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ON THE COVER



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OUR MISSION

CH&LA is the indispensable resource for communicating and protecting the rights and interests of the California lodging industry, for providing educational training and cost-saving programs for all segments of the industry, and for supporting strategic alliances to promote the value of California tourism and travel.

I HAVE SOME PRETTY BIG SHOES TO FILL following Terri Haack. Think about it—this past year’s effort was a complete success—the advocacy, communications, and events of 2016 were all ‘wins’ for the industry and under her leadership, the association is in excellent shape in terms of CH&LA’s ability to affect change in the future and is financially stable. Thank you, Terri.

I’m honored to be the incoming chair of CH&LA and I look forward to working with Lynn Mohrfeld and his incredible team to protect your interests. We’re very lucky to have Lynn leading our association and it’s with great confidence that I can say membership dues are an excellent investment in the industry that we all love.

As an owner of an independent 70 room hotel, the opportunity to lead the nation’s most important state lodging association is really something. It’s a testament to CH&LA’s diversity in their membership and the inclusiveness of all segments of the industry. Large and small, branded or independent, CH&LA is there for us.

With any luck and a lot of hard work, the industry will continue its success going into the next year. That said, we have our issues—short term rentals, excessive regulations, unscrupulous attorneys, a never-ending barrage of new legislation, and a constant effort to tax our industry into being non-competitive. One issue I’ve been involved in locally and that I hope to elevate is homelessness and what I refer to as bad street behavior.

While this issue is not solely related to the hospitality industry, it’s an issue that keeps getting worse and impacts a lot of our operations and certainly our guests’ experience. Let’s remember those that are less fortunate than us and endeavor to become part of the solution.

Again, thank you Terri and Lynn and team. And a very big thanks to my significant other, Nan, for providing understanding and support and sharing my passions. I couldn’t do it without you.

Thank you. ★



Elvin Lai
Owner, Ocean Park Inn
CH&LA Chair



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The Legalization of Marijuana

What California Employers Need to Know

By John A. Mavros, Esq., Fisher & Phillips, LLP

EMPLOYERS IN THE HOSPITALITY

INDUSTRY have a whole host of new laws to deal with for 2017. One of those is The Adult Use of Marijuana Act (“Prop 64”), a hot-button California proposition that passed with roughly 56% of the vote.

The new law legalizes the recreational use of marijuana for adults 21 years of age and older and raises legitimate questions for many employers. For example, how does an HR team deal with employees who claim they now have a right to use marijuana in the workplace? Prop 64 is likely to embolden many marijuana users to assert a “right” to do so.

Background of Marijuana Legalization

California is not the first state to legalize marijuana. Recreational marijuana has already been legalized for adults in other states like Colorado, Washington, Oregon, and Alaska.

In addition to legalizing marijuana use for adults over 21, Prop 64 makes it lawful for each person to grow up to six marijuana plants for personal use. Prop 64 also provides information regarding taxation and regulations pertaining to the growth and sale of marijuana. As a result, you can expect to see an increase of recreational marijuana use among those in your workforce.

Employers are Still Entitled to Enforce Drug-Free Policies in the Workplace

Despite Prop 64, employers do not need to change how zero-tolerance or other drug policies are enforced in the workplace. Hotel employers will be free to drug screen applicants, administer reasonable suspicion drug tests,

and discipline employees who test positive for marijuana or other drugs.

The language of Prop 64 is clear: public and private employers are still entitled to enact and enforce policies regarding marijuana. The law goes on to state that its language *shall not* be construed or interpreted to:

- amend, repeal, affect, restrict, or preempt the rights and obligations of public and private employers to maintain a drug- and alcohol-free workplace;
- require an employer to permit or accommodate the use, consumption, possession, transfer, display, transportation, sale, or growth of marijuana in the workplace; or
- affect the ability of employers to have policies prohibiting the use of marijuana by employees and prospective employees, or prevent employers from complying with state or federal law.

