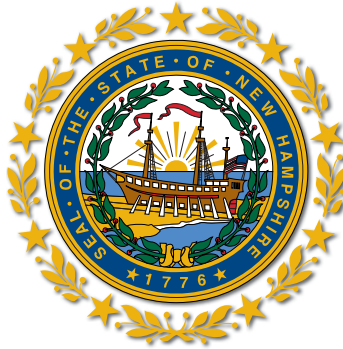


The Hospitality Industry Cluster in New Hampshire



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The Hospitality Industry Cluster in New Hampshire

Statewide Hospitality Profile

New Hampshire's Hospitality Cluster

Tourism has long been important to the New Hampshire economy. Yet the business activities considered “tourism” are rarely described using the same measures. Tourism is generally considered to be services provided to non-resident visitors; however, common measurements of the tourism industry include services provided to residents and non-residents alike. This cluster analysis will focus on the hospitality portion of tourism – food and lodging services, and arts, entertainment, and recreation.

To assess the economic value and impact of a business sector, as well as the ability to compare one sector to another, it is necessary to use a standardized methodology. The North American Industrial Classification System (NAICS) is a standardized taxonomy for identifying economic activity. Two NAICS sectors can be used to describe the Hospitality business cluster: *Arts, Entertainment, and Recreation*, and *Accommodation and Food Services*. Using this classification, a variety of information about businesses engaged in the industries can be compiled. The classification does not include information on less-identifiable tourism activities, such as: the share of retail trade creditable to tourism; the economic impact of non-residential, seasonal housing, such as camps, cabins, condominiums, or time-shares; or travel and transportation services accessed by visitors.

- Regardless of the data measurement used, the Hospitality cluster displays a distinctly seasonal pattern. All employment is strongest in the third quarter and weakest in the fourth quarter.
- Average wages in the Hospitality cluster are generally lower than average. For workers in all industries, the 2014 average weekly wage was \$996, while in 11 of the 14 Hospitality cluster industry groups, the 2014 average weekly wage was \$500 or under. Only the *Independent Artists, Writers, and Performers* industry group had an average weekly wage higher than that of all industries.

Components of the Hospitality Cluster

The *Arts, Entertainment, and Recreation sector* (NAICS 71) includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure time interests.

The sector includes three sub-sectors:

- **711 Performing arts, spectator sports, and related industries.** Establishments that produce or organize and promote live presentations involving the performances of actors and actresses, singers, dancers, musical groups and artists, athletes, and other entertainers, including independent (freelance) entertainers and the establishments that manage their careers.
- **712 Museums, historical sites, and similar institutions.** Establishments engaged in the preservation and exhibition of objects, sites, and natural wonders of historical, cultural, and/or educational value.
- **713 Amusement, gambling, and recreation industries.** Establishments that (1) operate facilities where patrons engage in sports, recreation, amusement, or gambling activities and/or (2) provide other amusement and recreation services, such as supplying and servicing amusement devices; operating sports teams, clubs, or leagues; and guiding tours without using transportation equipment. Excluded are establishments that also offer accommodation (i.e., casino hotels), or those using transportation equipment (sightseeing buses, dinner cruises, helicopter rides, etc.).

The *Accommodation and Food Services sector* (NAICS 72) comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services.

The sector includes two subsectors:

- **721 Accommodation.** Provide lodging or short-term accommodations for travelers, vacationers, and others. Some provide lodging only; while others provide meals, laundry, and recreational facilities, as well as lodging. Lodging establishments are classified in this subsector even if the provision of complementary services generates more revenue.
- **722 Food services and drinking places.** Prepare meals, snacks, and beverages to customer order for immediate on-premises and off-premises consumption. There is a wide range of establishments in these industries. Some provide food and drink only; while others provide various combinations of seating space, waiter/waitress services, and incidental amenities, such as limited entertainment.

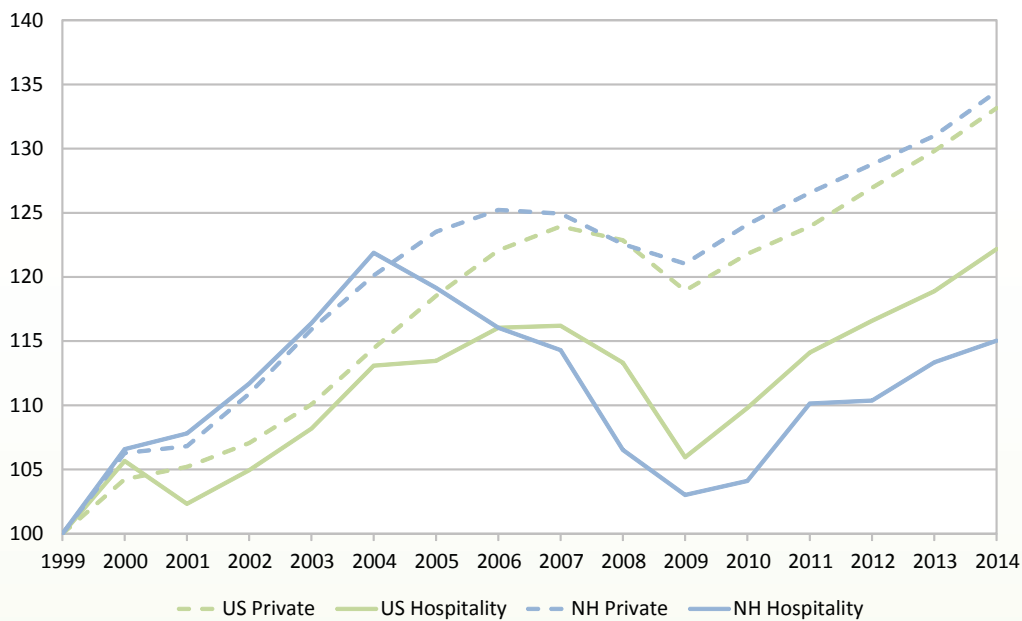
Gross Domestic Product by State

New Hampshire’s Hospitality cluster output increased in the first years of the new millennium, rising from \$2.19 billion in 1999 to \$2.67 billion in 2004. Then several national economic factors impacted hospitality in New Hampshire. In October 2005, a change in bankruptcy law took effect, making it more difficult to declare Chapter 7 bankruptcy, known as “fresh start” debt cancellation.¹ The housing market experienced a correction, resulting in a 2006 national foreclosure rate of one in every 92 U.S. households.² Hurricane Katrina blew in shortly before Labor Day 2005, impacting the price of gasoline, heating oil, and natural gas.³

These events impacted leisure spending for both residents and non-residents. The State’s hospitality cluster was unable to recover by the start of the Great Recession in December 2007. Between 2005 and 2009, GDP for the hospitality cluster in New Hampshire declined by 13.5 percent to \$2.25 billion.⁴ All aspects of hospitality were impacted — over the same period, GDP for the Arts, entertainment, and recreation sector declined by 9.8 percent, while GDP for the Accommodation and food services sector declined by 14.5 percent.

Since the end of the Great Recession in June 2009, New Hampshire’s hospitality cluster has slowly gained ground, and in 2014, GDP for Arts, entertainment, recreation, accommodation, and food services industries reached \$2.52 billion.

**Indices of GDP in Chained 2009 Dollars
New Hampshire and United States: 1999 -2014**

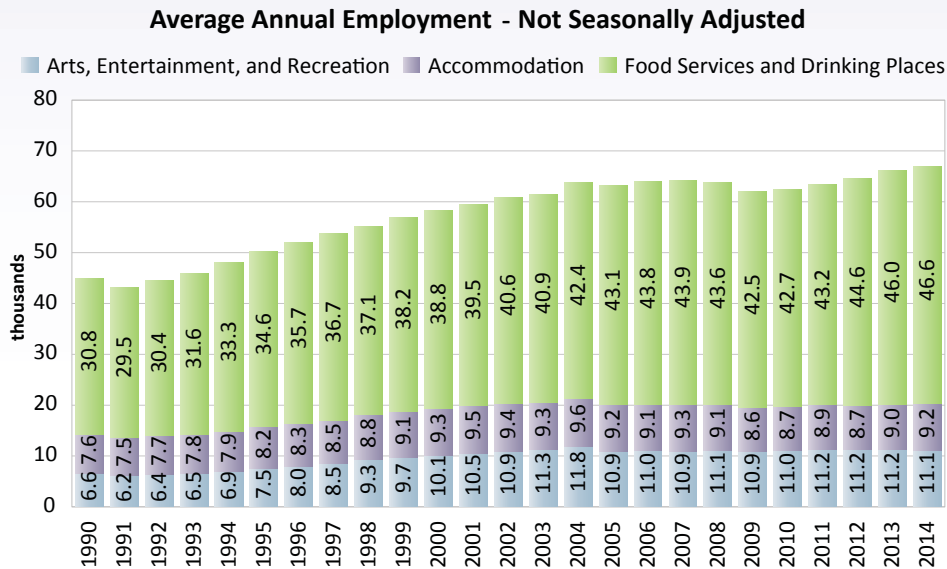


Source: Real GDP by state (millions of chained 2009 dollars), US Bureau of Economic Analysis

1. CNN Money, “The new bankruptcy law and you,” http://money.cnn.com/2005/10/17/pf/debt/bankruptcy_law/
2. RealtyTrac, “More Than 1.2 Million Foreclosure Findings Reported in 2006,” <http://www.realtytrac.com/content/press-releases/more-than-12-million-foreclosure-filings-reported-in-2006-2234>
3. USA Today, “Oil Prices Surge 40% in 2005,” http://usatoday30.usatoday.com/money/industries/energy/2005-12-30-oil-prices-2005_x.htm
4. U.S. Bureau of Economic Analysis, Annual Gross Domestic Product (GDP) by State

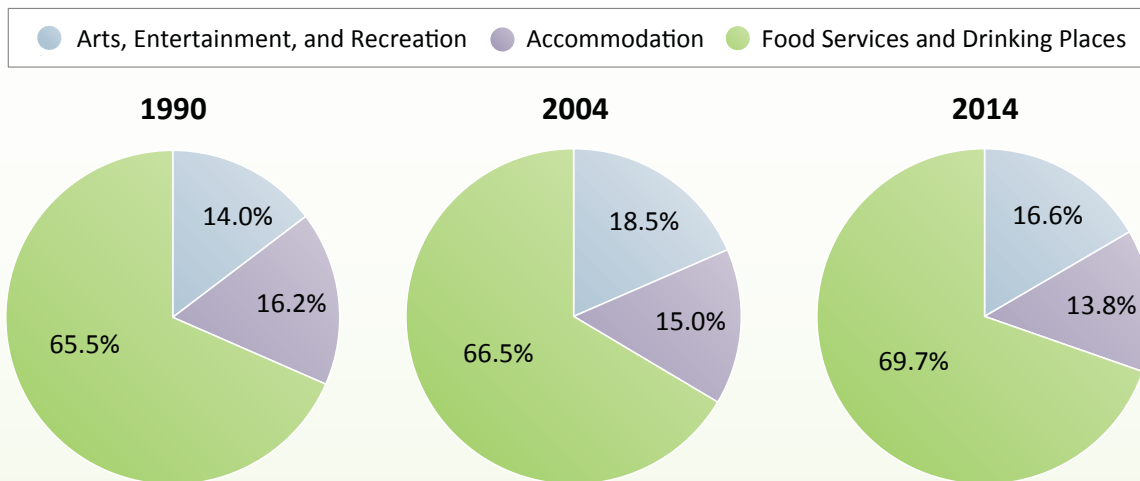
Private Sector Employment: Current Employment Statistics

Annual Average Employment. *Food services and drinking places* holds the largest portion of Hospitality employment. In 2014, there was an average of 46,600 workers employed in this industry subsector. There was an average of 11,100 workers in *Arts, entertainment, and recreation*, and an average of 9,200 workers in *Accommodation*.



Source: Current Employment Statistics Program, Economic and Labor Market Information Bureau

Since 1990, the distribution of employment in hospitality has shifted slightly. *Food services and drinking places* employment has trended upward, increasing by 4.2 percent to 69.7 percent of Hospitality employment in 2014. *Arts, entertainment, and recreation* employment peaked in 2004 with 18.5 percent of Hospitality employment; *Accommodation* also peaked in 2004, with 15.0 percent.



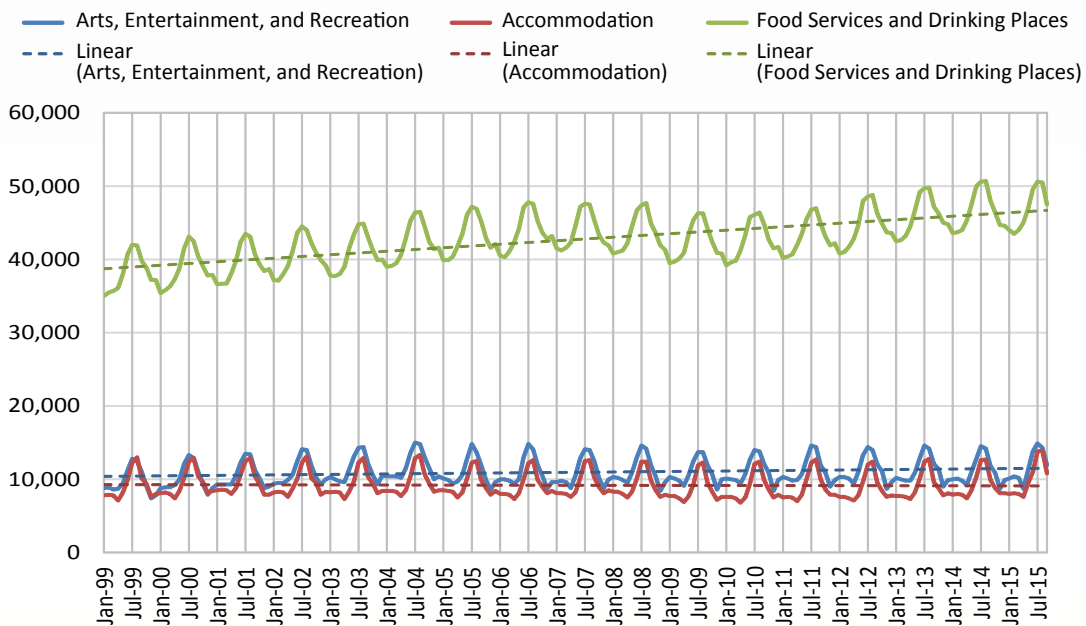
Source: Current Employment Statistics Program, Economic and Labor Market Information Bureau

The Hospitality Industry Cluster in New Hampshire

Monthly Employment. Employment in the Hospitality cluster is highly seasonal. All three industry subsectors show regular seasonal employment patterns, with employment spikes in July and August annually. *Food services and drinking places* employment is the lowest in December and January. *Arts, entertainment, and recreation* employment dips down in November, while *Accommodation* employment stays low between January and April each year.

