



**SPECIAL  
AD-HOC BUSINESS SERVICES  
SUB-COMMITTEE  
AGENDA PACKET**

**Monday, September 10, 2018**  
1:30 p.m. – 2:30 p.m.

SpringHill Suites Marriott  
215 10<sup>th</sup> Street  
Marina, CA 93933

Documents related to agenda items that are distributed to the WDB less than 72 hours prior to the meeting shall be available for public inspection at 1441 Schilling Place, North, Salinas, CA or visit our website at [www.montereycountywdb.org](http://www.montereycountywdb.org). Documents distributed to the WDB at the meeting by County staff will be available at the meeting; documents distributed to the WDB by members of the public shall be made available after the meeting. This WIOA Title I financially assisted program or activity is an equal opportunity employer/program and auxiliary aids and services are available upon request to individuals with disabilities.

ALTERNATE AGENDA FORMATS: If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals with a disability requiring a modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may make these requests to the Secretary to the WDB at (831)796-6434.

## NOTICE TO THE PUBLIC

Members of the public who wish to address the Committee should identify themselves and state their name for the record. You should complete a blue Comment Card located near the door, prior to making comments, and hand it to the designated Workforce Development Board staff member.

Copies of the agenda have been placed on the table near the door for your convenience.

The procedure for this meeting is as follows:

- The Committee Secretary will verify quorum; the Chair will read the opening remarks.
- Members of the public wishing to make a comment on an item that is not on the agenda will be given two (2) minutes each to comment.
- Workforce Development Board staff and/or Committee Members will present recommendations for each action item on the agenda.
- Committee members may ask questions of Workforce Development Board Staff and other Committee Members.
- Members of the public wishing to make a comment on an agenda item will be given two (2) minutes each to comment.
- The Committee may take action on any item designated as an action item.
- Workforce Development Board members may only discuss items listed on the Agenda pursuant to the "Brown Act." With respect to non-agenda items raised by the public, Workforce Development Board members may calendar them for a future meeting, may briefly respond, or may request clarification from the member of the public but, to remain in compliance with the Brown Act, they may not address non-agenda items raised by the public in a substantive or in-depth manner.



1441 Schilling Place, North  
Salinas, CA 93901

(831) 796-6434  
[www.montereycountywdb.org](http://www.montereycountywdb.org)

**Business Services Committee  
Members:**

*Mary Ann Leffel, Chair*

Wendy Brickman  
Paula Calvetti  
Harbhajan "Harvey" Dadwal  
Kimberly Schnader

**Special  
Monterey County Workforce Development Board  
Ad-Hoc Business Services Sub-Committee Meeting**

SpringHill Suites Marriott  
215 10<sup>th</sup> St., Marina, CA 93933

**Monday, September 10, 2018; 1:30 p.m.**

**AGENDA**

<p><b>CALL TO ORDER/INTRODUCTIONS:</b> <b>CHANGES TO AGENDA:</b> <b>PUBLIC COMMENT:</b> <i>(Limited to 2 minutes per person)</i></p>	<p>Mary Ann Leffel, <i>Chair</i></p>
<p>MEMBERS PROVIDE INPUT ON 1) Business Services Employer Engagement Plan and Business Services Sector Strategies, and 2) Review DOL Common Measures for WIOA Programs</p>	<p>Members of the Business Service Committee</p>
<p>1. Discuss and obtain input from Committee members on the MCWDB 2018-19 Business Services Employer Engagement Plan (item 1a), and Business Services Sector Strategies (item 1b).</p> <p>Attach: Monterey County Convention and Visitors Bureau Dean Runyan 2014 Travel Impacts Study (Attachment 1) Hospitality Infographic (Attachment 2)</p>	<p>Jerry Hernandez and Committee</p>
<p>2. Inform Committee members on the Department of Labor Common Measures for WIOA Programs for Local Business Services (Item 2)</p>	<p>Jerry Hernandez and Committee</p>
<p><b>ADJOURNMENT:</b></p>	<p>Mary Ann Leffel</p>
<p>Documents related to agenda items that are distributed to the WDB less than 72 hours prior to the meeting shall be available for public inspection at 1441 Schilling Place, North, Salinas, CA or visit our website at <a href="http://www.montereycountywdb.org">www.montereycountywdb.org</a>. Documents distributed to the WDB at the meeting by County staff will be available at the meeting; documents distributed to the WDB by members of the public shall be made available after the meeting. This WIOA Title I financially assisted program or activity is an equal opportunity employer/program and auxiliary aids and services are available upon request to individuals with disabilities. ALTERNATE AGENDA FORMATS: If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals with a disability requiring a modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may make these requests to the Secretary to the WDB at (831)796-6434.</p>	

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# MEMORANDUM

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**TO:** WORKFORCE DEVELOPMENT BOARD BUSINESS SERVICES COMMITTEE  
**FROM:** CHRISTOPHER DONNELLY, EXECUTIVE DIRECTOR  
**SUBJECT:** 2018-2019 MCWDB BUSINESS SERVICES EMPLOYER ENGAGEMENT PLAN  
**DATE:** SEPTEMBER 10, 2018

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On August 20, 2018, members of the MCWDB Business Services Committee met and received a report with working drafts of the Business Services Employer Engagement Plan and Business Services Sector Strategies.