Prop 64 expressly permits employers to enforce drug-free policies and prohibit all uses of marijuana in the workplace. Accordingly, employers may continue drug testing new hires upon a conditional offer of employment and current employees upon reasonable suspicion.

Tips for Hotel Employers and Human Resource Representatives

Ensure Up-To-Date Policies: Hotel employers should ensure that all drug policies are up-to-date and comprehensive. Consider implementing a zero-tolerance policy to offer maximum leverage should a situation develop in the workplace. The employee handbook should include marijuana as a prohibited substance.



Communicate Company Policies Regarding Drug Usage:

Clearly communicate that the passage of this law does not change your zero-tolerance policy. Some employees might question any ability to restrict marijuana usage now that the drug is “legal” in California. Feel free to point out that the drug remains illegal under Federal law, but more importantly, that employers have always had the right to prohibit legal substances from being in their system while at work. For example, remind them that policies prohibiting working while intoxicated, or with alcohol in their system, have always been permissible. This is despite the fact that alcohol has been legal in the state since Prohibition.

Be Prepared For Pushback: It is likely that employers will get questions about the “unfairness” stemming from the fact that marijuana’s active ingredient—THC—stays in the bloodstream well after consumption, sometimes for weeks at a time. This is much different from alcohol, which passes through a person’s bloodstream at a much quicker rate. Thus, some employees may inquire whether it is proper for HR to send them for testing or discipline them based on legal, off-duty usage of marijuana which may have occurred over the weekend, or weeks before their shift.

However, Prop 64 states that employers are not prohibited from applying zero-tolerance policies applicable to recreational marijuana. While it may be unfortunate that one cannot adequately test for marijuana “impairment,” that does not mean that employers cannot test for and subsequently discipline employees

who simply have THC in their system while at work. Employers can also proactively instruct its workforce not to do anything in their off-duty lives that would raise reasonable suspicion once they arrive to work (such as showing up to work clearly under the influence, or engaging in unsafe workplace activities).

Medical Marijuana Cards Do Not Trump

Company Policy: The most common question from employers relates to an employee who presents a medical marijuana card as a defense to having THC in their system. However, the California Supreme Court case of *Ross v. RagingWire Telecommunications, Inc.* (2008) already pronounced that employers are not required to “accommodate” marijuana use—medical or otherwise. Thus, employees may be terminated for violating zero tolerance drug policies despite being medically cleared to use marijuana.

Train Managers and Supervisors: Employees in managerial and/or supervisory positions should be trained to identify employee’s impaired by marijuana. While managers need not be drug detectives, they should be able to recognize the signs, including bloodshot eyes, lethargic demeanor, lack of coordination, confusion and lack of focus, etc. Just as they have been trained to objectively identify the signs of alcohol impairment at work, they should be similarly trained for marijuana impairment. Importantly, employers should ensure that managers are aware of protocols when it comes to reasonable suspicion drug testing procedures, whether it includes documenting their findings and directly sending the employee for testing or otherwise informing Human Resources of the situation.

Conclusion

It is likely that disgruntled employees will eventually bring lawsuits challenging employers’ ability to discipline, or terminate, employees for recreational marijuana use that results in failed drug tests at work days or even weeks after usage. For now, employers can feel confident in applying and enforcing their drug free workplace policy. ★



John Mavros is a Partner in the Irvine office of Fisher & Phillips LLP. His practice involves representing employers in various aspects of labor and employment law, including employment discrimination, harassment, wrongful termination, retaliation, wage and hour

law, and class actions. John defends businesses involved in both civil litigation and arbitration.

John’s practice also includes preventative counseling. He regularly assists clients with day-to-day employment problems such as hiring issues, medical leave guidance, employee terminations, workplace investigations, reductions in force, and handbook preparation. John also conducts sexual harassment prevention training as mandated by AB 1825.

John has significant experience representing hospitality clients in employment matters. Prior to becoming an attorney, John worked for a hotel management company that focused on revitalizing and restoring profitability for hotels and motels. John’s experience in this industry provides unique insights for his hospitality clients.