A straight-line trend shows a steady increase in *Food services and drinking places* employment, while employment in *Accommodation and Arts, entertainment, and recreation* has been nearly flat between January 1999 and September 2015 (the latest available data).

Monthly Current Employment Statistics, Not Seasonally Adjusted



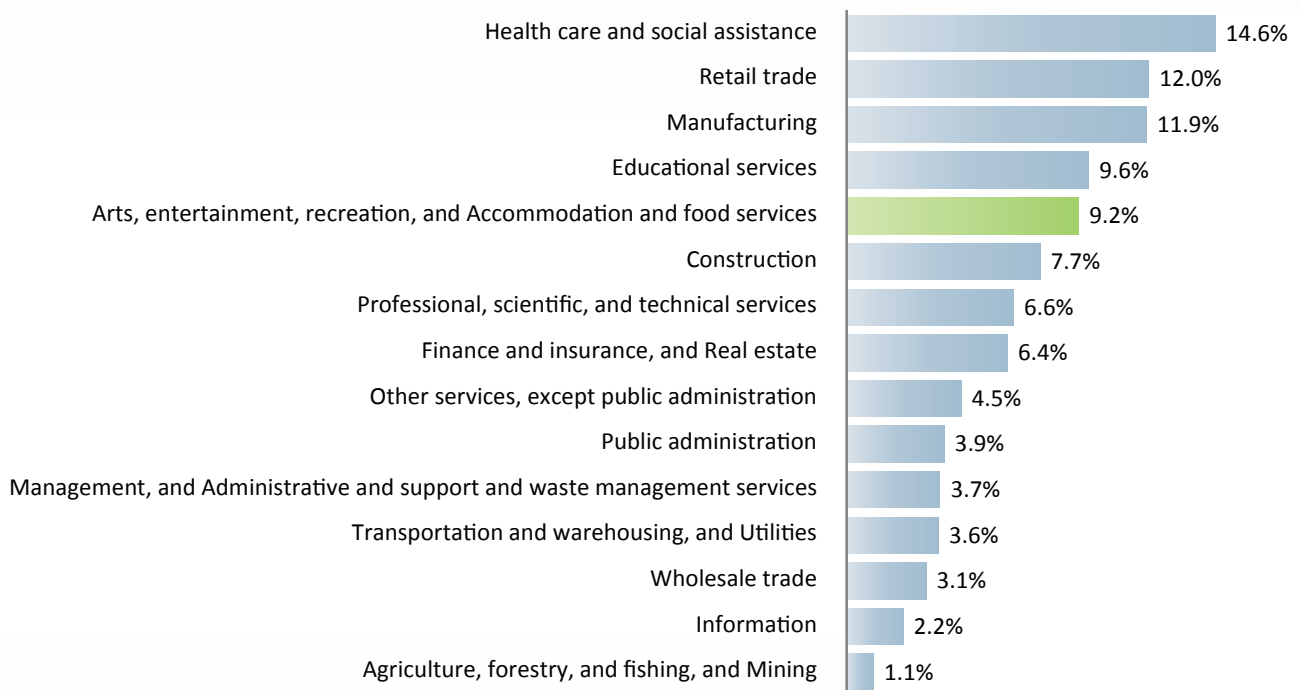
Source: Current Employment Statistics Program, Economic and Labor Market Information Bureau

Civilian Employed Population

In 2014, an estimated 65.3 percent of New Hampshire’s civilian population age 16 and over was employed. The largest portion of these workers, 14.6 percent, worked in *Health care and social assistance*. Another 12.0 percent worked in *Retail trade* and 11.9 percent of workers age 16 and over were employed in *Manufacturing*.

An estimated 9.2 percent of workers were employed in the combined *Arts, entertainment, and recreation*, and *Accommodation and food services* sectors, ranking fifth among the industries.

Share of Civilian Employed Population Age 16+ by Industry, 2014



Source: 2014 American Community Survey 1-Year Estimates, Table S2403. Includes employment at public and private establishments.

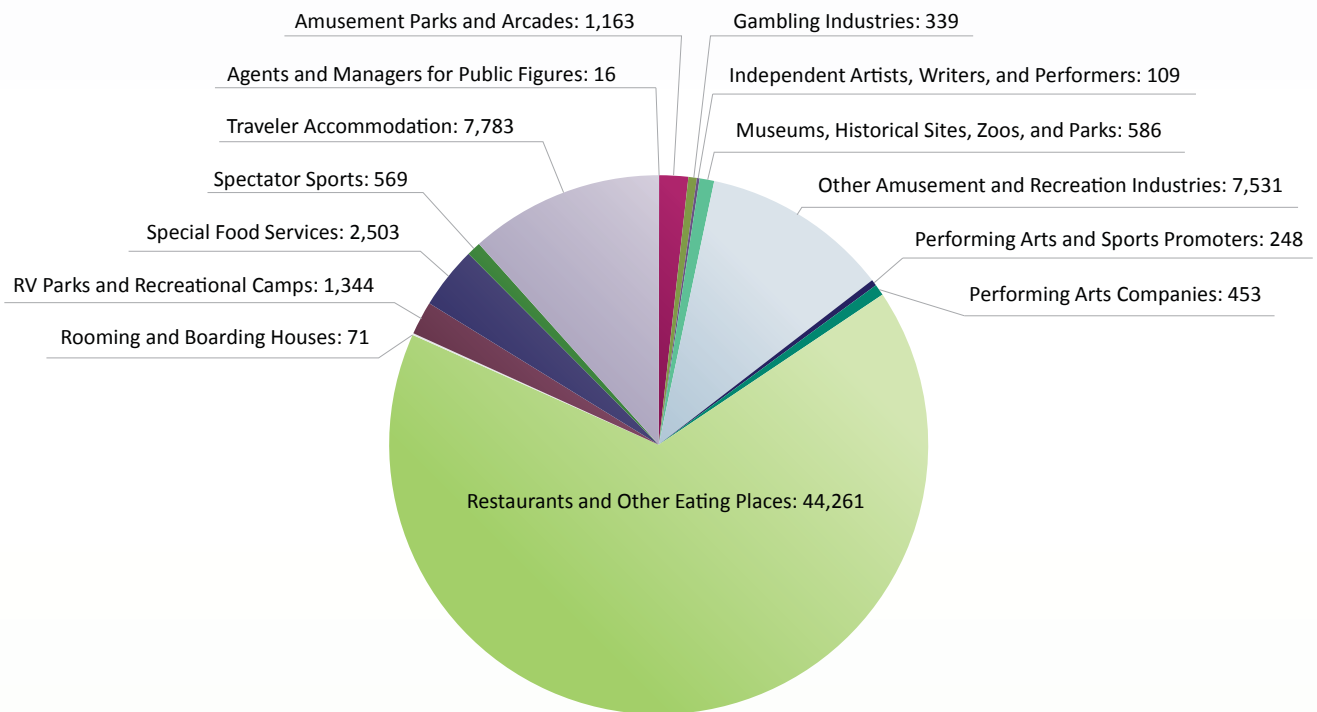
Note: These data represent the employed New Hampshire resident civilian population, by industry of employment. Residents may or may not be employed in New Hampshire, some may work out-of-state.

Employment and Wages

Quarterly Census of Employment and Wages (QCEW)

Employment in the Hospitality cluster represents roughly 12 percent of private employment at establishments whose workers are covered by unemployment insurance. This share has changed little over time. Hospitality employment is dominated by *Restaurants and other eating places*, which comprises two-thirds of employment in these two industry sectors together. *Traveler accommodation* and *Other amusement and recreation industries* each hold just over 11 percent of total employment for these two industries. The remaining 11 industry groups together represent about 11 percent of total employment in the Hospitality cluster.

2014 Annual Average Covered Employment — Hospitality Cluster

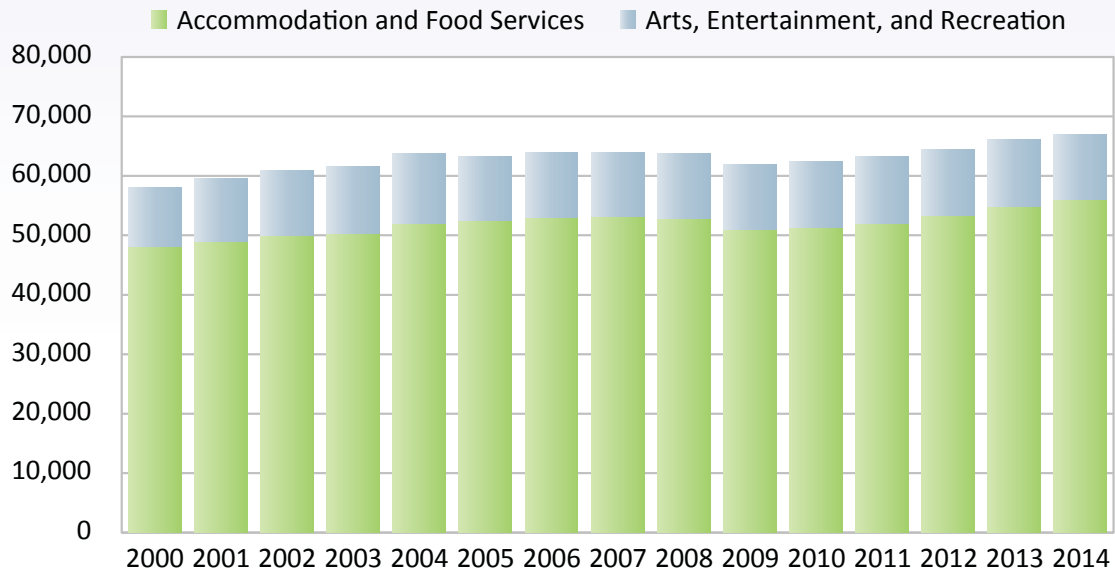


Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

The Hospitality Industry Cluster in New Hampshire

Over the last 15 years, the Hospitality cluster has gained just over 9,000 jobs, a 15.3 percent increase. Since 2000, all but four over-the-year changes were positive, with the largest increase, 2.6 percent, from 2012 to 2013. During the 15-year period, *Accommodation and food services* gained nearly 8,000 jobs, a 16.5 percent increase, while *Arts, entertainment, and recreation* gained about 1,000 jobs, a 9.5 percent increase.

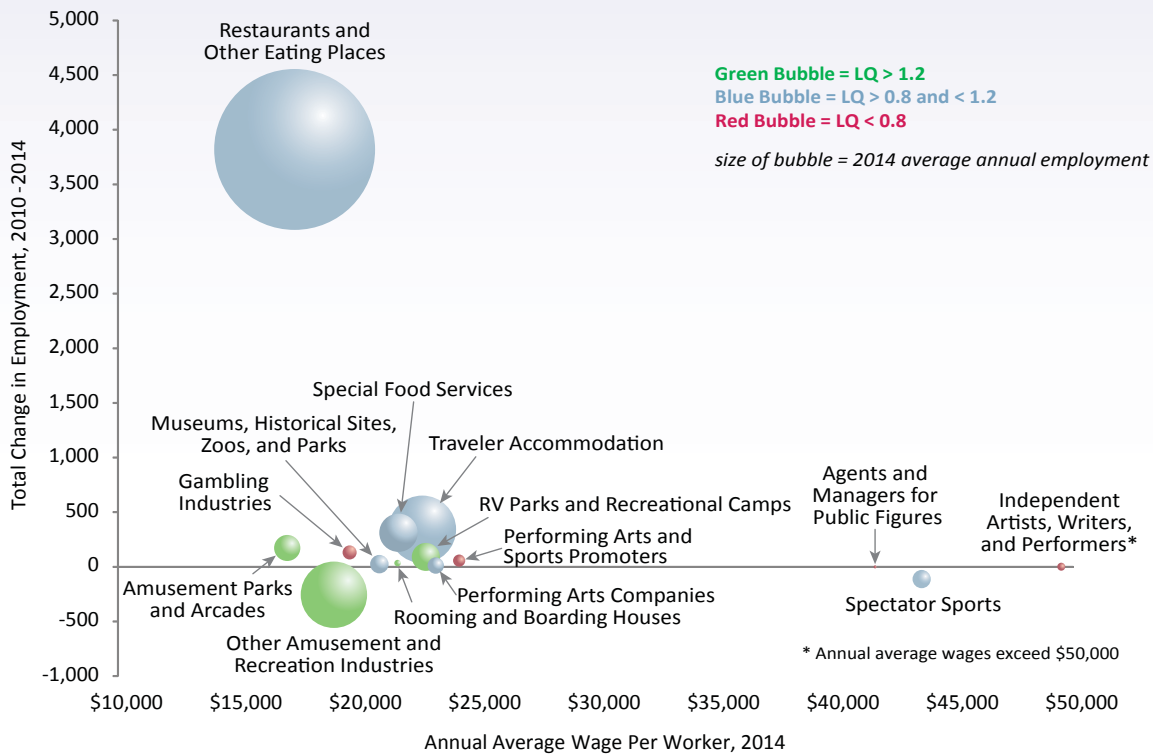
Annual Average Hospitality Cluster Employment, 2000 - 2014



Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

Strength of Hospitality Industries, 2014

New Hampshire Hospitality Cluster



This chart illustrates the strength of Hospitality cluster industry groups. There are four data elements depicted:

- Total employment change from 2010 to 2014 is shown by the *vertical position*. Industry groups above the zero line gained workers over the five-year period, while those below the zero line lost workers.
- Annual average wages per worker in 2014 is shown by the *horizontal position*. Annual average wages for most of the industry groups fell between \$15,000 and \$25,000.
- Total 2014 employment is represented by the *size of the bubble*. The highest employment was in the *Restaurants and other eating places* industry group, which had an average of 44,261 workers in 2014.
- The *bubble color* represents the industry group's location quotient.
 - **Green bubbles** indicate a location quotient over 1.2, meaning the share of employment in New Hampshire is substantially greater than in the nation as a whole.
 - **Red bubbles** indicate a location quotient of less than 0.8, indicating that the share of employment in New Hampshire is substantially less than in the nation as a whole.
 - **Blue bubbles** indicate that the employment share for the industry is relatively equal at the state and national level.

