



**The Stone Soup Leadership Institute's  
Business Survey  
Results**

**March 7, 2025**

Stone Soup Leadership Institute  
[www.stonesoupleadership.org](http://www.stonesoupleadership.org)  
[www.SustainWDN.com](http://www.SustainWDN.com)

## *Overview*

The **Stone Soup Leadership Institute** in partnership with the **College of Marin's Environmental Action Club** held the Institute's first **Blue Job Shadow Day** on February 12, 2025. This career-focused event brought together Blue Economy industry leaders from companies and organizations educational to enlighten students, educators, and academic leaders about local workforce development opportunities - internships, jobs, certificates - for students to explore and pursue in the Bay Area community. Over forty Blue Economy companies and organizations were nominated to be on the **Blue Economy Map for Northern California**. Ten of them **Educational Exhibits** for the **Institute's Blue Job Shadow Day** to connect with students interested in learning about local jobs and workforce development opportunities in Marin and the Bay Area. These Blue Economy companies and organizations were invited to complete the **Institute's SustainWDN™ Blue Economy Business Survey**. This aims to develop a local workforce development database and to gather insights from key stakeholders about opportunities (workforce development, job projections, education) and gaps (challenges, missing skills) in the Blue Economy. This is a preliminary report - we will continue our outreach to Blue Economy companies and organizations to expand our results and have a better representation of local jobs.

## **Blue Economy Industry Representation**

- Participants included professionals and business who work in **Aquaculture, Marine Electrical, Maritime, Non-Profits, Sailing, GIS, and full-service Yacht Harbors.**

## **Projected Jobs, Education, and Workforce Development**

- Companies have a strong commitment to hiring local employees.
- Many provide on-the-job training programs for workforce development.
- There is a demand for a range of jobs including
- Traditional roles: administrative staff, interns, program coordinators, technicians.
- Emerging positions including marine electricians, procurement and those in
- Management positions: Project Managers, Sales Managers, Marketing
- Most responses reported salary ranges between \$25,000 - \$50,000 and \$50,000 - \$75,000.

## **Education and Skill Requirements**

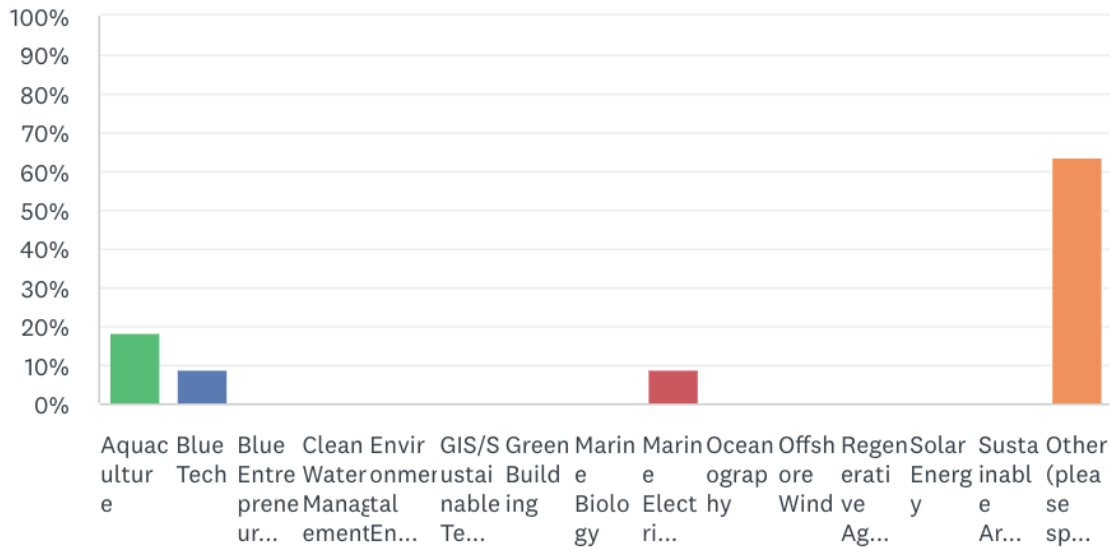
- Businesses strongly believe sustainable certificates will prepare students for the Blue Economy: Marine Electrician, Sustainable Agriculture, Coast Guard Licensing, Farm Management.
- The majority indicated jobs require a high school diploma with on-the-job training experience.
- Others require a Technical Certificate or an Associate's Degree.
- Gaps in soft skills are problem-solving, attention to detail, and time management are a challenge.