This article provides an overview of the law and is not intended to be, nor should it be construed as legal advice for any particular fact situation.

For additional information regarding how this issue may affect your business, please contact the author, John A. Mavros of Fisher & Phillips, LLP at 949-851-2424.



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WITH NEWS COMING FROM EVERY

direction about changing overtime laws, the updated Form I-9, potential tax changes and more, it's no surprise most business owners have HR weighing heavily on their minds.

Top-notch payroll solutions are especially important in the hospitality industry, which often cites employment-related issues as a hotel's most critical problem. Payroll can feel daunting because it takes up a lot of time and resources and must be done correctly. But living with constant dread of the next payroll run isn't a requirement for business ownership. Hand it off to an expert so you can get back to your No. 1 priority—making your customers feel right at home.

Advantages of a payroll expert

Having an expert payroll provider has a bundle of advantages for both the employer and the employees. Basically, it boils down to two things: employee satisfaction and government compliance.

Efficiency and Retention. The availability and timeliness of direct deposit and online access to pay statements and W-2s can help your employees feel respected and taken care of so they can in turn take the best care of your customers. You'll never have to scramble to finish payroll—your outsourced payroll provider can't call in sick—and employees will feel more secure in the increased confidentiality of their information.

Mitigated Risk. Companies that process payroll in-house are three times more likely to receive a penalty notice than those that outsource a payroll solution. In fact, compliance is so complicated that nearly 40–45 percent of small businesses (one out of every three) incur

tax penalties each year. An expert can keep you notified of labor law changes and compliance challenges brought on by the Affordable Care Act, minimum wage, federal forms, required postings and other HR regulations. They can also routinely administer new hire information, garnishments, job descriptions and company handbooks to protect you from potential lawsuits.

How to choose a payroll provider

Choosing a payroll processing provider is one of the most important choices you will make as a business owner, so be sure to do your research before choosing a vendor. Choose a solution that is all-inclusive and can be customized to your specific needs and a vendor that understands the most common challenges the hotel and lodging industry faces—complexities such as scheduling, varying roles within your organization, employee turnover and government regulations.

Here are some important questions you'll want to consider when selecting a payroll provider:

- **Expertise:** Do they understand your business and its needs?

- **Service:** What does their service model look like? Will you have a dedicated, single point of contact?
- **Price:** Do they offer value and integrity with their pricing model? What is included?
- **Technology:** Can they interface with your POS and accounting software? Can you securely access your payroll online 24/7?
- **Reputation:** Do they deliver in areas of accuracy, timeliness and support?
- **Fit:** Do they offer everything you need? Are they too big to deliver personal service? Can their service grow with your company?

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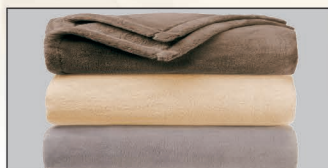
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Donna Lowell

Director of Human Resources, Hyatt Regency Indian Wells



TELL US A LITTLE ABOUT YOURSELF AND BACKGROUND.

Growing up in Boston, I was a huge sports fan and had my eyes set on a career as a sports journalist covering all my Boston teams.

Unfortunately, that

plan didn't take shape so I took my career aspirations to the phone company where I developed my business skills in multiple departments beginning as a directory assistance operator.

With the divesture of the phone company came an opportunity to transfer to a new unregulated division, which called on my entrepreneurial skills and forced me into a position as an employee relations manager. So what did I know about HR? *Nada*. During this time I was a single parent to a seven

year old boy, living in Connecticut with no family around and terrified that I would fail. I enrolled in a human resources program at Cornell University in New York City and over the course of the next two years gained an education as well as certification in Human Resources!

HOW LONG HAVE YOU BEEN THE DIRECTOR OF HR AT THE HYATT REGENCY INDIAN WELLS?

Retirement came calling after 26 years and that was when I took my human resources knowledge to the hospitality industry with Hyatt in Boston. A hop, skip and a jump to the Hyatt in Scottsdale for eight years and here I am at the Hyatt Indian Wells Resort & Spa since 2013.