A central principle noted in both documents is the belief that active participation in the planning process from Workforce Development Board Members, broader and deeper involvement from targeted industry sector employers can be secured to align Business Services in anticipation and preparation for changing sector demands.

After discussion and deliberation, the Chair called for a special meeting to further discuss both documents, gather additional information, including a copy of the Monterey County Convention and Visitors Bureau's visitor's report, and obtain input from Business Services Committee members.

## **Monterey County Business Services - Employer Engagement Plan**

### *Working Draft*

The Monterey County WDB Business Engagement Plan is built on the belief that business services become exemplary when business customers are made central to the Business Service planning and innovation process. By placing our customers at the center of the service design process, we look forward to aligning business services to anticipate and prepare for changing sector demands.

### Business Service Engagement includes:

- Holding business roundtables with local businesses and obtaining specific information on hiring and training requirements provided by local businesses. *Outcome: The MCWDB builds a more robust, responsive demand-side connection with our business customers.*
- Convening community partners and organizing training events as part of a local Business Engagement Network. *Outcome: A collaborative resource bank is created.*
- Coordinating business engagement efforts with partner agencies using a shared Customer Relationship Management tool (CalJOBS) for more efficient communication. *Outcome: Duplication of service is prevented.*
- Serving as a convener of industry, bringing large and small business, workforce, and education partners to public forums. *Outcome: The time and resources of business partners are maximized.*

## BUSINESS ITEM #1A

- Focusing on priority sectors, utilizing industry input to develop coordinated and effective programing. *Outcome: Business engagement and performance are strengthened.*
- Using LMI tools and business surveys to address business needs, enabling growth and averting layoffs. *Outcome: Businesses are educated in the use and benefits of LMI wage and employment trend data.*
- Developing and funding incumbent worker training programs that improve the existing workforce's ability to perform and compete. *Outcome: Up-skill solutions are provided and employees are retained.*
- Providing Rapid Response layoff aversion services to prevent lay-offs. *Outcome: Layoffs are avoided.*

### Performance Targets:

Success on these metrics will be determined by the data entered by the Business Services Team staff into CalJOBS and required reports.

- Engage and assist 75 businesses to assist in meeting their workforce needs.
  - Fill staff-assisted job postings within three days.
  - Work with 15 employers who request pre-referral or pre-hire testing services.
- Provide 20 OJT opportunities to WIOA clients.
- Plan and implement 3 Job Fairs, including a Job Fair for Youth, and 30 specialized recruitments by Jun 30, 2019.
- Assist 10 Incumbent Workers.
- Establish a 1-800 # to respond to business needs
- Meet a minimum 90% customer satisfaction rating on periodic customer service surveys while providing all clients with comprehensive reemployment services.

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# MEMORANDUM

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**TO:** WORKFORCE DEVELOPMENT BOARD BUSINESS SERVICES COMMITTEE  
**FROM:** CHRISTOPHER DONNELLY, EXECUTIVE DIRECTOR  
**SUBJECT:** 2018-2019 MCWDB BUSINESS SERVICES SECTOR STRATEGIES  
**DATE:** SEPTEMBER 10, 2018

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## **Monterey County Workforce Development Sector Strategies**

### *Working Draft*

To improve industry engagement in the planning and development of sector-focused programs and services, four major Sector Strategies are proposed: 1) Focus Groups, 2) Sector Navigators, 3) a Website Business Resource Page, and 4) the strategic use of Labor Market Information. To maximize Sector Strategy success, active participation from Workforce Development Board Members will be essential to broaden and deepen the involvement of targeted industry sector employers.

### **I. Focus Groups**

Focus Group meetings will be conducted with industry leaders from the primary sectors, to:

- Help improve services for business and better align services with the needs of regional economies and local employers;
- Help facilitate new industry career pathway training to meet the changing workforce skill demands necessitated by retirement and industry shifts; and
- Work with “Employers of Choice” who provide high quality jobs, career paths, commit to inclusion, have strong reputations as employers and provide strong potential for job creation/expansion.