Employment Projections

Long-Term Industry Projections

New Hampshire Long-term Industry Projections, 2012 to 2022				
	2012 Estimated	2022 Projected	Numeric Change	Percent Change
Total Employment	668,268	736,999	68,731	10.3%
Service-Providing Industries	530,347	593,570	63,223	11.9%
71 Arts, Entertainment, and Recreation	11,185	12,440	1,255	11.2%
711 Performing Arts, Spectator Sports, and Related Industries	1,465	1,668	203	13.9%
712 Museums, Historical Sites, and Similar Institutions	580	627	47	8.1%
713 Amusements, Gambling, and Recreation	9,140	10,145	1,005	11.0%
72 Accommodation and Food Services	53,293	58,809	5,516	10.4%
721 Accommodation	8,741	9,806	1,065	12.2%
722 Food Services and Drinking Places	44,552	49,003	4,451	10.0%

Source: New Hampshire Industry and Occupational Projections, 2012 – 2022,
New Hampshire Employment Security, Economic and Labor Market Information Bureau

From 2012 to 2022, employment in the Hospitality cluster is expected to grow just above that of total employment. *Performing arts, spectator sports, and related industries* is projected to have the largest percent increase, growing by 13.9 percent over ten years, while *Food services and drinking places* is projected to add the most jobs, increasing employment by 4,451. *Museums, historical sites, and similar institutions* are expected to have the smallest growth, increasing by 8.1 percent, a numeric change of just 47.

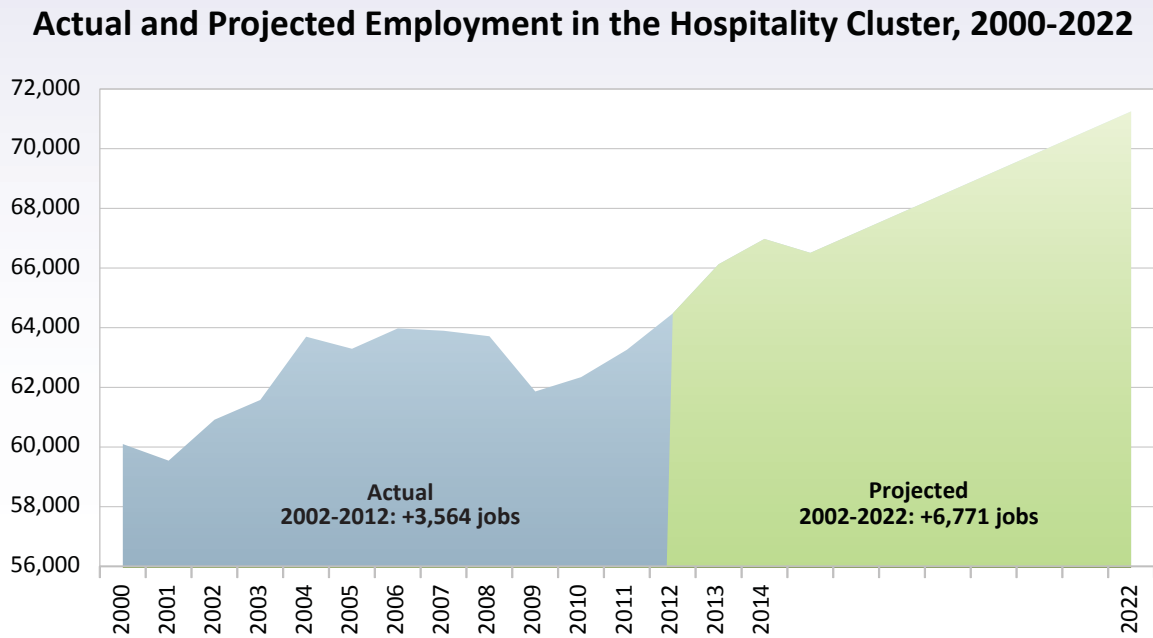
Short-Term Industry Projections

New Hampshire Short-term Industry Projections, 2014 Q4 to 2016 Q4				
	2014 Q4 Estimated	2016 Q4 Projected	Numeric Change	Percent Change
Total Employment	694,206	708,403	14,197	2.0%
Service Providing Industries	551,492	563,938	12,446	2.3%
71 Arts, Entertainment, and Recreation	9,843	10,310	467	4.7%
711 Performing Arts, Spectator Sports, and Related Industries	1,053	1,216	163	15.5%
712 Museums, Historical Sites, and Similar Institutions	544	559	15	2.8%
713 Amusements, Gambling, and Recreation	8,246	8,535	289	3.5%
72 Accommodation and Food Services	54,522	56,254	1,732	3.2%
721 Accommodation	8,442	8,695	253	3.0%
722 Food Services and Drinking Places	46,080	47,559	1,479	3.2%

Source: New Hampshire Industry and Occupational Projections, 2012 – 2022,
New Hampshire Employment Security, Economic and Labor Market Information Bureau

In the short-term, from fourth quarter 2014 to fourth quarter 2016, employment in the Hospitality cluster is similar to the long-term projections, but is expected to be better than total employment. *Performing arts, spectator sports, and related industries* are projected to increase by 15.5 percent, adding 163 jobs. *Food services and drinking places* are expected to add 1,479 jobs, growing by 3.2 percent.

Actual⁵ and Projected⁶ Employment 2000 – 2022



Source: Quarterly Census of Employment and Wages Program and New Hampshire Industry and Occupational Projections, 2012-2022, Economic and Labor Market Information Bureau

Employment in the Hospitality cluster has trended upward since 2000, but employment growth is not smooth, as these industries are definitely influenced by economic downturns. Annual average employment declined between 2000 and 2001, as well as between 2004 and 2005. The largest employment decline was the result of the latest recession, between 2007 and 2009, when employment dropped by 2,115 jobs to 61,862. By 2012, employment increased to 64,478, surpassing the 2006 pre-recession employment level. Average annual employment for 2014 was 66,976.

From 2002 through 2012, the state gained 3,564 hospitality jobs in total over-the-year employment, including the recessionary employment declines. Projected average annual employment shows a strong positive trend, with employment in 2022 expected to reach 71,250.

5. Quarterly Census of Employment and Wages, Historical Annual Employment, New Hampshire Employment Security, Economic and Labor Market Information Bureau

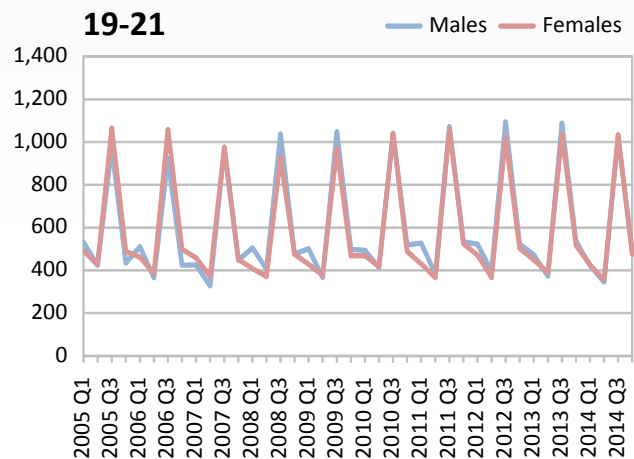
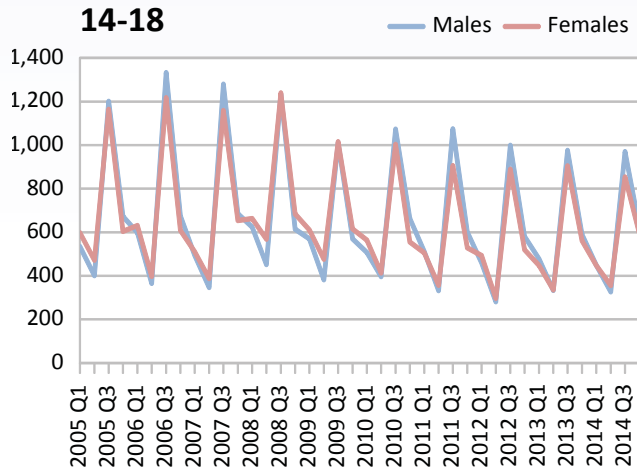
6. New Hampshire Industry and Occupational Projections, 2012 – 2022, New Hampshire Employment Security, Economic and Labor Market Information Bureau

Local Employment Dynamics – QWI

Employment by Age Group

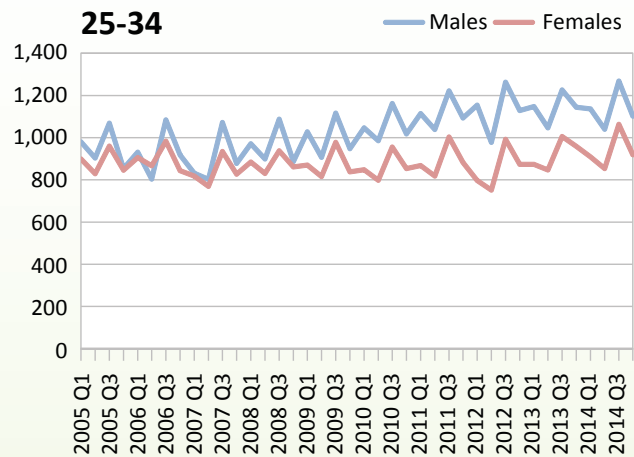
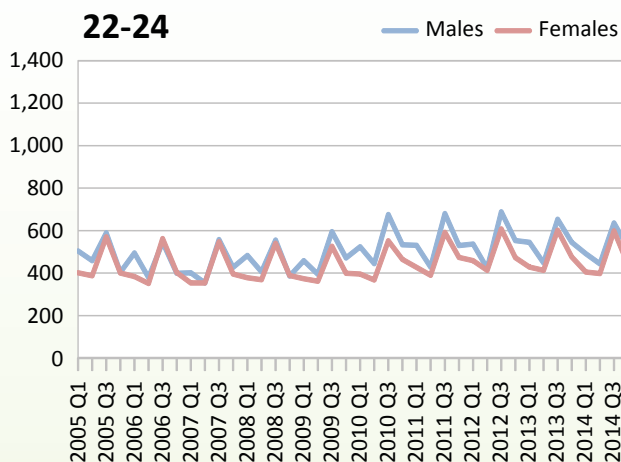
The Quarterly Workforce Indicators (QWI)⁷ provides local labor market statistics by industry, worker demographics, and employer age and size. Unlike statistics tabulated from firm or person-level data, the QWI source data are unique job-level data that link workers to their employers. Because of this link, labor market data in the QWI is available by worker age, sex, educational attainment, and race/ethnicity. The data below represent employment at the beginning of each quarter.

Arts, Entertainment, and Recreation



Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

- Employment for males and females in these two age groups was nearly identical.
- In the 14-18 years age group, employment for both males and females dropped abruptly in the third quarter of 2009, compared to the four previous third-quarter employment figures. Starting in 2011, second quarter off-season employment was also lower, compared to the prior six years.
- In the 19-21 years age group, there has been little variation in the seasonal employment pattern over ten years.

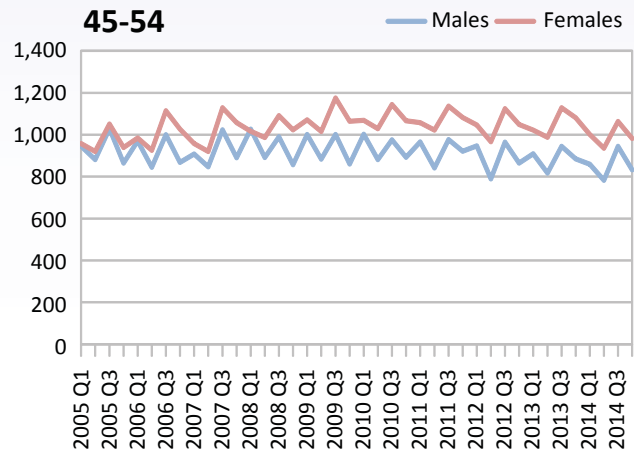
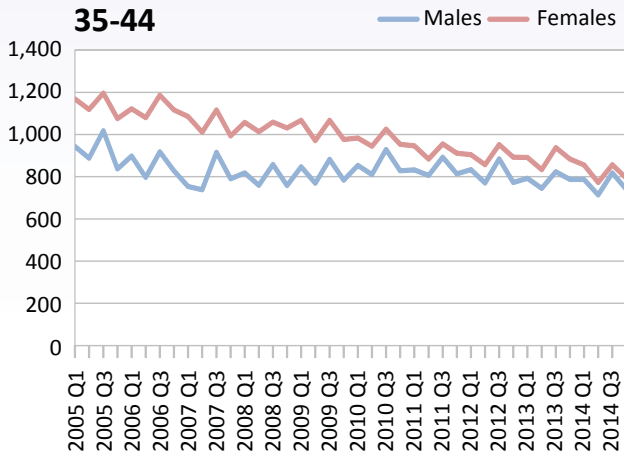


Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

7. U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data. Longitudinal-Employer Household Dynamics Program <lehd.ces.census.gov/data/#qwi>