WHAT CHALLENGES HAVE YOU ENCOUNTERED DIRECTING HR AT YOUR PROPERTY?

As other human resources professionals can attest to, there are many challenges in our

field and we could write a book and develop it into a sitcom for HBO but above all, we have to agree that it's the unknown each day when we start work, the people we work with and the satisfaction of making a difference in the lives we serve every day. Its involvement in the community, the spirit and energy of the hospitality industry and how we help others to *be their best!*

WHAT ADVICE DO YOU HAVE FOR THOSE INTERESTED IN ENTERING THE HOTEL INDUSTRY?

My advice to those looking to enter the hospitality industry is to "work hard, respect others, care for others, be honest and have fun!

WHAT IS YOUR PERSONAL MOTTO?

As HR professionals, even when we're having a challenging day, we have to remember "Some people come in your life as blessings. Some come in your life as lessons." —Mother Teresa. Many of my hospitality colleagues have created both for me "a blessing and a lesson." ★



Louie Shapiro

Market Director of Human Resources, The Ritz-Carlton, San Francisco

TELL US A LITTLE ABOUT YOURSELF AND BACKGROUND.

I began my hospitality career at McDonald's when I was 15 as a crew member and later became a Shift Manager. After working as a Banquet Captain during University, I joined the hotel industry in 2006 at what is today The Double Tree Hotel Chicago Magnificent Mile as PM Housekeeping Supervisor. Later that same year I joined Fairmont Hotels and Resorts at The Fairmont Chicago as Housekeeping Training and Development Manager. In 2008, I joined The Plaza, A Fairmont Managed Hotel in New York City—a place I called home for nearly six years. There I held several positions, including Assistant Director of Human Resources, HR Manager, Royal Service Manager and Housekeeping Manager. In 2013, I joined Nikko Hotels International by becoming the Director of HR at Hotel Nikko San Francisco. I joined The Ritz-Carlton family a little over a year ago as Market Director of HR where I lead all human resources' efforts for The AAA Five-Diamond Ritz-Carlton, San Francisco and The Ritz-Carlton Club and Residences, San Francisco.

WHAT IS YOUR FAVORITE PART OF BEING A MARKET DIRECTOR OF HR?

There are so many parts of the job which I truly enjoy, like being able to maintain the cultural integrity of the brand and drive the culture of the organization forward. Being the advocate for our 400+ ladies and gentlemen is extremely rewarding and fulfilling—seeing their smiling faces in action on the floor serving our guests and each other makes it all worth it!

WHAT ARE IMPORTANT SKILLS AND TRAITS FOR SOMEONE WORKING IN HR TO HAVE?

It is important to be a strong active listener, problem-solver, be self-motivated, and have high energy, since a large part of the role is to motivate others in the organization.



WHAT IS YOUR TYPICAL WORK DAY LIKE?

My day always starts with a cup of coffee and a daily stand-up with my wonderful HR Team. From there, I hit the floor to engage with our employees to ensure that everything is on the up and up. An HR leader must manage by walking; he or she needs to know the pulse of their population. Nothing can replace the on-the-floor, one-on-one personal interactions, especially in an age of so much electronic communication. The rest of my day is filled with various meetings with members of our leadership team or members of our hourly team.

WHAT HR AND TRAINING TOOLS DO YOU USE TO AID IN YOUR JOB?

Society of Human Resource Management, Harvard Business Review, LinkedIn, our HRIS system and Applicant Tracking System all make life a little bit easier. The Outlook calendar is my saving grace.

WHAT ADVICE DO YOU HAVE FOR THOSE INTERESTED IN ENTERING THE HOTEL INDUSTRY?

Be sure to do your research on which hospitality companies would be the best fit for

you, find a company that you identify with, supports your values, will help you to grow and develop, and is an organization that you believe in. Everyone from the top down should have multiple mentors. I have had the pleasure of working for tremendous leaders in my career, both currently and in the past, and these individuals have taught me how to be the engaged, dynamic leader I am today.