### **II. Sector Navigators**

The WDB will collaborate with the California community college System Sector Navigators to leverage/align career training pathway curriculum. The California community colleges system implements the “Doing What Matters” program for small business and industry curriculum development. In this program, the small business sector collaborates with industry and education to improve and expand business and entrepreneurial curriculum, providing a job-ready workforce and entrepreneurial leaders to ensure California’s economic growth and global competitiveness.

Collaborate with the Community College System Sector Navigators by:

- Establishing a working relationship with the Santa Cruz/Monterey Region Deputy Sector Navigator, Gabriela Sapp;
- Gathering information from inventoried Sector Navigator career pathways to inform the region’s Sector Strategy; and

- Determining where and how best to collaborate to provide employers high-quality worker training for new and incumbent workers that meet the needs of local and regional employers.

### **III. Website Business Resource Page**

An updated website design is planned for the MCWDB, providing an opportunity to for digital outreach to the regions business and industry community.

Implementation of new Business Service website resource page:

- Determining the goal, purpose and audience of the business landing page;
- Conducting a web search of sample business sites;
- Creating a site mockup;
- Creating custom graphics and infographics, as appropriate;
- Testing the site with business/industry leaders and adjusting where appropriate;

### **IV. Labor Market Information (LMI)**

Labor Market data will be used to drive better information and strategic decision making by:

- Determining what challenges businesses face (retaining employees, downsizing/laying off, competition, doing more with less, employee benefits, recruitment)
- Determining what LMI data/analysis businesses want;
- Describing current economic conditions and predicting the relationship between labor supply and demand;
- Informing how business trends translate to action items for businesses;
- Developing relationships with area employers;
- Determining how and why business needs vary; and
- Demonstrating the value of LMI to business and industry.

### **V. Working on Regional Level:**

Establish uniformity, efficiency and regional improvement to improve employer experience by:

- Using EDD CRM (CalJobs) system
- Sharing resources
- Standardizing same forms/documentation
- Implementing Regional website

# **MONTEREY COUNTY TRAVEL IMPACTS 1992-2014P**

April 2015

*Prepared for the*

Monterey County Convention and Visitors Bureau



**MONTEREY COUNTY  
TRAVEL IMPACTS, 1992-2014P**

*Prepared for the*

Monterey County Convention and Visitors Bureau

*Prepared by*

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April 2015

# MONTEREY COUNTY TRAVEL IMPACTS, 1992-2014P

## INTRODUCTION

This study, prepared for the Monterey County Convention and Visitors Bureau, documents the economic significance of the travel industry in Monterey County from 1992 through 2014. This report provides preliminary 2014 estimates for Monterey County, estimates of selected areas within the county, and a countywide estimate of overnight visitor volume and average spending.

## MEASUREMENT OF TRAVEL IMPACTS

The impact estimates associated with traveler spending in Monterey County were measured using the Regional Travel Impact Model (RTIM) developed by Dean Runyan Associates. The RTIM was calibrated specifically to represent the unique characteristics of the travel industry in Monterey County. The impact estimates in this report are comparable to those found in the report prepared for the California Travel and Tourism Commission.<sup>1</sup> The estimates for 2014 are designated as preliminary due to some incomplete source data for the calendar year. Any future revisions will be minor.

## REVISIONS TO 2014 REPORT

There were four methodological and data revisions in this year's report. These revisions apply to all estimates from 1992 through 2014.

### ***Ground Transportation:***

The estimate of destination or visitor spending now includes only a portion of the ground transportation expenditures for travel that occur in the county. The remaining portion is included in "other travel" as it represents transportation costs for travel to another destination within California.

### ***State and Local Travel-Generated Tax Revenue:***

Two additional types of tax revenue are included in this report: local property taxes paid by businesses and travel industry employees (households) and the state and local sales and excise taxes paid by travel industry employees (households).

### ***Other Travel:***

Other travel now includes a portion of spending on ground transportation (see above), travel arrangement services (NAICS 5615) and Convention and Trade Show Organizers (NAICS 56192). As with previous estimates, "other travel" also includes a portion of resident outbound air travel to non-California destinations.

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<sup>1</sup> See *California Travel Impacts, 1992-2014p*, prepared for the California Travel and Tourism Commission.

### **Visitor Volume:**

The recalibration of the impact model and the use of new survey data resulted in some adjustment to the visitor volume and average spending estimates.<sup>2</sup> The total overnight visitor volume estimates are now slightly greater because of the revised estimates for party size and length of stay. The total overnight per day spending estimate (\$418 for 2014) is only slightly less than the 2013 estimate (\$429).