## **Challenges**

- Businesses noted some other challenges in the transition to a sustainable economy.
- The lack of leadership, clear goals, financing, shifting market and customer trends were big issues.
- Companies believe collaborations between business, academic institutions, training centers and CTE programs working together will enhance academic programs with available data on skill gaps.

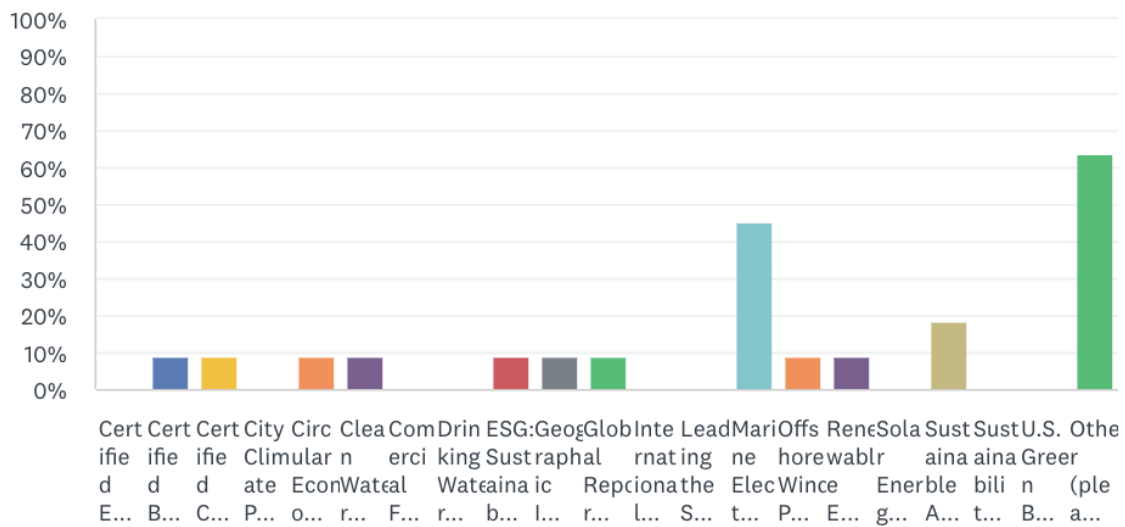
**Stone Soup Leadership Institute**  
[www.stonesoupleadership.org](http://www.stonesoupleadership.org)  
[www.SustainWDN.org](http://www.SustainWDN.org)

**Q4. Blue Economy Industry**



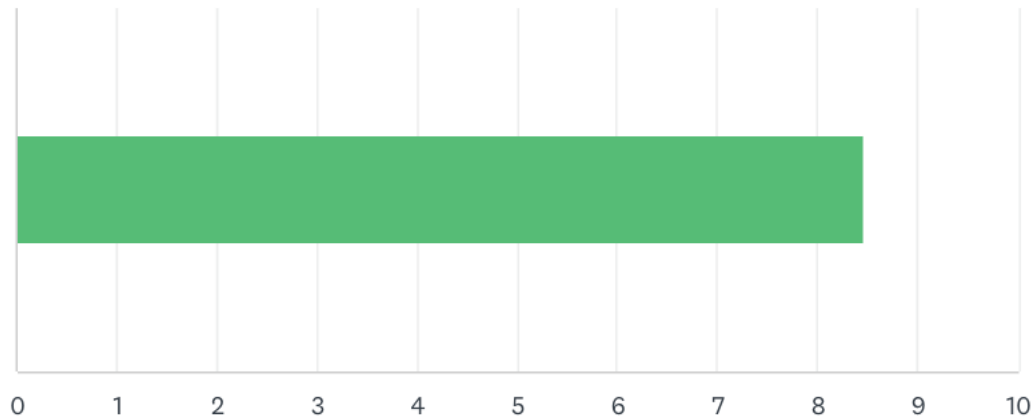
*Other: Maritime, Nonprofit, Sail, GIS, Full-service Yacht Harbor, Ocean Related Enterprises*