WHAT WAS A DEFINING MOMENT IN YOUR LIFE?

Completing the 2013 Boston Marathon, the unfortunate acts of violence committed on that spring morning will be something that I will never forget; it changed my outlook on life. It taught me that life is short—you never know what is in store for you so live life to its fullest and go after what you want. Never have any regrets. ★





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CH&LA'S 2016 ANNUAL MEETING & STARS OF THE INDUSTRY AWARDS



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CH&LA Announces 2016 Stars of the Industry Award Winners



ON FRIDAY, NOVEMBER 18, 2016, the California Hotel & Lodging Association announced their 2016 Stars of the Industry award winners on Friday at the Terranea Resort in Rancho Palos Verdes. The annual Stars of the Industry awards, presented by USA TODAY, are given out to honor lodging employees and properties that best symbolize the quality service of the industry. The 2016 awards were given out for three property and six individual categories, as well as the inaugural Peggy Mosley Industry Champion Award honoring an outstanding CH&LA or CABBI member who has demonstrated professionalism in operating a CH&LA or CABBI member property, and have taken a leadership role in our industry and in his or her community.





*Congratulations
to all this
year's winners!*

See the awards and their
winners on the next page →



CH&LA'S 2016 ANNUAL MEETING & STARS OF THE INDUSTRY AWARDS

OUTSTANDING LODGING EMPLOYEE OF THE YEAR



Edwin Valondo, Front Desk Supervisor
TownePlace Suites by Marriott, Campbell



Leticia Lopez, Front Desk Supervisor
Ramada Santa Barbara, Santa Barbara



Daniel Newhouse, Restaurant Server
Hotel del Coronado, Coronado

OUTSTANDING MANAGER OF THE YEAR



Erica Coppola
Dolphin Bay Resort & Spa, Pismo Beach



Guysell Geter
Argonaut Hotel, San Francisco



Juan Leonis
Fairmont San Francisco, San Francisco

OUTSTANDING GENERAL MANAGER OF THE YEAR



Ann Callahan
Hillcrest House, San Diego



Rick Riess
Montage Laguna Beach, Laguna Beach



Grant Coonley
Hilton Los Angeles, Los Angeles

**THE STEVAN PORTER EMERGING HOSPITALITY
LEADER OF THE YEAR AWARD**



Patrick Calahan

Montage Laguna Beach, Laguna Beach



Sadie Larson

*Hilton San Francisco Union Square,
San Francisco*

**THE HD SUPPLY
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Hyatt Carmel Highlands, Carmel

Fernando Lozada

Harbor Court Hotel, San Francisco

Stephanie Gonzales

Hilton La Jolla Torrey Pines, La Jolla

GUEST RELATIONS AWARD

**Chancellor Hotel on Union
Square, San Francisco**

COMMUNITY SERVICE AWARD

**Dolphin Bay Resort & Spa,
Pismo Beach
CLIFT, San Francisco**

**THE GOOD
EARTHKEEPING AWARD**

**Terranea Resort,
Rancho Palos Verdes**

WIL CONNECT LEADER OF THE YEAR AWARD



Kelly Roberts

The Historic Mission Inn Hotel & Spa, Riverside



Cindy Hill

W San Francisco, San Francisco



**THE PEGGY MOSLEY
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California Minimum Wage Increases

What You Need to Know



THE SERIES OF INCREASES IN California’s minimum wage that begins January 1, 2017, is as follows:

DATE	26 OR MORE EMPLOYEES	25 OR FEWER EMPLOYEES
01/01/17	\$10.50 per hour	\$10.00 per hour
01/01/18	\$11.00 per hour	\$10.50 per hour
01/01/19	\$12.00 per hour	\$11.00 per hour
01/01/20	\$13.00 per hour	\$12.00 per hour
01/01/21	\$14.00 per hour	\$13.00 per hour
01/01/22	\$15.00 per hour	\$14.00 per hour
01/01/23	\$15.00 per hour	\$15.00 per hour

Once the minimum wage reaches \$15 per hour for all businesses in 2023, wages could then be increased each year up to 3.5 percent based on the national Consumer Price Index.