### **INTERPRETATION OF IMPACT ESTIMATES**

Users of this report should be aware of other issues regarding the interpretation of reported impact estimates

- All estimates contained in this report supersede those previously published.
- The estimates in this report are expressed in *current* dollars. There is no adjustment for inflation.
- Economic impact measurements reported herein represent only direct economic impacts. Direct economic impacts include only the spending by travelers and the employment generated by that spending. Secondary effects related to the additional spending of businesses and employees are not included.
- The employment estimates in this report are estimates of the total number of full and part-time jobs directly generated by travel spending, rather than the number of individuals employed. Both payroll and self-employment are included in these estimates. Caution should therefore be used in comparing these estimates with other employment data series.

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<sup>2</sup> The visitor survey data was taken from TNS TravelsAmerica survey.

## RECENT TRAVEL TRENDS IN MONTEREY COUNTY

Travel spending in Monterey County in 2014 was \$2,573 million. This represents a 4.4 percent increase from 2013. Employment increased for the fourth consecutive year following the recession. Employment has increased by 5.1 percent per year since 2011. Local and state travel-generated state tax receipts increased by 6.4 percent and 4.1 percent, respectively.

### Monterey County Direct Travel Impacts, 1992-2014p

	Spending (\$Million)	Earnings (\$Million)	Employment	Tax Receipts (\$Million)		
				Local	State	Total
1992	1,254	446	18,710	44.8	56.2	101.0
1993	1,285	460	18,940	46.2	58.1	104.4
1994	1,303	458	19,000	47.1	58.3	105.4
1995	1,372	490	19,950	51.2	62.5	113.7
1996	1,534	539	21,090	56.6	68.9	125.6
1997	1,649	559	21,250	59.9	72.8	132.6
1998	1,707	609	22,060	62.5	74.3	136.8
1999	1,885	666	23,460	68.8	82.8	151.6
2000	1,962	683	22,480	71.8	85.4	157.2
2001	1,931	725	22,900	71.3	83.6	154.9
2002	1,910	740	22,050	71.5	85.8	157.3
2003	1,938	744	21,450	73.5	87.7	161.1
2004	1,967	750	21,340	72.5	91.2	163.7
2005	2,043	762	21,340	73.7	96.7	170.4
2006	2,156	823	21,960	81.2	102.2	183.5
2007	2,208	877	22,030	87.9	104.7	192.6
2008	2,236	898	22,080	88.5	104.8	193.3
2009	2,082	849	20,710	81.8	107.3	189.2
2010	2,114	817	19,540	80.7	111.4	192.1
2011	2,254	858	20,320	83.3	113.0	196.4
2012	2,364	922	22,010	88.5	111.8	200.3
2013	2,465	966	22,710	94.1	119.9	214.0
2014p	2,573	1,039	23,850	100.0	124.8	224.9
<i>Annual Percentage Change</i>						
13-14p	4.4	7.5	5.0	6.4	4.1	5.1
92-14p	3.3	3.9	1.1	3.7	3.7	3.7

Estimates for 2014 are preliminary. These estimates supersede all previous reports.

## TRAVEL IMPACTS WITHIN MONTEREY COUNTY

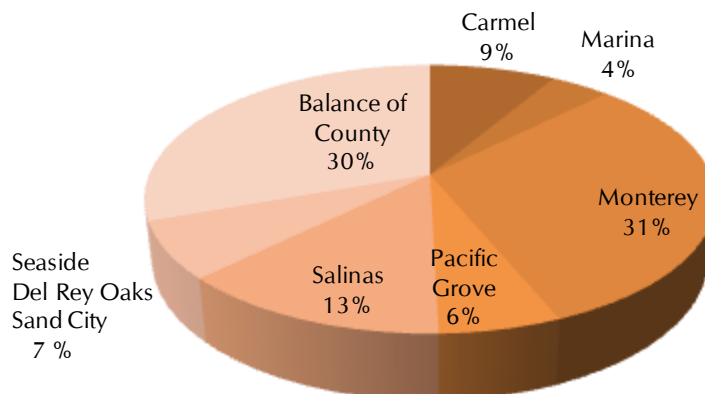
Summary breakouts for nine areas within Monterey County are reported below. The detailed breakouts of travel impacts for areas within Monterey County are based upon room tax receipts reported by the individual jurisdictions, the Economic Census, and taxable sales reported by the California State Board of Equalization. This provides a reasonable estimate of the distribution of travel impacts within Monterey County. However, such small area estimates are necessarily less reliable than countywide estimates. It is for this reason that only total impacts (e.g., total travel spending, employment) are provided at the sub-county level for the most recent year.