**Q9. Which of these sustainable certificates would help with workforce development training?**



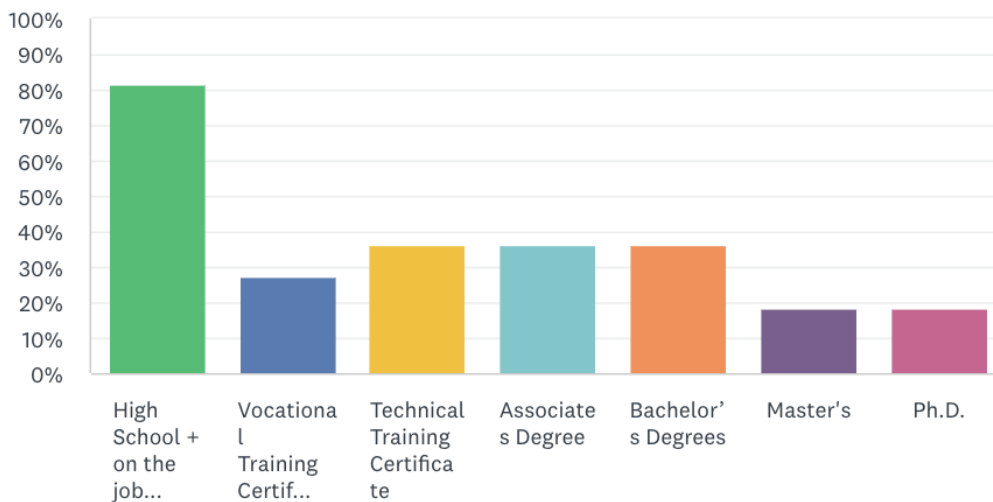
*Most Popular: Marine Electrician (5 Responses)  
 Second Most Popular: Sustainable Agriculture Certificate (2 Responses)  
 Other: Farm Management, Communications (Speaking, Writing), Sailing Certificate, Coast Guard Licensing, Electricians, Mechanics,*