It is important for lodging operators to bear in mind that there are a number of other wage and hour obligations that are based on the minimum wage, and they will change with each increase in the minimum wage:

- **Overtime rate:** The OT rate for employees will be \$15.75/\$15 per hour for time and one-half or \$21/\$20 per hour for double-time.
- **Exempt/nonexempt:** Exempt employees must be paid a monthly salary of at least two times the minimum wage, and this will change each time the minimum wage increases. (e.g., on 1/1/17, the minimum salary at a property with 26 or more employees will increase to \$3,640 from the current \$3,447.)
- **Posters and Notices:** California employers must post a current Minimum Wage Order in a conspicuous location

frequented by employees. A new notice will be needed for 2017 when the increase becomes effective. As of the writing of this article, the Division of Labor Standards Enforcement (DLSE) has not issued a new Minimum Wage Order reflecting these increases.

California employers must provide each employee with a written itemized wage statement—including all applicable rates in effect at that time.

Employers in California must provide **nonexempt** employees with a written wage notice at time of hire and again within seven calendar days after a change is made to any information in the notice (Labor Code section 2810.5).

If an employee’s rate of pay, including overtime rate, will increase on January 1, 2017, due to the minimum wage increase, the **employee** must receive notice from his/her **employer** by January 7, 2017. The separate wage notice is not required if the employer has reflected the change on a timely itemized wage statement that meets all legal requirements.

- **Meals and Lodging Credits:** Historically, whenever the minimum wage is increased, DLSE has provided proportional increases in the meal and lodging credits that employers can take against their minimum wage obligations. As noted above, as of the writing of this article, DLSE has not issued a new Minimum Wage Order reflecting the new credits.

- **Piece-rate employees:** Labor Code section 226.2 applies to “employees who are compensated on a piece-rate basis for any work performed during a pay period.” In general terms, Labor Code section 226.2 establishes compensation and wage statement requirements for piece-rate employees with respect to:

(1) Rest periods. Every employer shall authorize and permit all employees to take rest periods, which insofar as practicable shall be in the middle of each work period. The authorized rest period time shall be based on the total hours worked daily at the rate of ten (10) minutes **net** rest time per four (4) hours or major fraction thereof.

(2) Recovery periods. For recovery periods (“a cooldown period afforded an employee to prevent heat illness,” see Labor Code section 226.7), the employer will need to determine the amount of time that was “afforded” (i.e., authorized and permitted), which may depend on the circumstances. The amount of time that was afforded is the amount of time for which

employees must be compensated (i.e., the “compensable” period) and which must be itemized on the wage statement.

(3) “Other nonproductive time.” Other nonproductive time is “time under the employer’s control, exclusive of rest and recovery periods, that is not directly related to the activity being compensated on a piece-rate basis.” Employees must be compensated for other nonproductive time “at an hourly rate that is no less than the applicable minimum wage.”

- **Draws against commissions:** Draws against commissions to be earned at a later date are legal only if the draw is equal to at least the minimum wage due the employee for all hours worked in each pay period.
- **Uniforms:** In addition to the cost of the uniform, the employer must provide non-exempt employees with reasonable maintenance of the uniforms. The employer can either maintain the uniform itself, or pay the employee a weekly maintenance allowance of an hour’s pay the applicable minimum wage, provided that an hour’s pay is a reasonable estimate of the time necessary to maintain uniform properly.
- **Tools and equipment:** When tools or equipment are required by the employer or are necessary to the performance of a job, such tools and equipment shall be provided and maintained by the employer, except that an employee whose wages are at least two times the minimum wage may be required to provide and maintain hand tools and equipment customarily required by the trade or craft.
- **Subminimum wage:** Employees during their first 160 hours of employment in occupations in which they have no previous similar or related experience, may be paid not less than 85 percent of the minimum wage rounded to the nearest nickel.

