- Like people and food
- Liked people, like working with people easy to talk to people
- likes helping people
- Likes working with the public
- Love Montana and want others to visit
- love Montana blue sky horizon to horizon. No gang activity
- love what I do. Love being in Montana and being part of the natural world in general
- Meet new people
- Meeting new people
- Meeting people
- meets more people from around MT
- net working
- only job I can get and I love my job
- really enjoys the work and people
- Really like to get into tribal politics
- salary and retirement plan
- stay at home mom as first priority so it's easy to pick and choose
- To experience more places
- to make a living
- University
- wants insurance and medical plans
- What I do; how I make a living
- Works with children's schedules
Appendix D: Other reasons for leaving the tourism industry in five years

- Bad pay, too political, the entire tourism industry in Montana is full of corruption, it's a good old boy network, it's a misappropriation of taxpayer dollars to give it to tourism marketing companies.
- Can't afford to buy a house with these jobs
- Currently working in tour industry in Minnesota also
- Disabled
- Doesn't pay enough
- Don't like dealing with stupid people
- Good job now
- I am a musician and I need to travel to play music
- I hate getting yelled at by people
- I have my reasons; over last 10 years people have gotten more demanding and picky; I try to do everything I can, and it still doesn't meet their expectations.
- I'm on my feet too much, don't want to do that
- Job dissatisfaction
- Just get another job
- Need benefits and healthcare for family
- Not my field of expertise
- Perks, wages, unstable hours, dead-end job
- Pretty much over it
- Problem with MT tourism industry.. Small business owner are getting smashed by taxes. Coffee shop workers get paid little and taxes are high so there is very little. Limis HTR and ability to hire in the restaurants. They wished they could hire more but getting choked by taxes.
- Smoking ban; takes business away
- Starting own business
- Too much sitting at desk
- Too seasonal