### Travel Impacts within Monterey County, 2014p

	Spending (\$Million)	Earnings (\$Million)	Employment	Tax Receipts (\$Million)		
				Local	State	Total
Carmel	219	89	2,033	8.5	10.6	19.2
Marina	103	42	959	4.0	5.0	9.0
Monterey	803	324	7,443	31.2	39.0	70.2
Pacific Grove	150	61	1,393	5.8	7.3	13.1
Salinas	336	136	3,118	13.1	16.3	29.4
Seaside/Sand City/Del Rey Oaks	176	71	1,632	6.8	8.5	15.4
Balance of County	785	317	7,272	30.5	38.1	68.6
<b>Monterey County Total</b>	<b>2,573</b>	<b>1,039</b>	<b>23,850</b>	<b>100.0</b>	<b>124.8</b>	<b>224.9</b>

Sources: Dean Runyan Associates, California State Board of Equalization, 2007 Economic Census, and individual taxing jurisdictions.

### Distribution of Travel Impacts within Monterey County, 2014p



## VISITOR VOLUME AND AVERAGE SPENDING

The following table provides average spending estimates for overnight travelers to Monterey County.

### Monterey County Average Spending, 2014p Overnight Visitors

	Visitor Spending (\$Million)	Travel Party		Person		Length of Stay (nights)	Party Size (persons)
		per day (\$)	per trip (\$)	per day (\$)	per trip (\$)		
Hotel, Motel	1,759	734	1,666	324	735	2.3	2.3
Private Home	170	118	386	56	181	3.3	2.1
Other Overnight	102	99	298	36	108	3.0	2.8
All Overnight	2,031	418	1,106	179	476	2.6	2.3

Notes: \*Size refers to the average number of persons in the travel party. \*\*Length of Stay refers to the average number of nights in Monterey County. Destination spending refers to visitor spending at destinations within Monterey County.

Visitor volume estimates for the county are shown below. These estimates are derived from the visitor spending estimates, visitor surveys and lodging data.

### Monterey County Overnight Visitor Volume, 2012-2014p

	Person-Days (000)			Party-Days (000)		
	2012	2013	2014p	2012	2013	2014p
Hotel, Motel	4,900	5,200	5,400	2,200	2,300	2,400
Private Home	3,000	3,000	3,100	1,400	1,400	1,400
Other Overnight	2,600	2,700	2,800	1,000	1,000	1,000
All Overnight	10,500	11,000	11,300	4,500	4,700	4,900

	Person-Trip (000)			Party-Trips (000)		
	2012	2013	2014p	2012	2013	2014p
Hotel, Motel	2,200	2,300	2,400	1,000	1,000	1,100
Private Home	900	900	900	400	400	400
Other Overnight	900	900	900	300	300	300
All Overnight	4,000	4,100	4,300	1,700	1,800	1,800

Detailed travel impacts for 1992 through 2014p follow.

**Monterey County  
Travel Impacts, 1992-2004**

	1992	1995	1998	1999	2000	2002	2004
<b>Total Direct Travel Spending (\$Million)</b>							
Destination Spending	1,206	1,324	1,620	1,789	1,851	1,824	1,895
Other Travel*	47	49	86	96	112	86	72
Total Direct Spending	1,254	1,372	1,707	1,885	1,962	1,910	1,967
<b>Visitor Spending by Type of Traveler Accommodation (\$Million)</b>							
Hotel, Motel	798	892	1,124	1,255	1,300	1,275	1,323
Private Home	99	100	113	120	124	128	141
Campground	17	19	22	23	25	27	26
Vacation Home	39	41	44	46	47	50	53
Day Travel	254	271	318	345	354	343	352
Destination Spending	1,206	1,324	1,620	1,789	1,851	1,824	1,895
<b>Visitor Spending by Commodity Purchased (\$Million)</b>							
Accommodations	259	297	379	424	462	437	448
Food Service	316	345	433	478	483	502	530
Food Stores	30	34	43	46	47	49	52
Local Tran. & Gas	67	74	86	104	120	114	140
Arts, Ent. & Rec.	203	219	261	283	285	284	291
Retail Sales	325	349	413	448	448	431	418
Visitor Air Tran.	6	6	6	6	6	6	16
Destination Spending	1,206	1,324	1,620	1,789	1,851	1,824	1,895
<b>Industry Earnings Generated by Travel Spending (\$Million)</b>							
Accom. & Food Serv.	239	262	315	341	349	383	397
Arts, Ent. & Rec.	143	160	203	224	231	253	260
Retail**	42	44	52	59	60	65	65
Ground Tran.	10	11	14	16	16	17	16
Visitor Air Tran.	2	1	2	2	2	2	3
Other Travel*	10	11	23	24	26	20	9
Total Direct Earnings	446	490	609	666	683	740	750
<b>Industry Employment Generated by Travel Spending (Thousand Jobs)</b>							
Accom. & Food Serv.	12.1	12.9	14.0	14.8	14.2	14.2	14.2
Arts, Ent. & Rec.	3.6	3.9	4.4	4.8	4.6	4.3	4.0
Retail**	2.1	2.1	2.3	2.4	2.3	2.3	2.2
Ground Tran.	0.5	0.5	0.6	0.6	0.6	0.6	0.5
Visitor Air Tran.	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Other Travel*	0.4	0.4	0.7	0.7	0.7	0.6	0.3
Total Direct Employment	18.7	20.0	22.1	23.5	22.5	22.0	21.3
<b>Government Revenue Generated by Travel Spending (\$Million)</b>							
Local Tax Receipts	45	51	62	69	72	72	72
State Tax Receipts	56	62	74	83	85	86	91
Total Local & State	101	114	137	152	157	157	164