- **Split-shift premium:** Split shift is a work schedule interrupted by non-paid and non-working time periods established by your employer (and it is not a rest or a meal period). If you are paid the minimum wage and work a split shift, you may be entitled to an additional one-hour’s pay at the minimum wage.

Local Ordinances

Remember that local ordinances may affect your minimum wage obligations. Some cities and counties in California adopted their own local minimum wage rates that are separate from the state rate. This is part of a growing trend. If the new minimum wage rates exceed your local rates, you will need to pay the state minimum wage.

Note: Exempt/nonexempt classification is based on the state minimum wage, not local ordinances. ★



Members of the California Hotel & Lodging Association who have questions about this topic are free to contact our Member Legal Advisor, Jim Abrams, jim@calodging.com.



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CH&LA Education Foundation

What Do We Do? Why Do We Do It?

By Elliot Katz, "Mr. Coffee," Consultant, Peerless Coffee & Tea

EVERY YEAR THE DIRECTORS OF the CH&LA Education Foundation are given one or two prescreened and well qualified candidates to interview for an opportunity to be selected for a cash scholarship to assist in furthering their hospitality education. After we interview, meet as a group, and award the scholarships we seldom have a chance to again meet or follow the careers of the recipients.

I had the honor of interviewing Casey Teague by telephone in 2015 and after the interview I recommended Casey for a scholarship which the CH&LA Educational Foundation granted. Casey has an interesting resume—foodserver, busser, customer service representative, US Air Force Active Duty and Reserves for ten years, and then a unique career move—a manager of a property simulation at a W Hotel to a Rooms Division Externship at a St. Regis Hotel. He received his B.S. in Hospitality and Tourism Management from San Diego State in 2015 and then the “interview” and the scholarship.

Jump forward a year. Casey is now the Assistant Front Desk Manager at the world famous Palace Hotel San Francisco. As Jon Kimball, GM, Palace Hotel says “Casey is a tremendous part of the Palace team. It is just

so exciting to see him excel, grow and take on additional responsibilities. He is passionate about exceeding our guests and associates expectations every day. Casey has a great career path ahead of him in our industry.”

Casey and I met in the iconic Garden Court. He was every bit as enthusiastic and passionate about the industry as he was when I first interviewed him. He has the responsibilities for managing 80 employees, 3 managers, and interacting with 3 labor unions. Working nights as the MOD, understanding the high employee turnover rate in the SF Bay Area, understanding industry survival, and never saying “it’s not my job,” and seeking experience and knowledge, as he explains, are the path to a viable and rewarding career in the hospitality industry. It is rewarding to see that the scholarships that the CH&LA Education Foundation awards allow our recipients to achieve success.

My colleagues on the CH&LA Education Foundation Board of Directors have similar success stories. Each of them interviews one or two student applicants a year and spends many unpaid hours at meetings and interviewing as their way of “giving back” to the industry. That’s what we do and why we do it. ★



The CH&LA Education Foundation scholarship program is supported through donors, and the annual Grow Hospitality Auction, held online each fall. For more information, please contact CH&LA's Education Director, Susan Ragatz, 916-554-2678, susan@calodging.com.



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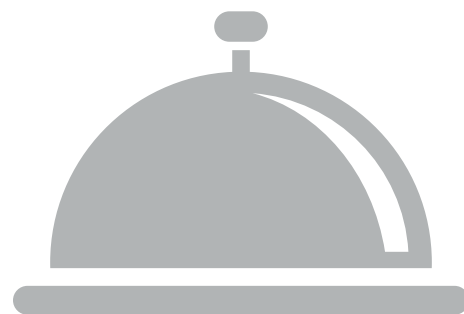
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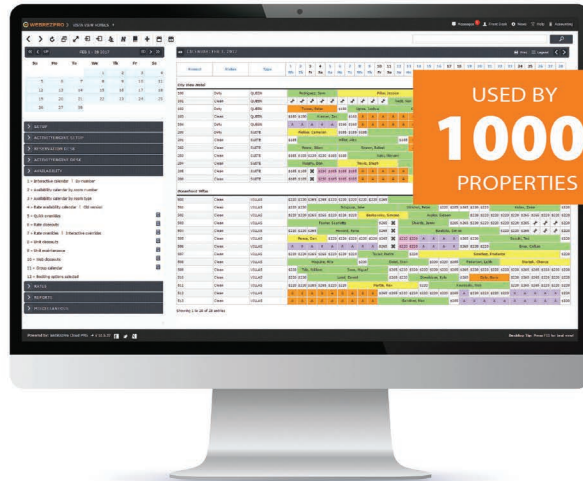