**Q10. How likely is your company to hire local talent vs. recruiting nationally/internationally? (Rate from 1-10)**



*Average: 8  
Highest: 10  
Lowest: 2*

**Q6. Educational Requirements for Incoming Employees**

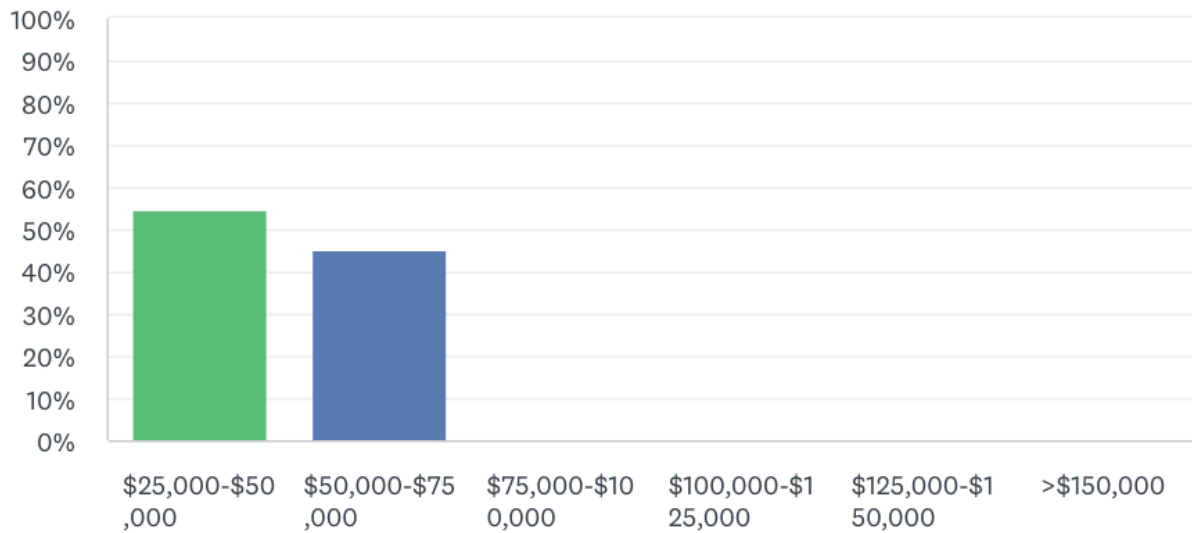


*Most Popular: High School + On the Job Training (9 Responses)*

**Q5. Projected Jobs: Positions that your company is looking to fill**

- 2025:** Administrative, Guides, Counselors, Deckhand Educators, Program Coordinators, Apprentice, Interns, Marine Electrician, Project Manager, Sales Manager, Fund Manager
- 2026:** Delivery, Rental Staff & Guides, Director of Marketing, Marine Electrician, ED Assistant
- 2027:** Fisheries Technician, Rental Staff and Guide, Marine Electrician, Procurement
- 2028:** Marketing, Rental Staff and Guide

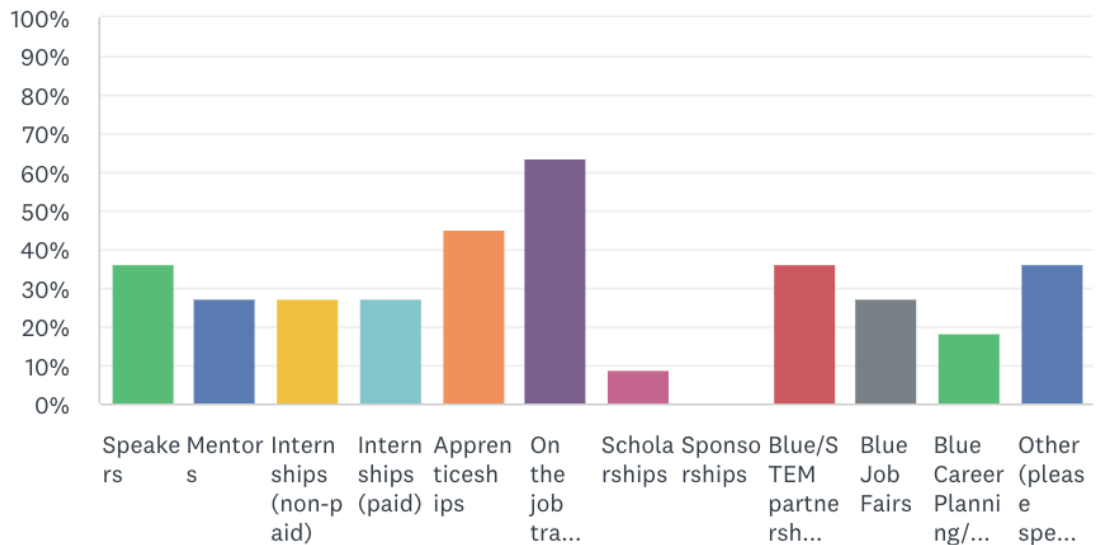
**Q7. What is the pay range for jobs at your company? (1-5 years of experience):**