Details may not add to totals due to rounding.

\*Other Travel includes resident air travel and ground transportation impacts for travel to other California destinations, travel arrangement & reservation services, and convention & trade show organizers. \*\*Retail includes gasoline.

**Monterey County  
Travel Impacts, 2006-2014p**

	2006	2008	2010	2011	2012	2013	2014p
<b>Total Direct Travel Spending (\$Million)</b>							
Destination Spending	2,060	2,132	2,023	2,150	2,259	2,363	2,476
Other Travel*	96	103	91	103	105	102	97
Total Direct Spending	2,156	2,236	2,114	2,254	2,364	2,465	2,573
<b>Visitor Spending by Type of Traveler Accommodation (\$Million)</b>							
Hotel, Motel	1,433	1,479	1,385	1,475	1,565	1,658	1,759
Private Home	149	157	159	168	170	170	170
Campground	35	37	33	34	37	38	40
Vacation Home	56	60	59	61	61	61	62
Day Travel	386	400	387	411	426	436	446
Destination Spending	2,060	2,132	2,023	2,150	2,259	2,363	2,476
<b>Visitor Spending by Commodity Purchased (\$Million)</b>							
Accommodations	501	514	461	483	524	571	624
Food Service	574	612	612	645	676	702	733
Food Stores	55	61	57	62	63	65	69
Local Tran. & Gas	179	201	181	212	218	220	214
Arts, Ent. & Rec.	300	302	285	302	315	327	342
Retail Sales	431	423	413	431	446	461	478
Visitor Air Tran.	18	19	15	15	16	17	18
Destination Spending	2,060	2,132	2,023	2,150	2,259	2,363	2,476
<b>Industry Earnings Generated by Travel Spending (\$Million)</b>							
Accom. & Food Serv.	432	469	434	452	485	506	551
Arts, Ent. & Rec.	285	312	280	297	321	338	359
Retail**	69	69	61	64	68	71	74
Ground Tran.	17	19	17	19	21	22	24
Visitor Air Tran.	7	12	10	10	11	13	14
Other Travel*	13	17	15	15	16	17	18
Total Direct Earnings	823	898	817	858	922	966	1,039
<b>Industry Employment Generated by Travel Spending (Thousand Jobs)</b>							
Accom. & Food Serv.	14.6	15.0	13.4	13.8	14.7	15.1	16.0
Arts, Ent. & Rec.	4.2	4.0	3.3	3.6	4.3	4.4	4.6
Retail**	2.2	2.1	1.9	2.0	2.1	2.2	2.2
Ground Tran.	0.5	0.6	0.5	0.5	0.6	0.6	0.6
Visitor Air Tran.	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Other Travel*	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Total Direct Employment	22.0	22.1	19.5	20.3	22.0	22.7	23.8
<b>Government Revenue Generated by Travel Spending (\$Million)</b>							
Local Tax Receipts	81	89	81	83	88	94	100
State Tax Receipts	102	105	111	113	112	120	125
Total Local & State	183	193	192	196	200	214	225

Details may not add to totals due to rounding.

\*Other Travel includes resident air travel and ground transportation impacts for travel to other California destinations, travel arrangement & reservation services, and convention & trade show organizers. \*\*Retail includes gasoline.



## **APPENDICES**

*APPENDIX A. REGIONAL TRAVEL IMPACT MODEL (RTIM) METHODOLOGY*

*APPENDIX B: TRAVEL IMPACT INDUSTRIES MATCHED TO 2007 NAICS*

**REGIONAL TRAVEL IMPACT MODEL (RTIM)  
TRAVEL IMPACT ESTIMATION PROCEDURES**

**TRAVEL SPENDING**

**Hotel, Motel, B&B.** Spending on commercial accommodations by hotel and motel guests is estimated from transient lodging tax collections at the city/county jurisdictional level.