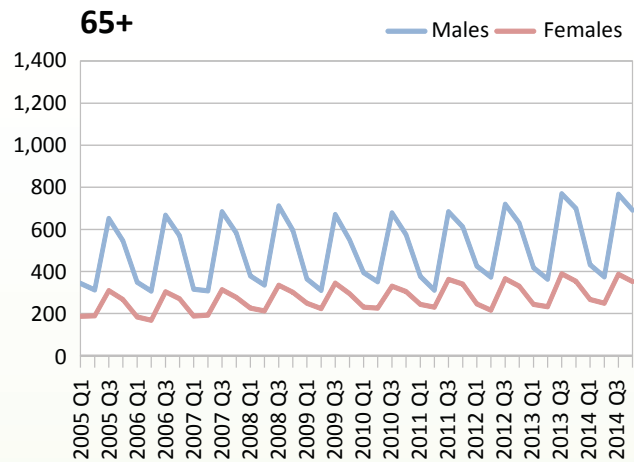
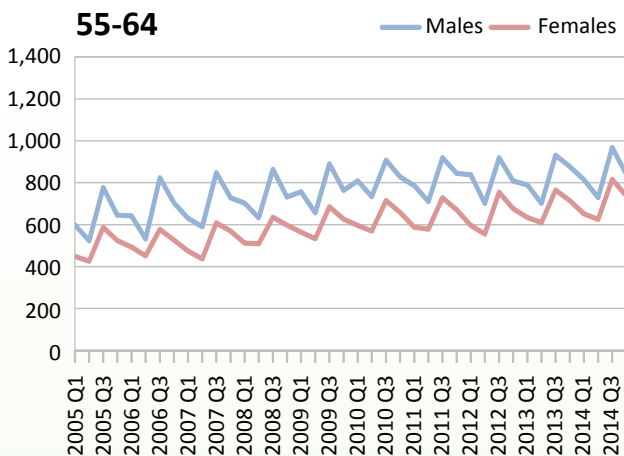
The Hospitality Industry Cluster in New Hampshire

- In the 22-24 years age group, males and females had similar, but not identical, employment patterns. Seasonal employment spikes and dips for both males and females were far less pronounced, and average employment levels were distinctly lower than those in the two younger age groups.
- In the 25-34 years age group, the seasonal employment pattern is not clear, and employment levels average higher than all three younger age groups for both males and females. Prior to 2007, the number of males and females were similar, but then the number of males began to rise, while the number of females did not follow suit.



Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

- In both the 35-44 years and 45-54 years age group, the number of females exceeded that of males — the only age groups with more working females than males.
- Among female workers, those ages 35-44 averaged the highest employment level prior to 2009; from 2009 forward, those ages 45-54 averaged the highest employment level.

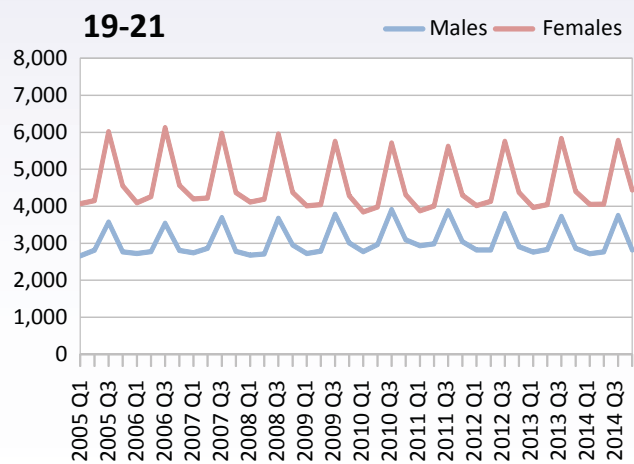
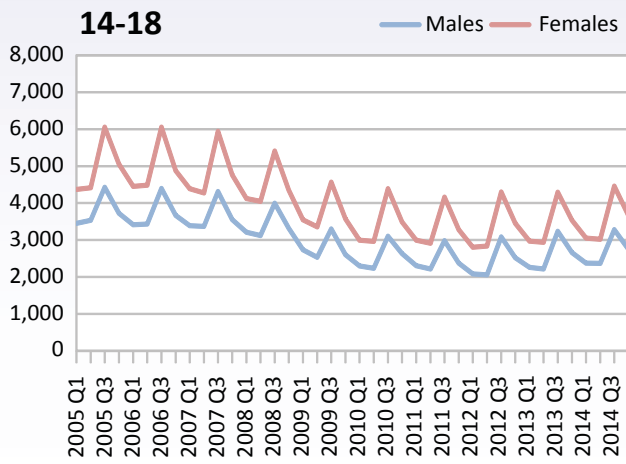


Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

- For those in the 55-64 years age group, there is a more obvious seasonal employment pattern. Employment for both males and females has trended upward since 2005.
- Employment for age 65 and over men has a far more distinct seasonal pattern, nearly doubling annually in the third quarter. Employment for age 65 and over women also increased annually in the third quarter, but at a rate about half that of men.

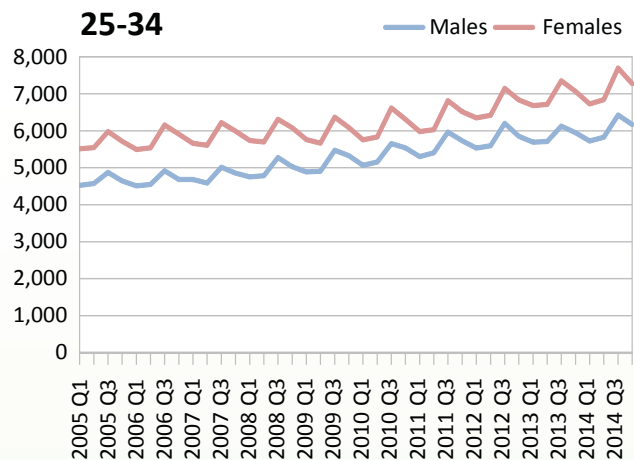
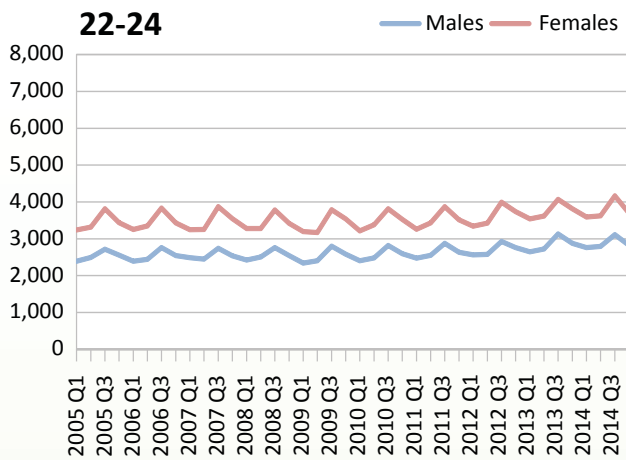
Accommodation and Food Services

- In all age groups, there were more females employed than males, and the seasonal employment patterns were similar for both genders.



Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

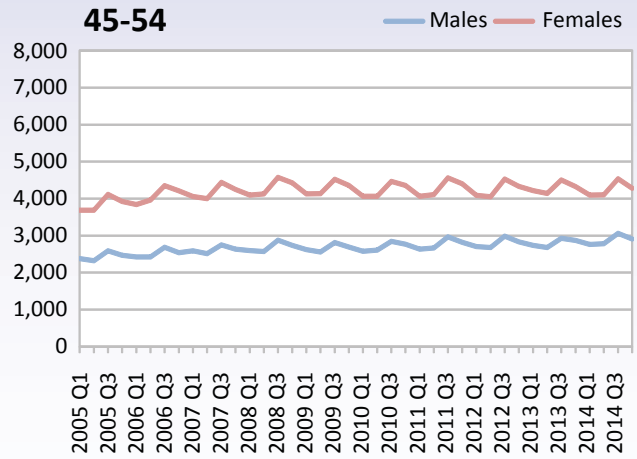
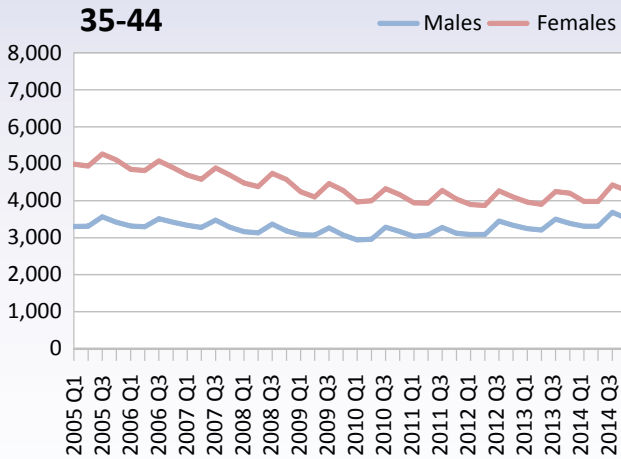
- In the 14-18 years age group, similar to the *Arts, entertainment, and recreation* sector, employment for both males and females dropped abruptly in the third quarter of 2008, compared to the four previous third-quarter employment figures. Starting in 2008, second quarter off-season employment was also lower, compared to the prior three years. This age group experienced the most employment loss.
- In the 19-21 years age group, the seasonal employment pattern showed little change over time.



Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

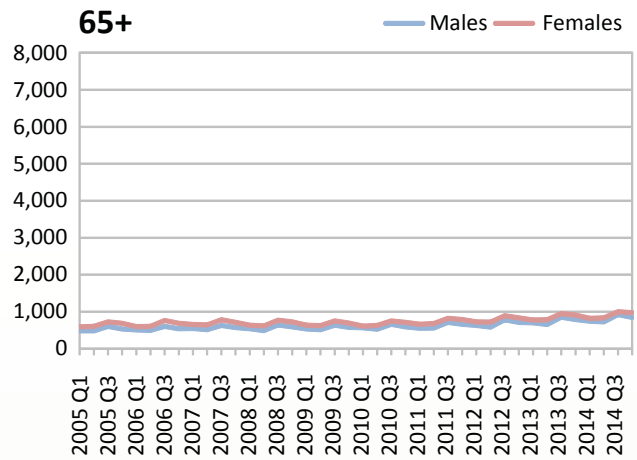
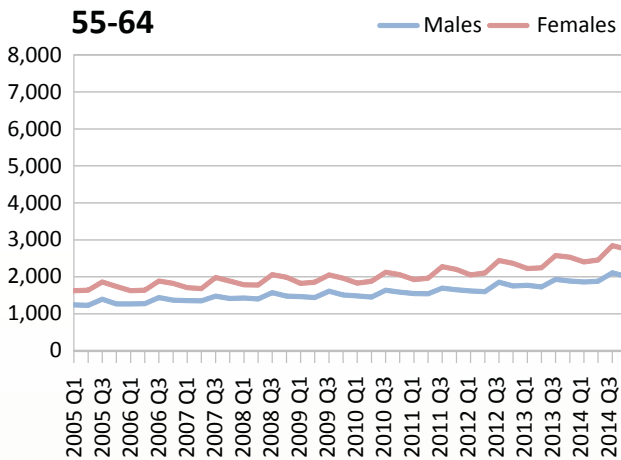
- Employment for both males and females in the 22-24 years age group held a regular seasonal pattern, and trended slightly upward over time.
- Both males and females in the 25-34 years age group showed the strongest employment gains over the five-year period compared to all other age groups. The seasonal pattern and the difference in employment between males and females were very similar to that of the 22-24 years age group.

The Hospitality Industry Cluster in New Hampshire



Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

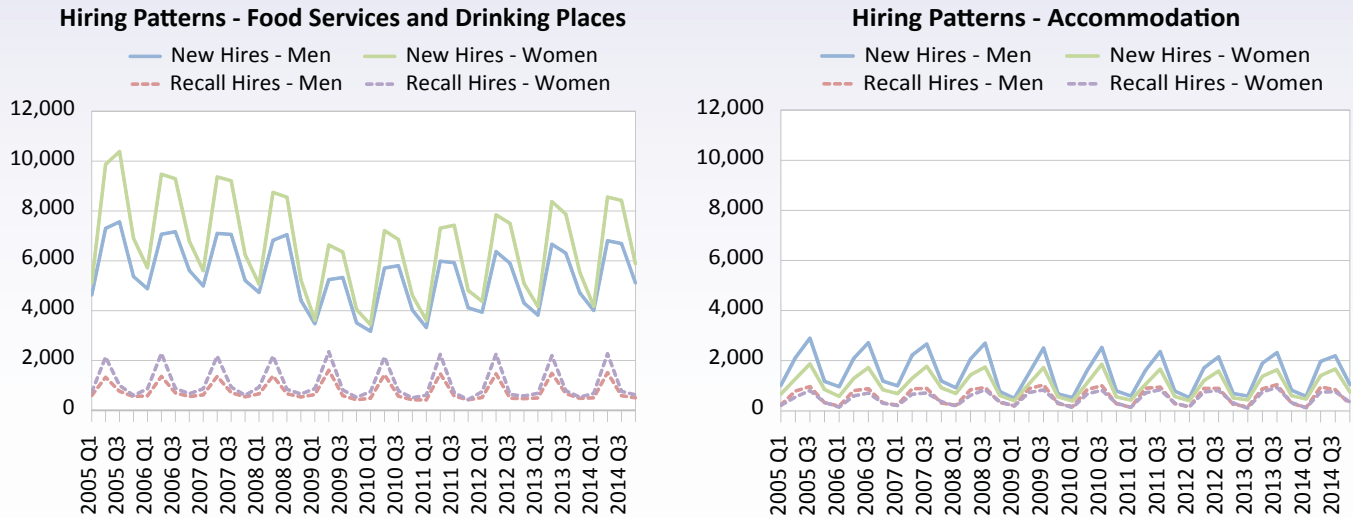
- The 35-44 years age group was the only one other than 14-18 years to show a distinct decline in employment for females, with a loss of roughly 1,000 jobs over ten years. Over the same period, employment for males dropped slightly, and then regained the pre-recession level.
- The difference in employment levels for males and females age 45-54 stayed about the same over the ten-year period. Average employment for both males and females rose slightly over time.