*\$25,000 - \$50,000 = 6 Responses*

*\$50,000 - \$75,000 = 5 Responses*

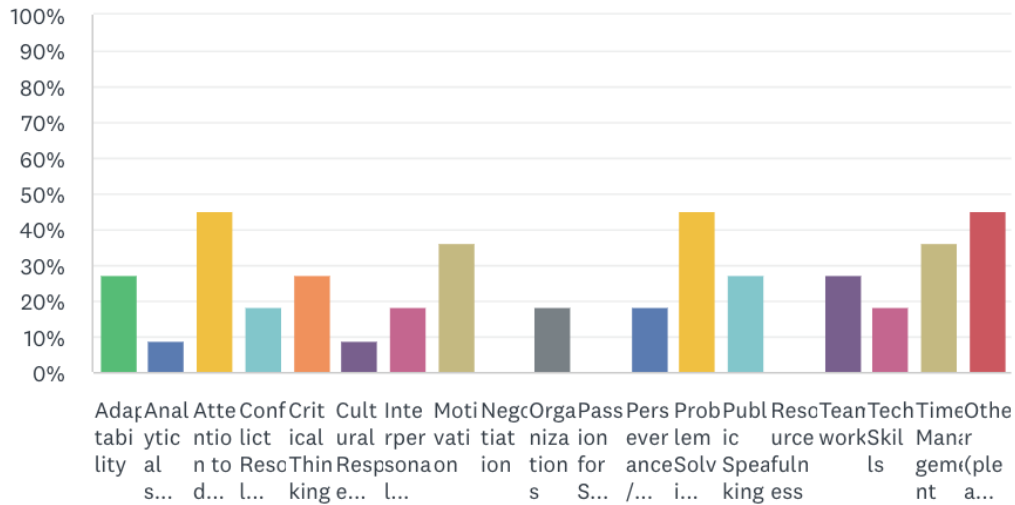
**Q8. What Blue Workforce Development Partnership Opportunities Do You Provide?**



*Most Popular: On the Job Training (7 Responses). Apprenticeships (5 Responses)*

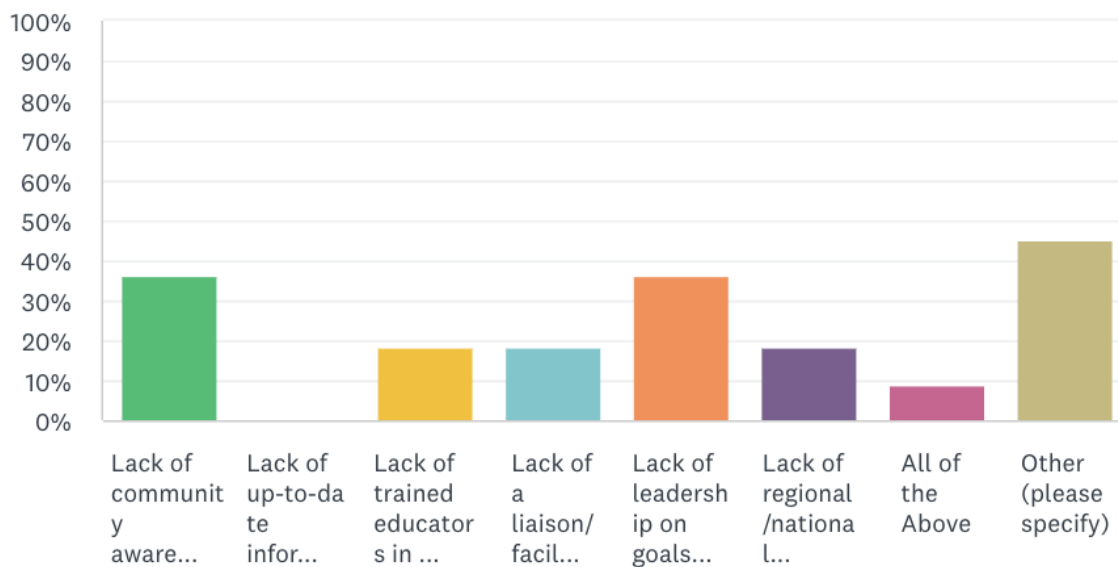
*Other: Career Counseling, Industry Networking, Industry Education, Maritime Industry Experience*