**Campgrounds.** Spending by campers using commercial campgrounds is estimated from the number of commercial campsites, the average occupancy of these campsites. Spending by campers using public campgrounds is estimated from visitor counts at federal, state, and locally managed campsites and recreation areas, and the average daily expenditures of visitor camp parties reported in survey data.

**Private Home.** Spending by private home guests is determined from census data and visitor survey data. The average number of days per year visitors hosted by residents and the average daily spending of these visitors are estimated from visitor survey data.

**Vacation Home.** The estimated spending by vacation home renters and owners is also based on census data and visitor survey data.

**Day Travel.** The share of day visits as a percentage of total travel is estimated from visitor survey data and applied to average daily spending estimates to produce day visitor spending.

Spending by visitors in other business categories, such as food and transportation, is estimated using spending distributions reported in the visitor survey data.

**RELATED TRAVEL IMPACTS**

Spending by travelers generates jobs, payroll, and state and local tax revenue.

**Earnings** generated directly from traveler expenditures are estimated from a payroll-to-receipts ratio obtained from the 2007 Economic Census and earnings estimates from the Bureau of Economic Analysis.

**Employment** in each business category is calculated from wage data supplied by the U.S. Department of Labor and earnings estimates from the Bureau of Economic Analysis.

**Local Taxes** consist of local room taxes and sales taxes attributable to visitor spending and property and sales taxes attributable to travel industry employees and businesses.

**State Taxes** consist of sales taxes and motor fuel taxes attributable to visitors and income and sales taxes attributable to travel industry employees.

TRAVEL IMPACT INDUSTRIES MATCHED TO 2007 NAICS

TRAVEL IMPACT INDUSTRY	NAICS INDUSTRIES* (code)
Accommodation & Food Services	Accommodation (721) Food Services and Drinking Places (722) Residential Property Managers (531311)
Arts, Entertainment & Recreation	Performing Arts, Spectator Sports (711) Museums (712) Amusement, Gambling (713) Scenic and Sightseeing Transportation (487) Miscellaneous Industries (see note**)
Retail	Food & Beverage Stores (445) Gasoline Stations (447) Clothing and Clothing Accessories Stores (448) Sporting Goods, Hobby, Book, and Music Stores (451) General Merchandise Stores (452) Miscellaneous Store Retailers (453)
Ground Transportation	Interurban and rural bus transportation (4852) Taxi and Limousine Service (4853) Charter Bus Industry (4855) Passenger Car Rental (532111) Parking Lots and Garages (812930)

Notes: \*Government enterprises (e.g., park systems) are included in this classification.

\*\*Includes parts of industries in other sectors (e.g., accommodation, charter bus).

A more detailed description of these industries can be found at <http://www.ntis.gov/naics>.

Hospitality Industry

### Hospitality Training and Education Resources Inventory

WELCOME

Contents

Full Time, Part Time, Temporary

Rancho Casa Brava

National Occupational Hospitality Program

Center for Employment Training Culinary Arts

MPC

Career Pathway

MONTEREY COUNTY BUSINESS TEAM CUSTOMER-CENTERED DESIGN

MONTEREY COUNTY BUSINESS TEAM CUSTOMER-CENTERED DESIGN

...HELPING TO UNCOVER NEW CAREER PATHWAYS

ASSISTING EMPLOYERS IN MEETING THEIR ENTRY-LEVEL HOSPITALITY CAREER PATHWAY DEMANDS

( EMPLOYERS CAN CUSTOMIZE THIS INFOGRAPHIC BY ADDING THEIR BUSINESS LOGO AND CONTACT INFORMATION )

# CAREER PATHWAYS

IN THE HOSPITALITY FIELD

## DO YOU KNOW THE MANY PATHS IN A HOSPITALITY CAREER?

Hospitality represents a range of career opportunities that include:

- hotels and resorts
- restaurants & commercial food service
- meeting and event planning
- many other services