Source: U.S. Census Bureau. 2014 Quarterly Workforce Indicators Data

- Employment for both males and females age 55-64 was roughly a third lower than it was for age 45-54 workers. In addition, employment levels for males and females in this age group were much closer together than in any of the younger age groups. Employment increased by roughly 700 for males and 1,100 for females over ten years.
- The number of both male and female workers in the age 65 and over group increased slightly over time. In each quarter, there were about 100 more females than males working in this sector.

Hiring Patterns – QWI



The Quarterly Workforce Indicators (QWI) provide measurements of workers who were hired for a new job during a given quarter. Hires counted during a quarter regardless of employment duration include:

- New hires, a count of persons who started a new job with an employer they had not worked for during the previous four quarters; and
- Recall hires, a count of persons returned to work for an employer for whom they had worked during the prior year, but not in the previous quarter.

A comparison of new and recall hires for men and women in the *Accommodation and food services* subsectors shows seasonal patterns.

- Both subsectors have a clear seasonal hiring pattern, with higher numbers of new hires and lower, but stable, numbers of recall hires.
- Recall hires have been stable, and the trend stays level in both subsectors, for both men and women. Recall hires for women edge out recall hires for men in *Food services and drinking places*, while recall hires for men edge out those for women in *Accommodation*.
- New hires in *Food services and drinking places* show a distinct decline from 2005 through 2009. Hiring levels have increased since, but have yet to reach the levels from 2005. For seasonal job seekers, employment opportunities for a person who had not previous worked for an employer declined, while recall hires did not lose ground.

Career Paths in Hospitality

Most hospitality occupations require only a high school diploma or equivalent for entry-level employment. While education related to hospitality occupations is available, many jobs require experience in the field. For those interested in management, both education and experience is beneficial. In the culinary field, even those with a degree start at the bottom of the ladder (at the lowest rate of pay) and work their way up.

The owners of a hospitality business, such as a restaurant, bar, hotel/motel, or recreational venue, need a passion for the service they offer, but must also be knowledgeable in business practices. A person may be the best chef in the world, but if they have no business knowledge, they cannot successfully operate a restaurant. Thus, while specific education is not necessarily needed to qualify for entry-level employment in hospitality, advancement may require education and training unrelated to performance of the particular occupation. There are also industry association certifications available for many facets of the hospitality industry, from front-line workers to executives.

Accommodation and Food Services Career Paths

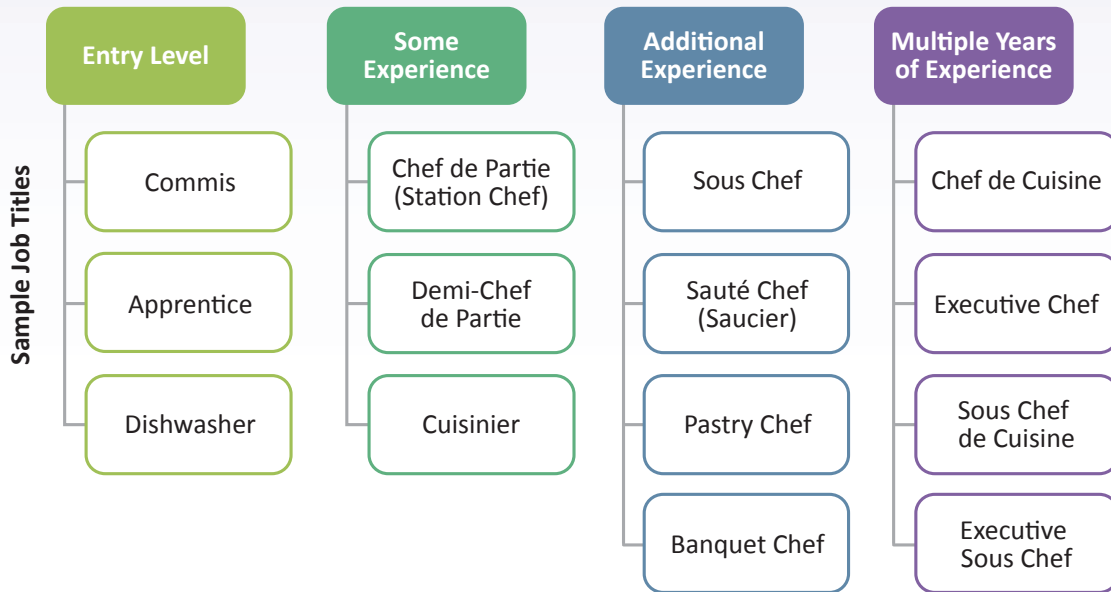
Following are samples of job titles in different areas in *Accommodation and food services*. Each area shows pathways for advancement, along with occupations related to the jobs in the career ladder. Note that more one job title with different amounts of experience may be identifiable as one occupation. These occupations are listed below with New Hampshire data, including:

- 2012 Estimated Employment
- 2022 Projected Employment
- 2012-2022 percent Change
- Average Annual Job Openings
 - Openings Due to Job Growth
 - Openings Due to Replacement Needs
 - Total Average Annual Job Openings
- 2015 Hourly Wage Rates⁸
 - Entry – average of the lowest third of survey wage rates
 - Median – the 50th percentile
 - Experienced – average of the top two-thirds of survey wage rates
- Future Outlook
 - ★★★★ Very Favorable
 - ★★★ Favorable
 - ★★ Less Favorable
 - ★ Not Favorable

8. Wage data are based on the May 2014 Employment and Wage Survey conducted by the Occupational Employment Statistics (OES) Program, which have been updated to June 2015 using Employment Cost Index (ECI) factors to present more current estimates.

Culinary / Kitchen

In the kitchen, known as the “back of the house,” worker duties and career ladders can vary, depending on the size of the establishment. Large, formal kitchens are more likely to use the Kitchen Brigade⁹ system, with each station chef responsible for a different aspect of food preparation. At smaller restaurants, there are fewer people in the kitchen covering a wider range of tasks.



Related Occupations

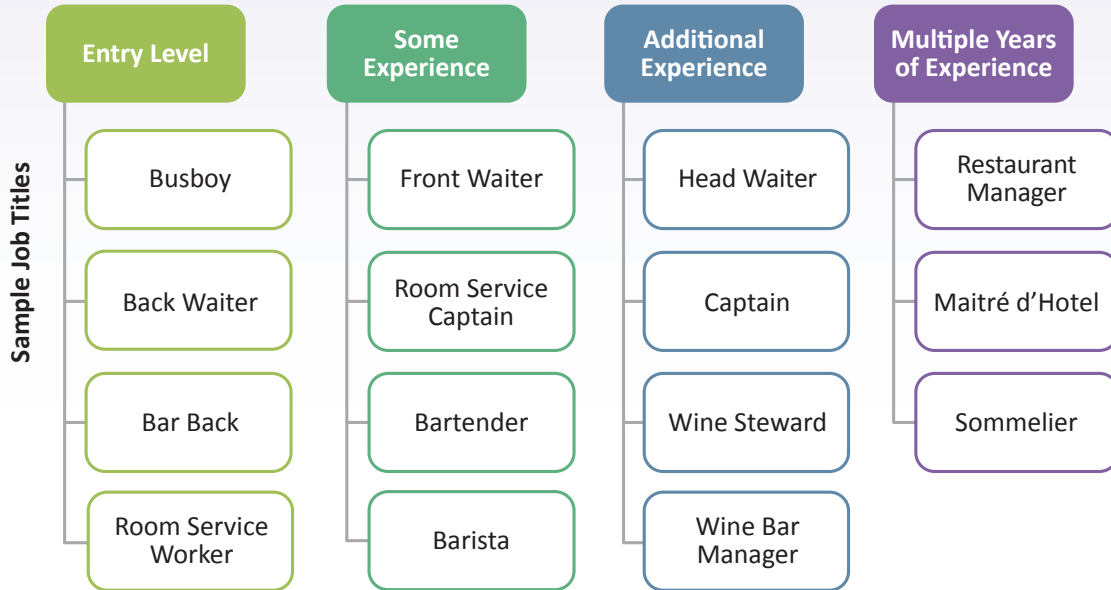
SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
51-3011	Bakers	546	612	12.1%	7	13	20	\$8.86	\$11.63	\$14.51	★★★★
35-1011	Chefs and Head Cooks	1,027	1,100	7.1%	7	17	24	\$15.39	\$20.03	\$26.40	★★★
35-2019	Cooks, All Other	143	165	15.4%	2	3	5	\$10.87	\$15.82	\$17.96	★★★
35-2011	Cooks, Fast Food	1,679	1,692	0.8%	1	33	34	\$8.25	\$9.25	\$10.51	★★★
35-2012	Cooks, Institution and Cafeteria	1,658	1,889	13.9%	23	33	56	\$11.39	\$14.40	\$16.63	★★★★
35-2014	Cooks, Restaurant	5,396	6,299	16.7%	90	106	196	\$9.73	\$12.62	\$14.03	★★★★
35-2015	Cooks, Short Order	2,807	2,837	1.1%	3	55	58	\$8.24	\$9.39	\$10.60	★★★
35-9021	Dishwashers	2,353	2,533	7.6%	18	104	122	\$8.25	\$9.26	\$10.14	★★★★
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	3,707	4,240	14.4%	53	105	158	\$11.60	\$16.74	\$19.60	★★★★
35-2021	Food Preparation Workers	2,473	2,601	5.2%	13	71	84	\$8.33	\$10.64	\$12.29	★★★
11-9051	Food Service Managers	1,424	1,465	2.9%	4	25	29	\$19.44	\$25.88	\$30.09	★★★

n = data do not meet disclosure standards

9. The Kitchen Brigade, or Brigade de Cuisine, developed by French chef, restaurateur, and culinary writer Georges Auguste Escoffier (d. 1935), in which the kitchen staff is organized into a hierarchy of authority, responsibility, and function. www.reluctantgourmet.com/escoffier-kitchen-brigade-system/

Food and Beverage Service

Known as “the front of the house,” these workers are responsible for direct customer service. The layers of responsibility are usually more distinct in larger establishments, while in small establishments, duties are more likely to overlap.



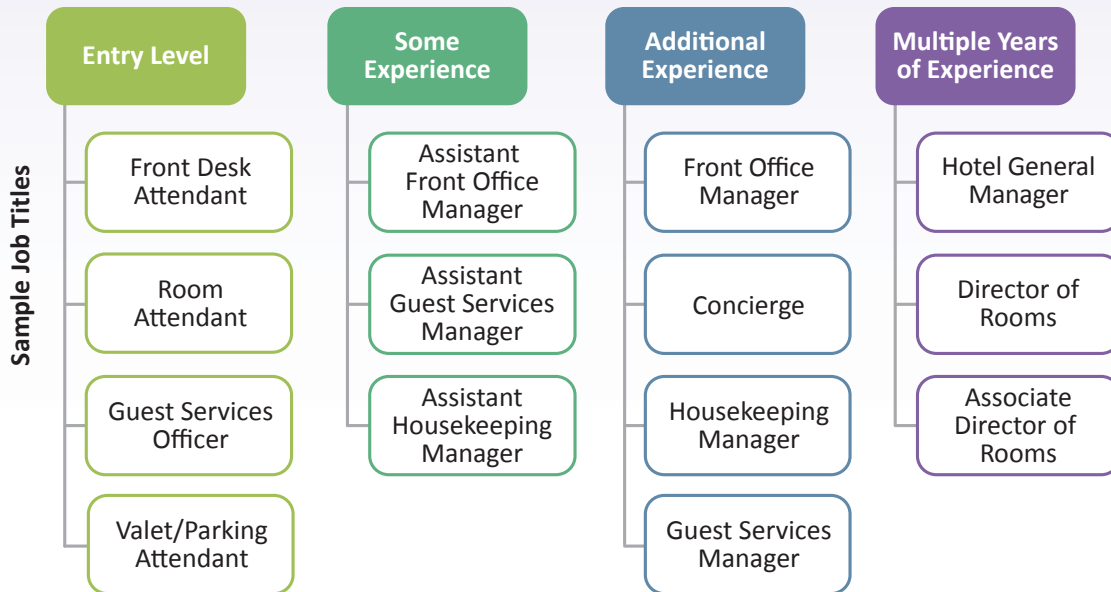
Related Occupations

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
35-3011	Bartenders	3,700	4,168	12.6%	47	137	184	\$8.27	\$9.10	\$11.20	★★★★
35-3021	Combined Food Prep and Serving Workers, Including Fast Food	11,564	13,371	15.6%	181	442	623	\$8.27	\$9.09	\$10.24	★★★★
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	2,213	2,235	1.0%	2	135	137	\$8.27	\$9.27	\$11.18	★★★
35-3031	Waiters and Waitresses	11,670	12,533	7.4%	86	562	648	\$8.27	\$9.18	\$12.12	★★★★
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	928	1,026	10.6%	10	41	51	\$8.27	\$8.86	\$9.62	★★★★
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,418	1,520	7.2%	10	107	117	\$8.26	\$9.21	\$10.40	★★★★
35-9099	Food Preparation and Serving Related Workers, All Other	149	163	9.4%	1	8	9	\$8.29	\$9.60	\$10.37	★★★

n = data do not meet disclosure standards

Lodging / Hotels

As in food service, tasks and responsibilities in lodging differ depending on the size of the establishment. Many large hotel chains have their own distinct progression of responsibilities for staff. Usually experience is required to move up through management positions.