**Q11. What are the soft skills that you find are most lacking in your employees?**



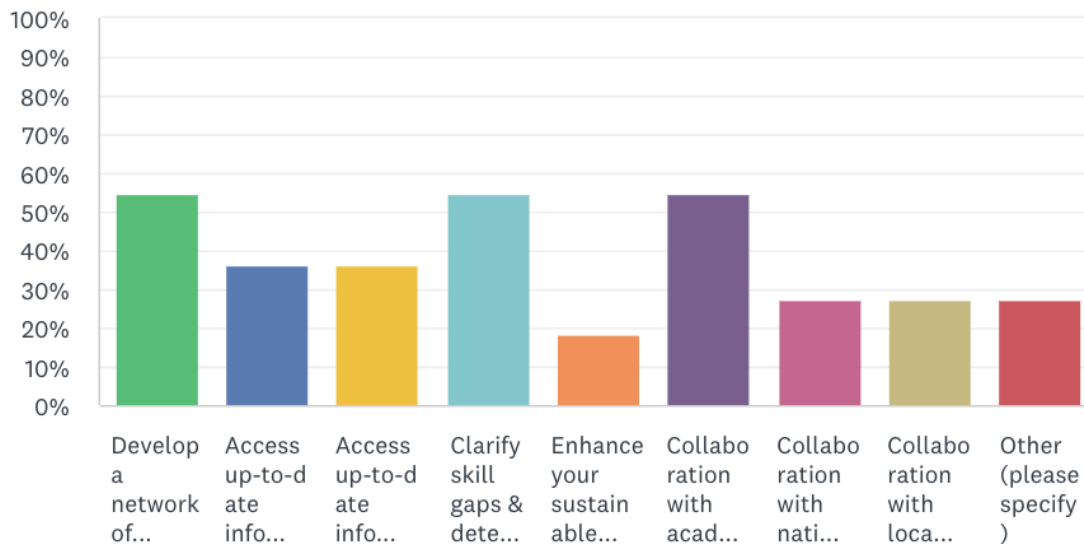
*Most Popular: Problem Solving & Resourcefulness; Attention to Detail (5 Responses)*  
*Second Most Popular: Time Management, Motivation, Time Management (4 Responses)*  
*Others: Follow Up and Follow Through*

**Q13. What are the challenges your company faces in the transition to a sustainable economy?**



*Most Popular: Lack of leadership on goals within areas of Sustainable Economy: local, state, national, federal (4 Responses) Lack of community awareness (4 Responses)*  
*Other: Financing for Blue Economy Companies; Trying to Keep up with Marketing & Customer Trends;*

**Q13. Building a Blue Economy Workforce Development Pipeline:  
 What Do You Envision are the Needs?**



**Most Popular (6 Responses)**

- Collaboration with academic institutions, training centers, organizations and CTE programs
- Clarify skill gaps & determine how to enhance available academic programs
- Develop a network of business, education, government leaders to galvanize a vision

Other:

- Collaboration and cooperation in non-competitive mode
- Define Blue Economy

Stone Soup Leadership Institute  
[www.stonesoupleadership.org](http://www.stonesoupleadership.org)  
[www.SustainWDN.com](http://www.SustainWDN.com)



Stone Soup Leadership Institute  
[www.stonesoupleadership.org](http://www.stonesoupleadership.org)



[www.SustainWDN.com](http://www.SustainWDN.com)