MANY JOB SEEKERS ARE NOT AWARE OF THE VAST CAREER OPPORTUNITIES WITHIN THE HOSPITALITY INDUSTRY

SEE BELOW TO LEARN HOW TO START YOUR CAREER

Click numbers for more information

**1** HEAR FROM THREE EMPLOYEES AND THEIR CAREER JOURNEY

VIDEOS

- Groundskeeper Career
- Hotel Career
- Restaurant Career

**2** VIEW REAL EXAMPLES OF WHERE A CAREER PATHWAY CAN TAKE YOU IN HOSPITALITY

**3** OVER THE NEXT 10 YEARS DEMAND FOR ENTRY-LEVEL WORKERS WILL GROW

LEARN WHAT TRAINING & EDUCATION OPPORTUNITIES ARE AVAILABLE

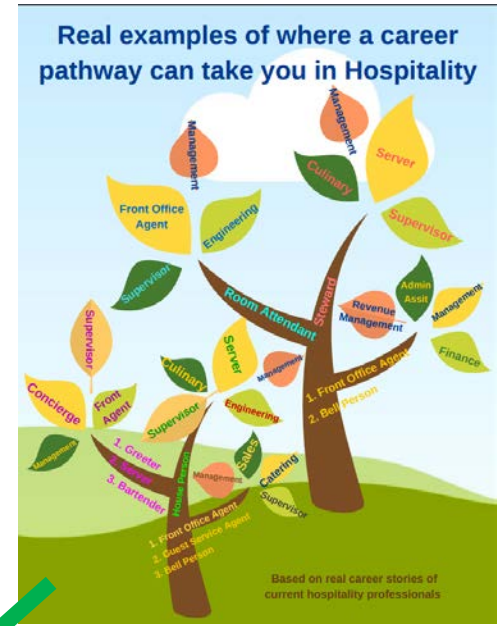
**4** FIND OUT WHAT JOB POSITIONS AND CAREER OPPORTUNITIES EMPLOYERS HAVE AVAILABLE

MONTEREY COUNTY BUSINESS TEAM CUSTOMER-CENTERED DESIGN

...HELPING TO UNCOVER NEW CAREER PATHWAYS

ASSISTING EMPLOYERS IN MEETING THEIR ENTRY-LEVEL HOSPITALITY CAREER PATHWAY DEMANDS

( EMPLOYERS CAN CUSTOMIZE THIS INFOGRAPHIC BY ADDING THEIR BUSINESS LOGO AND CONTACT INFORMATION )



Click BUSINESS NAME FOR JOB LISTINGS

Hospitality and tourism represents a broad range of career opportunities in industries that include:

- hotels and resorts
- restaurants and commercial food service
- meeting and event planning
- tourism destinations and attractions
- leisure, recreation and sports management
- airlines, cruises and other transportation
- environmentally sustainable and cultural tourism development
- spa and wellness management

The following representative website links show listings of hospitality businesses located on the Monterey Peninsula that have openings for various positions throughout the year.

Pebble Beach Resorts	Embassy Suites	Bernardus Lodge & Spa
	Comptel Light Inn	Carriage House Inn
Carmel Oaks Inn & Suites	Comfort Inn Monterey Airport	<b>Marriott</b> Hotel
Days Inn Downtown Monterey	Hi-Monterey Hostel	

Click BUSINESS NAME FOR JOB LISTINGS

Hyatt Regency Hotel & Spa	Hyatt Carmel Highlands	
Mission Ranch Hotel and Restaurant	Carmel Valley Ranch	
Casa Murras Hotel	Comfort Inn	<b>Portola</b> Hotel & Spa
Hilton Garden Inn Monterey	Holiday Inn Express Monterey Bay	

Portola Hotel & Spa

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# MEMORANDUM

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**TO:** WORKFORCE DEVELOPMENT BOARD BUSINESS SERVICES COMMITTEE

**FROM:** CHRISTOPHER DONNELLY, EXECUTIVE DIRECTOR

**SUBJECT:** DOL COMMON EMPLOYER MEASURES

**DATE:** SEPTEMBER 10, 2018

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The Department of Labor has established common employer indicators to measure performance in serving employers. For the Coastal Region, the following two measures have been selected:

- **Repeat Business Customers**
- **Employer Penetration**

The Repeat Business Customers measure tracks the percentage of employers who have used qualifying core program services in the current Program Year (PY), and has received services in any of the three preceding PYs. This allows the state/local area to determine if business customers are sufficiently satisfied to seek core program services again, and to develop and maintain durable employer relationships.

The Employer Penetration measure tracks the percentage of employers who have used qualifying core program services in the state/local area. This indicator will assist in determining if the core programs are serving large numbers of employers, as well as evaluate how well the area's workforce needs are being met. This measure is a unique count of employers using WIOA core program services.

## **Employer Measures Effectiveness in Serving Employers**

20 CFR Part 677.155(c)(6)

### **Employer Penetration Rate:**

# of businesses that received/continue to receive services

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# of businesses within state during final report period

### **Repeat Business Customers Rate:**

# of businesses that receive/continue to receive services  
and who used services within the last 3 years

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# of businesses that received a service in the last 3 years

*Note: Department of Labor (DOL) will issue guidance on how to document, measure, and report the Common Measures for WIOA Programs.*