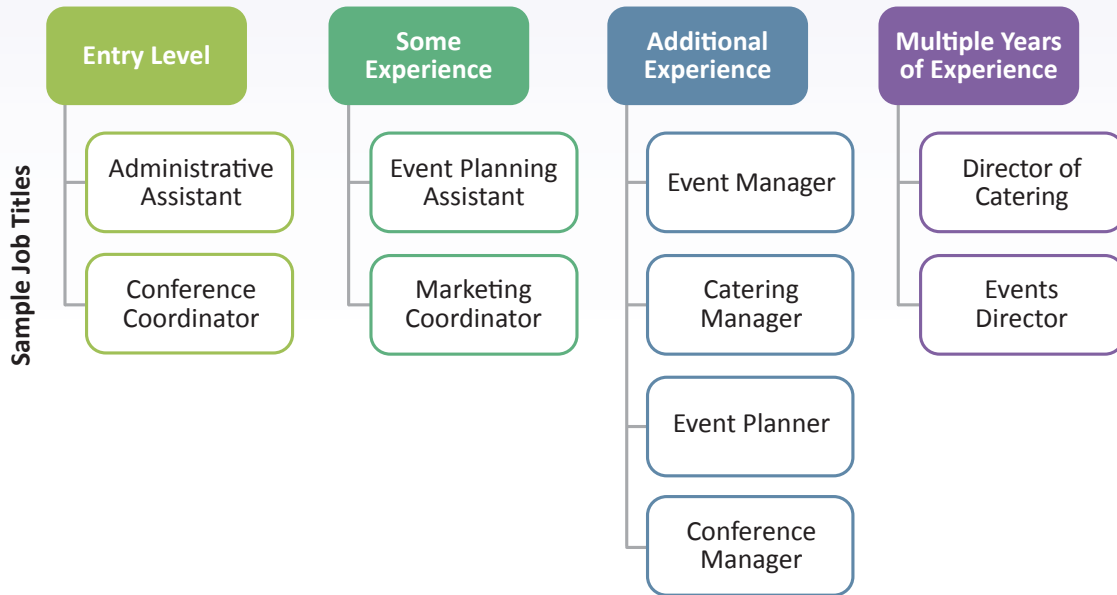
Related Occupations

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
39-6011	Baggage Porters and Bellhops	79	90	13.9%	1	2	3	\$8.26	\$10.38	\$12.83	★★★
39-6012	Concierges	30	37	23.3%	1	1	2	n	n	n	★★★
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,029	1,167	13.4%	14	25	39	\$14.59	\$19.45	\$22.54	★★★★
35-3041	Food Servers, Nonrestaurant	1,238	1,532	23.7%	29	36	65	\$8.25	\$9.79	\$11.53	★★★★
43-4081	Hotel, Motel, and Resort Desk Clerks	1,216	1,409	15.9%	19	58	77	\$9.41	\$10.92	\$11.80	★★★★
11-9081	Lodging Managers	219	225	2.7%	1	7	8	\$21.15	\$28.51	\$34.32	★★
37-2012	Maids and Housekeeping Cleaners	5,815	6,706	15.3%	89	115	204	\$8.26	\$10.45	\$11.92	★★★★
43-4171	Receptionists and Information Clerks	5,120	5,512	7.7%	39	138	177	\$9.48	\$13.49	\$15.78	★★★★
53-6021	Parking Lot Attendants	150	165	10.0%	2	7	9	\$8.76	\$11.21	\$12.82	★★★
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	226	213	-5.8%	0	3	3	\$10.36	\$12.84	\$15.32	★

n = data do not meet disclosure standards

Events, Conventions, Catering

Whenever people come together for events, meetings, conventions, parties, weddings, trade shows, or conferences, there is a need for hospitality services. These gatherings require space, logistics, planning, food services, and more. Organization and communication skills are critical to success. Occupations in this area of hospitality may require postsecondary education. For example, a bachelor’s degree is required for entry-level employment for Meeting, convention, and event planners.



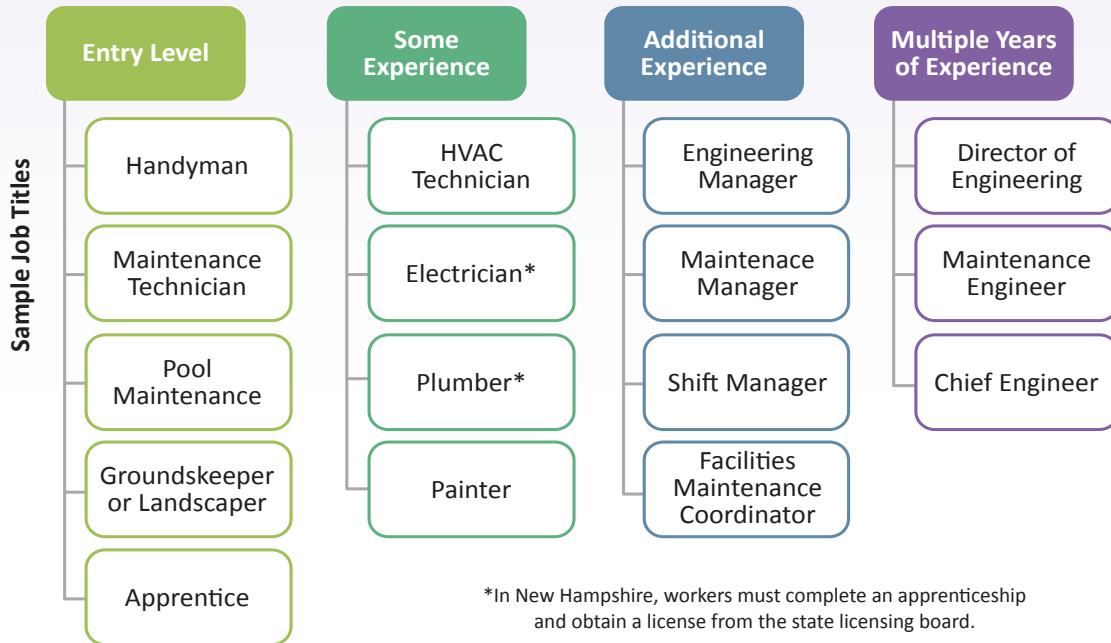
Related Occupations

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
11-9051	Food Service Managers	1,424	1,465	2.9%	4	25	29	\$19.44	\$25.88	\$30.09	★★★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	9,869	10,931	10.8%	106	186	292	\$9.48	\$12.31	\$15.22	★★★★★
11-9081	Lodging Managers	219	225	2.7%	1	7	8	\$21.15	\$28.51	\$34.32	★★
13-1121	Meeting, Convention, and Event Planners	305	404	32.5%	10	4	14	\$16.05	\$21.63	\$25.88	★★★★★
53-6021	Parking Lot Attendants	150	165	10.0%	2	7	9	\$8.76	\$11.21	\$12.82	★★★
41-3099	Sales Representatives, Services, All Other	2,473	2,892	16.9%	42	68	110	\$17.96	\$28.41	\$42.10	★★★★★
33-9032	Security Guards	2,536	2,778	9.5%	24	39	63	\$10.51	\$13.78	\$18.26	★★★★★

n = data do not meet disclosure standards

Building Management/Engineering

Maintenance of large buildings requires a multitude of skills. Heating and cooling, electricity and plumbing all need to be in working order to serve customers and staff alike. Clean and attractive rooms, meeting spaces, lobbies, and dining areas are important to the customer experience, as are attractive outdoor spaces.



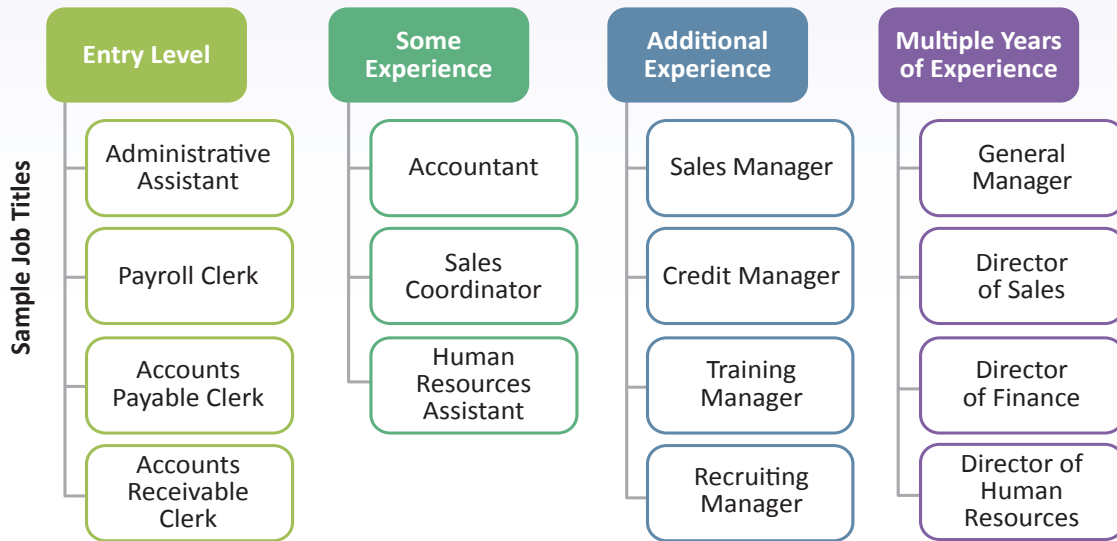
Related Occupations

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
37-1012	First-Line Supervisors of Landscaping, Lawn Service, & Groundskeeping Workers	1,136	1,278	12.5%	14	13	27	\$16.73	\$21.50	\$25.29	★★★★
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,180	2,322	6.5%	14	59	73	\$23.30	\$32.29	\$37.80	★★★
11-1021	General and Operations Managers	7,763	8,640	11.3%	88	145	233	\$28.97	\$49.19	\$73.27	★★★★
49-9098	Helpers--Installation, Maintenance, and Repair Workers	432	465	7.6%	3	13	16	\$9.09	\$11.83	\$14.55	★★★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	9,869	10,931	10.8%	106	186	292	\$9.48	\$12.31	\$15.22	★★★★
37-3011	Landscaping and Groundskeeping Workers	6,626	7,468	12.7%	84	167	251	\$10.87	\$14.09	\$16.48	★★★★
51-6011	Laundry and Dry-Cleaning Workers	810	880	8.6%	7	24	31	\$8.37	\$10.78	\$12.52	★★★
49-9071	Maintenance and Repair Workers, General	5,200	5,714	9.9%	51	100	151	\$14.01	\$18.55	\$22.39	★★★★

n = data do not meet disclosure standards

Business Administration and Management

Hospitality is a business. Staff must be hired, paid, and sometimes fired. Products must be purchased; services need to be marketed and sold. As with other facets of the Hospitality industry, a larger business entity will likely have a substantial administrative staff, while at a small establishment, just one person may handle much of the administrative work. Some occupations in this area may require a minimum of a bachelor's degree for entry-level employment, including Accountants and auditors or General and operations managers.



Related Occupations

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
13-2011	Accountants and Auditors	4,522	5,114	13.1%	59	134	193	\$22.54	\$30.37	\$38.96	★★★★
43-3031	Bookkeeping, Accounting, and Auditing Clerks	8,558	9,505	11.1%	95	79	174	\$13.01	\$18.30	\$21.88	★★★★
43-4051	Customer Service Representatives	8,922	10,206	14.4%	128	243	371	\$11.90	\$17.28	\$21.54	★★★★
53-3031	Driver/Sales Workers	2,631	2,926	11.2%	30	42	72	\$8.39	\$9.84	\$16.06	★★★★
43-1011	First-Line Supervisors of Office and Administrative Support Workers	7,103	7,972	12.2%	87	168	255	\$17.95	\$24.66	\$30.21	★★★★
11-9051	Food Service Managers	1,424	1,465	2.9%	4	25	29	\$19.44	\$25.88	\$30.09	★★★
11-1021	General and Operations Managers	7,763	8,640	11.3%	88	145	233	\$28.97	\$49.19	\$73.27	★★★★
11-9081	Lodging Managers	219	225	2.7%	1	7	8	\$21.15	\$28.51	\$34.32	★★
43-9061	Office Clerks, General	13,528	14,308	5.8%	78	284	362	\$12.06	\$16.89	\$19.93	★★★
43-6014	Secretaries and Administrative Assistants	11,008	12,210	10.9%	120	132	252	\$11.97	\$16.37	\$18.80	★★★★

n = data do not meet disclosure standards

Arts, Entertainment, and Recreation Career Paths

Unlike occupations in Accommodation and food services, occupations in Arts, entertainment, and recreation do not have well-defined career paths. Many of the businesses in this industry are very small. As of first quarter 2015, over two-thirds of the business establishments in this industry had ten or fewer workers, compared to less than half of *Accommodation and food services* establishments.¹⁰ Below are some of the occupations found in this industry's subsectors.

Performing Arts and Spectator Sports

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
27-2021	Athletes and Sports Competitors	25	26	4.0%	0	1	1	n	n	n	★★
27-2022	Coaches and Scouts	1,008	1,168	15.9%	16	30	46	\$17,520	\$28,965	\$47,682	★★★★
27-2012	Producers and Directors	221	241	9.0%	2	8	10	\$13	\$26	\$43	★★★
27-1027	Set and Exhibit Designers	28	30	7.1%	0	1	1	\$10.46	\$16.16	\$20.82	★★
27-2023	Umpires, Referees, and Other Sports Officials	n	n	n	n	n	n	n	n	n	★★
39-3031	Ushers, Lobby Attendants, and Ticket Takers	187	197	5.3%	1	10	11	\$8.24	\$8.61	\$8.76	★★★

n = data do not meet disclosure standards

Museums, Historical Sites, Zoos, and Parks

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
25-4012	Curators	78	87	11.5%	1	2	3	\$9	\$19	\$24	★★★
25-4013	Museum Technicians and Conservators	n	n	n	n	n	n	n	n	n	★★
39-7011	Tour Guides and Escorts	158	167	5.7%	1	8	9	\$9.47	\$12.09	\$13.94	★★

n = data do not meet disclosure standards

10. Source: Firms by Size, New Hampshire Statewide, First Quarter 2015 – Preliminary, Economic and Labor Market Information Bureau

Gambling, Recreation, and Amusements

SOC Code	Occupation Title	2012 Estimated	2022 Projected	Percent Change	Avg. Annual Openings			2015 Hourly Wages			Future Outlook
					Growth	Replace	Total	Entry	Median	Exper.	
39-3091	Amusement and Recreation Attendants	1,029	1,155	12.2%	13	52	65	\$8.23	\$9.39	\$11.09	★★★★
39-9011	Childcare Workers	4,312	4,958	15.0%	65	127	192	\$8.27	\$10.46	\$11.89	★★★★
41-2021	Counter and Rental Clerks	1,969	2,130	8.2%	16	50	66	\$9.40	\$13.27	\$17.27	★★★★
39-1021	First-Line Supervisors of Personal Service Workers	913	1,012	10.8%	10	17	27	\$12.23	\$16.39	\$19.67	★★★
39-9031	Fitness Trainers and Aerobics Instructors	2,065	2,333	13.0%	27	24	51	\$10	\$17	\$22	★★★★
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	447	492	10.1%	4	31	35	\$8.26	\$10.68	\$11.52	★★★
49-3051	Motorboat Mechanics and Service Technicians	250	269	7.6%	2	5	7	\$13	\$19	\$21	★★★
39-9032	Recreation Workers	1,597	1,826	14.3%	23	19	42	\$8.46	\$11.76	\$15.01	★★★★
33-9032	Security Guards	2,536	2,778	9.5%	24	39	63	\$10.51	\$13.78	\$18.26	★★★★

n = data do not meet disclosure standards

New Hampshire Education and Training Programs in Hospitality

Below are some of the educational and degree programs in Hospitality offered by educational institutions in New Hampshire. This information was gathered during the fall of 2015.