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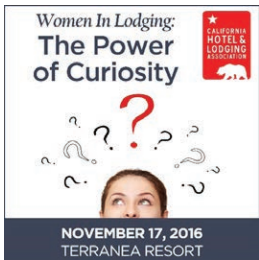
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Women In Lodging

Over 50 attendees enjoyed The Power of Curiosity presented by Annette Gregg, CMM, MBA, Vice President, Corporate West of AlliedPRA.



ONE OF THE CASUALTIES OF an over-worked business environment is intellectual curiosity. With tighter budgets, shorter timelines, and fewer staff, many of us are just trying to stay on top of our responsibilities so innovation and discovery seem like luxuries we can't afford. But this is a dangerously short-sighted approach, because curiosity is one of the most valuable life skills we can develop.

The minute we think we know it all is the minute we begin to become irrelevant. The group had a compelling discussion on why we need curiosity in business, what's getting in the way, and how to grow our curiosity muscle to grow personally and professionally.



Everyone enjoyed a reception and networking prior to the session.



The sun was setting as everyone enjoyed a reception and networking prior to the session.



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UPCOMING EVENTS

January 28, 2017

Innkeeping as a Profession

Saturday, January 28, 2017 | The Queen Mary, Long Beach

Dream of becoming an innkeeper? Don't miss Innkeeping as a Profession on January 28–29, 2017 at The Queen Mary in Long Beach. This two-day workshop provides you a behind-the-scenes look into the innkeeping lifestyle.

Go to www.calodging.com/events for more details.

**January 29 –
February 1, 2017**

InnSpire Summit & Marketplace

Sunday–Wednesday, January 29–February 1, 2017 | The Queen Mary, Long Beach



Join us on the historic Queen Mary in Long Beach January 29–February 1, 2017. CABBI is excited to be partnering with Select Registry and the Association of Independent Hospitality Professionals (AIHP) for a joint 2017 InnSpire Conference and Knowledge Sharing Summit & Marketplace.

Go to www.calodging.com/events for more details.

February 15, 2017

New Year, New Laws Seminar – San Francisco

Friday, February 15, 2017 | Omni San Francisco Hotel



Join Fisher Phillips and Petra Risk Solutions at the Omni San Francisco on February 15 to discuss the most important changes, regulations and new laws that can affect your property.

Go to www.calodging.com/events for more details.

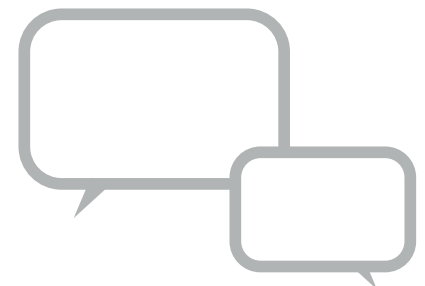
March 15, 2017

Legislative Action Summit

Wednesday, March 15, 2017 | The Sutter Club, Sacramento

CH&LA, in conjunction with the Asian American Hotel Owners Association (AAHOA) and the California Association of Boutique and Breakfast Inns (CABBI), will host its 16th Annual Legislative Action Summit (LAS) at The Sutter Club in Sacramento.

Go to www.calodging.com/events for more details.





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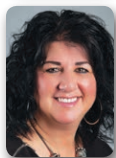
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