Program Name	Institution Name	Location	Degree
ACF Culinary Apprenticeship Fundamentals			
	Chez Boucher Cooking School	Hampton	Less than 1 year Certificate
Baking			
	Southern New Hampshire University	Manchester	Less than 1 year Certificate
Baking and Pastry Arts			
	Southern New Hampshire University	Manchester	Associate's Degree
	White Mountains Community College	Berlin	Associate's Degree
	White Mountains Community College	Berlin	1-2 Year Certificate
Bartender			
	Boston Bartenders School of America	Nashua	Less than 1 year Certificate
Cooking and Related Culinary Arts, General			
	Cheshire Career Center	Keene	High School/CTE
	Concord Regional Technical Center	Concord	High School/CTE
	Dover Career Technical Center	Dover	High School/CTE
	Huot Technical Center	Laconia	High School/CTE
	Lakes Region Technology Center	Wolfeboro	High School/CTE
	Manchester School of Technology	Manchester	High School/CTE
	Milford High School & Applied Technology Center	Milford	High School/CTE
	Mt. Washington Valley Career Technology Center	North Conway	High School/CTE
	Nashua Technology Center	Nashua	High School/CTE
	Palmer Career and Technical Education Center	Hudson	High School/CTE
	Plymouth Applied Technology Center	Plymouth	High School/CTE
	Portsmouth Career Technology Center #19	Portsmouth	High School/CTE
	Salem High School/CTE Center	Salem	High School/CTE
	Seacoast School of Technology	Exeter	High School/CTE
	Somersworth Career Technical Center	Somersworth	High School/CTE
	Sugar River Valley Regional Technology Center West	Claremont	High School/CTE
	White Mountains Regional High School	Whitefield	High School/CTE
	Southern New Hampshire University	Manchester	Less than 1 year Certificate
Restaurant, Culinary, and Catering Management/Manager			
	Pinkerton Academy Center for Career and Technical Education	Derry	High School/CTE
	Creteau Regional Technology Center	Rochester	High School/CTE
Culinary Arts			
	Chez Boucher Cooking School	Hampton	Less than 1 year Certificate
	Lakes Region Community College	Laconia	Associate's Degree
	Lakes Region Community College	Laconia	Less than 1 year Certificate
	Nashua Community College	Nashua	Associate's Degree
	Southern New Hampshire University	Manchester	Associate's Degree
	UNH - Thompson School of Applied Science	Durham	Associate's Degree
	White Mountains Community College	Berlin	Associate's Degree
	White Mountains Community College	Berlin	Less than 1 year Certificate
Culinary Management			
	Southern New Hampshire University	Manchester	Bachelor's Degree
Dietetic Technician			
	UNH - Thompson School of Applied Science	Durham	Associate's Degree

The Hospitality Industry Cluster in New Hampshire

Program Name	Institution Name	Location	Degree
Event and Meeting Planning Management			
	Great Bay Community College	Portsmouth	Less than 1 year Certificate
	New Hampshire Technical Institute	Concord	Less than 1 year Certificate
Food and Beverage Management			
	UNH - Thompson School of Applied Science	Durham	Associate's Degree
Hospitality			
	Huot Career and Technical Center	Laconia	High School/CTE
	Mt. Washington Valley Career Technology Center	North Conway	High School/CTE
Hospitality & Restaurant Management			
	Nashua Community College	Nashua	Associate's Degree
Hospitality and Tourism Management			
	New Hampshire Technical Institute	Concord	Associate's Degree
Hospitality Management			
	White Mountains Regional High School	Whitefield	High School/CTE
	Great Bay Community College	Portsmouth	Associate's Degree
	Lakes Region Technology Center	Wolfeboro	High School/CTE
	Plymouth State University	Plymouth	Less than 1 year Certificate
	Portsmouth Career Technology Center #19	Portsmouth	High School/CTE
	University of New Hampshire	Durham	Bachelor's Degree
	Southern New Hampshire University	Manchester	Bachelor's Degree
Hotel Administration			
	New Hampshire Technical Institute	Concord	Less than 1 year Certificate
Hotel and Restaurant Management			
	Great Bay Community College	Portsmouth	Less than 1 year Certificate
Institutional Food Service			
	Lakes Region Community College	Laconia	Less than 1 year Certificate
Pastry Arts			
	Chez Boucher Cooking School	Hampton	Less than 1 year Certificate
	Lakes Region Community College	Laconia	Associate's Degree
Resort and Recreation Management			
	White Mountains Community College	Berlin	Associate's Degree
Restaurant Management			
	Lakes Region Community College	Laconia	Associate's Degree
	Lakes Region Community College	Laconia	1-2 Year Certificate
Service & Hospitality Management			
	Granite State College	All Locations	Bachelor's Degree
ServSafe Training (Food Safety)			
	Hospitality Recruiters	Bow	Less than 1 year Certificate
Tourism Management and Policy			
	Plymouth State University	Plymouth	Bachelor's Degree
Travel and Tourism			
	New Hampshire Technical Institute	Concord	Less than 1 year Certificate
Wedding Planning Management			
	New Hampshire Technical Institute	Concord	Less than 1 year Certificate

Hospitality Employment in New Hampshire's Counties

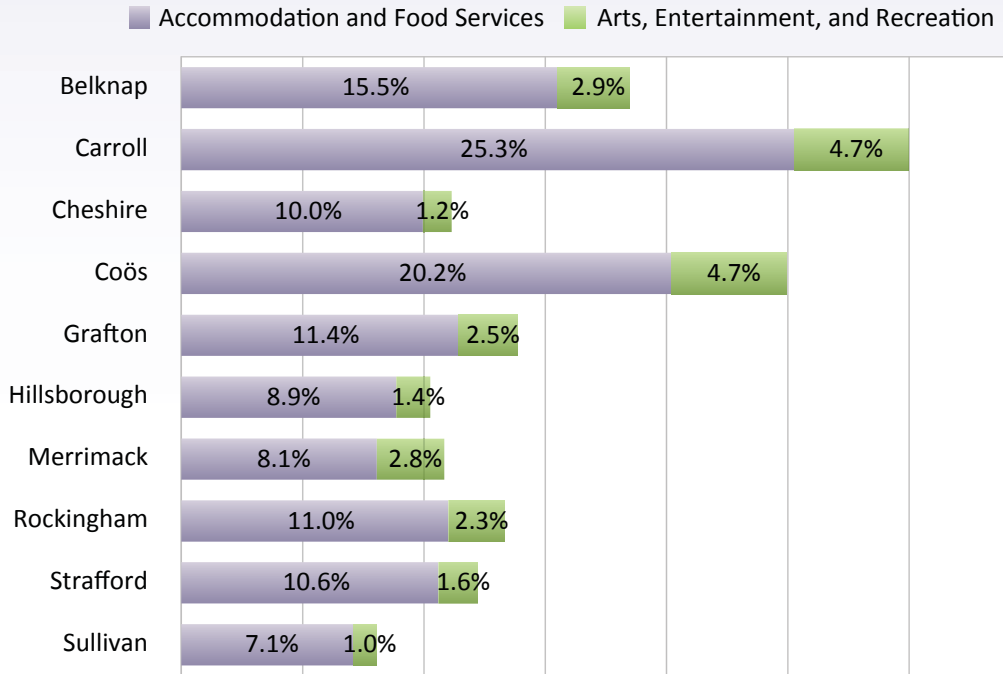
In New Hampshire, 12.4 percent of private employment in either the *Arts, entertainment, and recreation* sector or the *Accommodation and food services* sector. That share, however, is not spread equally across all areas of the state. Population and location strongly impact employment in each county. Counties with high population had a higher number of workers in Hospitality, while counties with visitor-attracting recreational features had a higher share of private employment in Hospitality. The latter counties displayed a stronger seasonal employment pattern, while the former showed little to no seasonal changes.

County Highlights

- Carroll, Coös, and Belknap Counties had the highest share of all private employment in the Hospitality cluster. While Rockingham and Hillsborough Counties had higher employment numbers in Hospitality, the share of private employment was much lower.
- No county had both a high level of employment and a high share of total private employment in Hospitality.
- Average weekly wages in each county are generally well below the average for all private employment, however, this measure does not estimate average weekly hours worked.
- In 2014, the four counties with the largest share of private employment in *Accommodation and food services* also had the highest average weekly wage.

Employment and Wages — Quarterly Census of Employment and Wages (QCEW)

Share of Total Private Employment, 2014



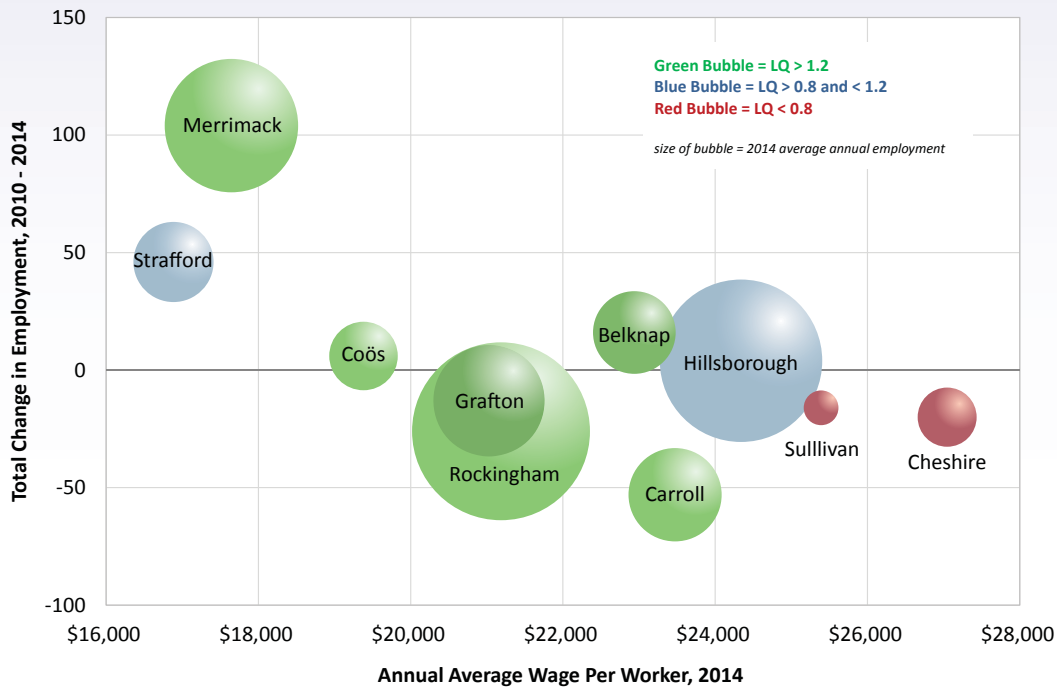
Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

Hospitality Cluster as a share of total private employment

- Thirty percent of private employment in Carroll County was in the Hospitality cluster, the largest share among the counties. Just over a quarter of private employment was in *Accommodation and food services*, while a little less than five percent was in *Arts, entertainment, and recreation*.
- About a quarter of private employment in Coös County was in Hospitality, ranking second-highest, while the third-largest share was in Belknap County, with 18.5 percent.
- The highest number of workers in the Hospitality cluster was in Hillsborough and Rockingham Counties, but the shares of employment were less significant, at 10.3 percent and 13.3 percent, respectively.
- The share of *Arts, entertainment, and recreation* employment in both Carroll and Coös Counties was 4.7 percent, which was the largest share among the counties.
- The share of Hospitality cluster employment in Sullivan County was the lowest for both the *Accommodation and food services* sector, 7.1 percent, and the *Arts, entertainment, and recreation* sector, 1.0 percent.

Strength of Hospitality Industries by County, 2014

Sector 71 - Arts, Entertainment, and Recreation

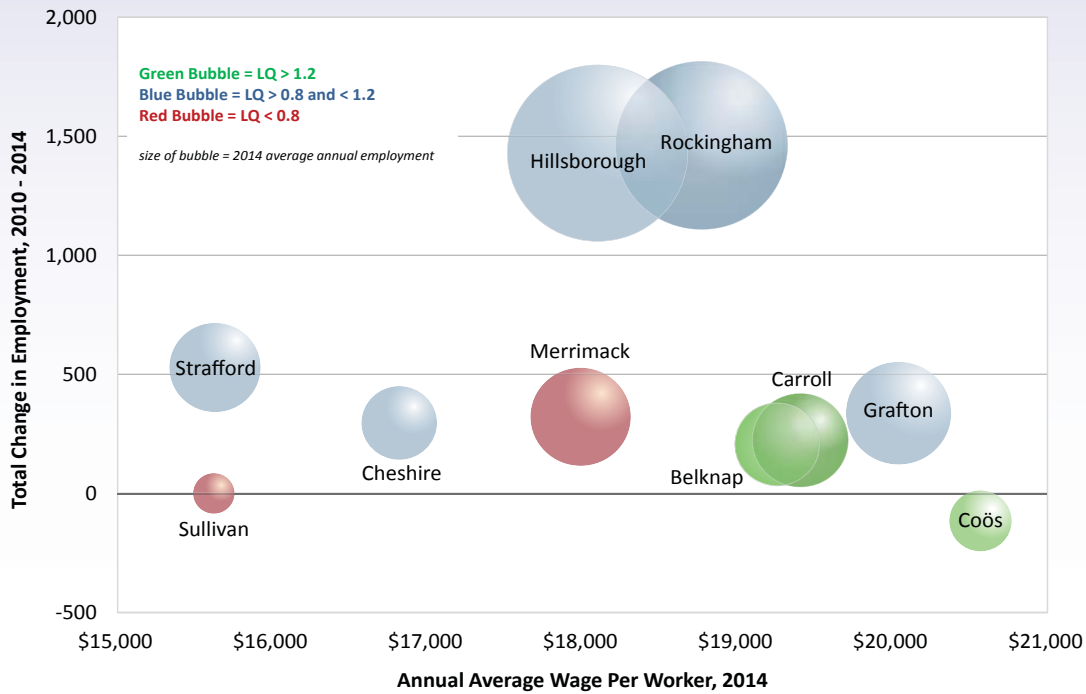


Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

This chart illustrates the strength of the *Arts, entertainment, and recreation* sector among New Hampshire’s counties. There are four data elements depicted:

- Total employment change from 2010 to 2014 is shown by the *vertical position*. Counties above the zero line gained workers over the five-year period, while those below the zero line lost workers.
- Annual average wages per worker in 2014 is shown by the *horizontal position*. The two counties with the highest annual average wage were also those with the lowest location quotients.
- Total 2014 employment is represented by the *size of the bubble*. The highest employment was in Hillsborough and Rockingham Counties, which had an average of 2,423 and 2,910 workers in 2014, respectively.
- The *bubble color* represents the industry group’s location quotient.
 - **Green bubbles** indicate a location quotient over 1.2, meaning the share of employment in the county is substantially greater than in the state as a whole.
 - **Red bubbles** indicate a location quotient of less than 0.8, indicating that the share of employment in the county is substantially less than in the state as a whole.
 - **Blue bubbles** indicate that the employment share for the industry is relatively equal at the county and state level.

Sector 72 - Accommodation and Food Services



Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

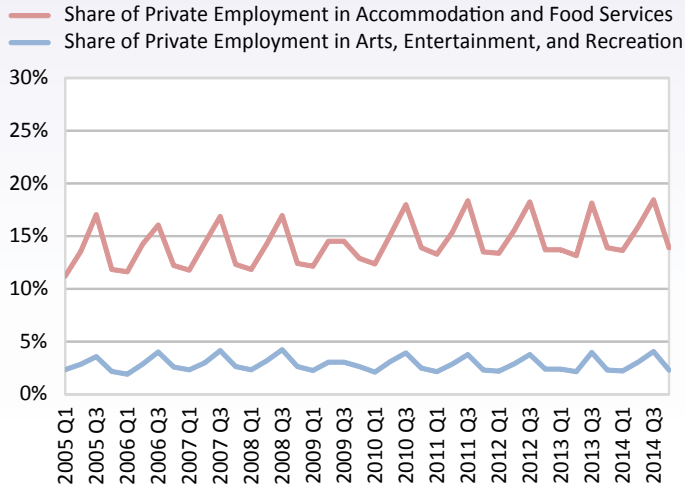
This chart illustrates the strength of the *Accommodation and food services* sector among New Hampshire’s counties. There are four data elements depicted:

- Total employment change from 2010 to 2014 is shown by the *vertical position*. Counties above the zero line gained workers over the five-year period, while those below the zero line lost workers. In Sullivan County, employment in both 2010 and 2014 was 810, so the change was zero. Only Coös County had fewer workers in 2014 than in 2010.
- Annual average wage per worker in 2014 is shown by the *horizontal position*. Belknap and Carroll Counties were nearly identical in annual average wage, total change in employment, and 2014 employment.
- Total 2014 employment is represented by the *size of the bubble*. The *bubble color* represents the industry group’s location quotient.
 - **Green bubbles** indicate a location quotient over 1.2, meaning the share of employment in the county is substantially greater than in the state as a whole.
 - **Red bubbles** indicate a location quotient of less than 0.8, indicating that the share of employment in the county is substantially less than in the state as a whole.
 - **Blue bubbles** indicate that the employment share for the industry is relatively equal at the county and state level.

Covered Employment by County – 2005 through 2014

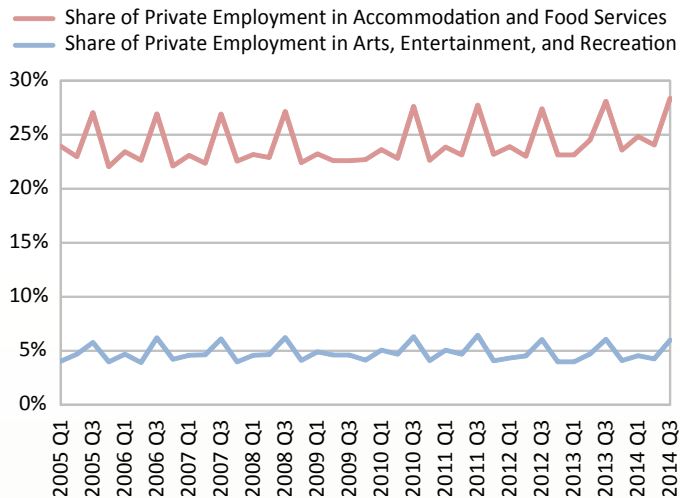
Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

Belknap County



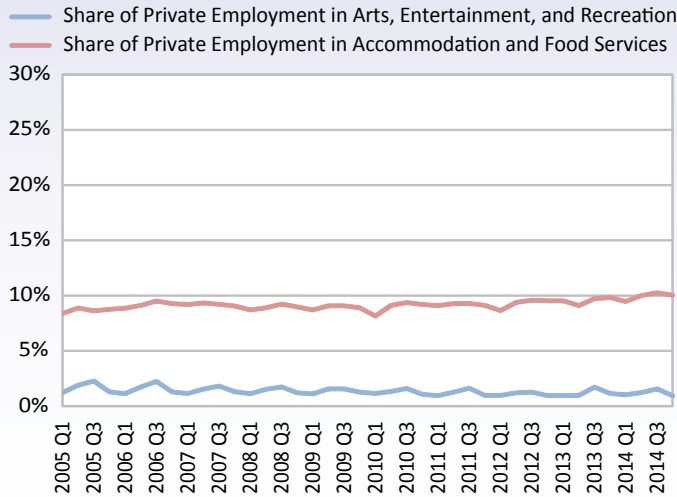
- Belknap County has a clear seasonal employment pattern in Hospitality, with the points of highest employment falling in the third quarter — July, August, and September — of each year.
- The employment share in both sectors has changed little over ten years, though *Accommodation and food services* has shown a slight upward trend.
- Lack of a seasonal employment increase during the last recession shows clearly.

Carroll County



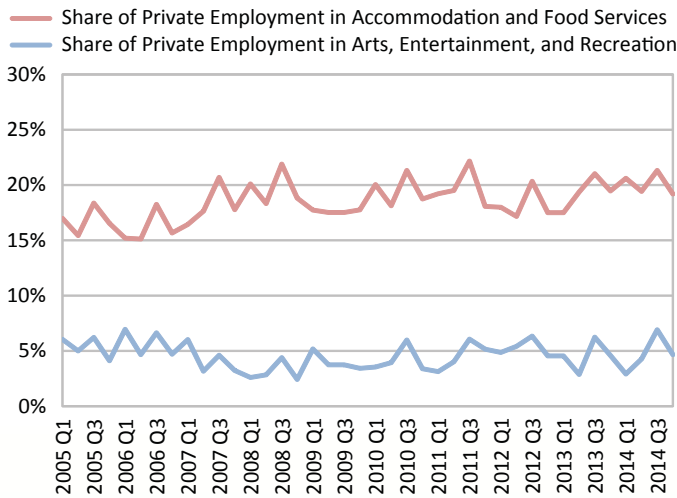
- Carroll County also has a clear seasonal employment pattern in Hospitality. The points of highest employment occur in two quarters. The share of Hospitality employment spikes in the third quarter annually, with a smaller spike in the first quarter — January, February, and March — of each year.
- Among New Hampshire’s counties, Carroll County easily holds the largest share of private employment in both sectors.
- Lack of a seasonal employment increase during the last recession shows clearly.

Cheshire County



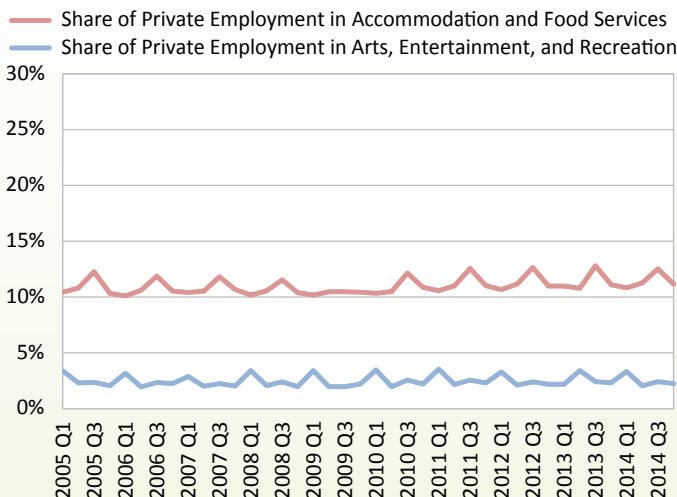
- In Cheshire County, there is a slight seasonal bump in the share of private employment in the *Arts, entertainment, and recreation* sector.
- The employment share in both sectors has changed little over ten years, though *Accommodation and food services* has trended upward slightly.
- The latest recession had only minor impact on the share of Hospitality employment in this county.

Coös County



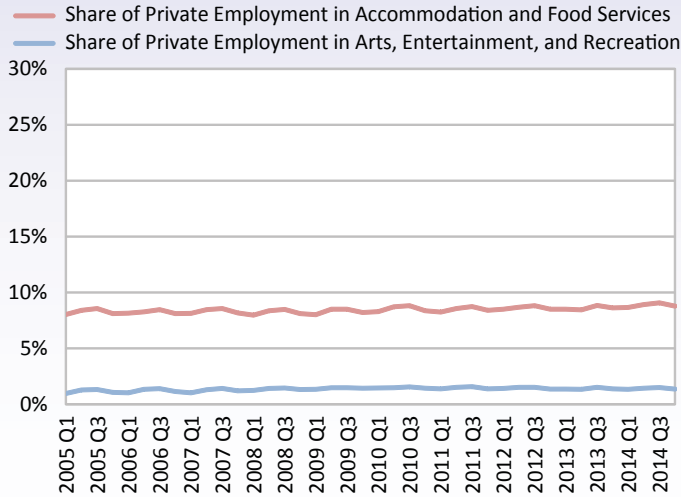
- In Coös County, the share of Hospitality employment has been irregular, but shows seasonal employment spikes in the first and third quarters.
- The share of private employment in both sectors ranks second among the ten counties.
- Similar to the counties with strong seasonal employment shares, the latest recession had a clear impact in Coös County.

Grafton County



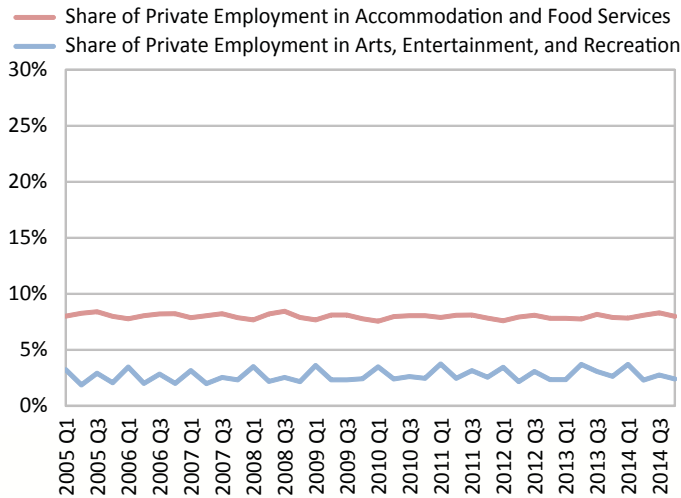
- The share of private employment in *Accommodation and food services* is lower in Grafton County, ranking fourth, but it displays a similar seasonal and recession-affected pattern as seen in Carroll County.
- In all but one year, winter recreation boosted the share of *Arts, entertainment, and recreation* employment in the first quarter. This coincides with the low point in the share of *Accommodation and food services*.

Hillsborough County



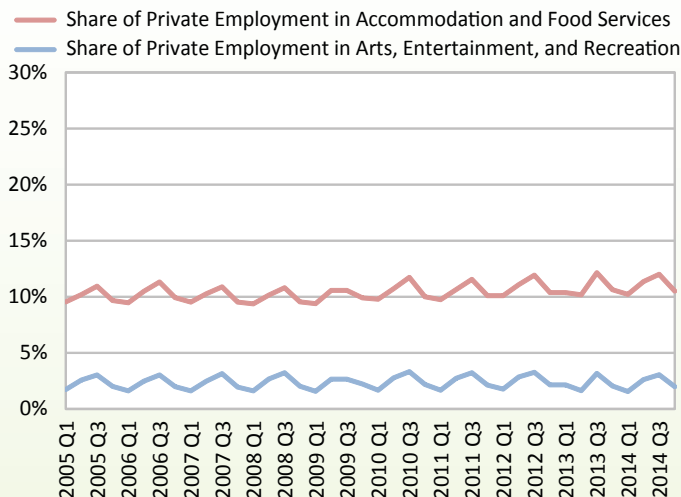
- In Hillsborough County, the share of private employment in Hospitality industry sectors is small, and exhibits little seasonal change. This county includes the state’s two largest cities, and has more diversified employment by industry, which is one reason for the small shares in Hospitality.
- Only Sullivan County had small shares of employment in these two industry sectors.

Merrimack County



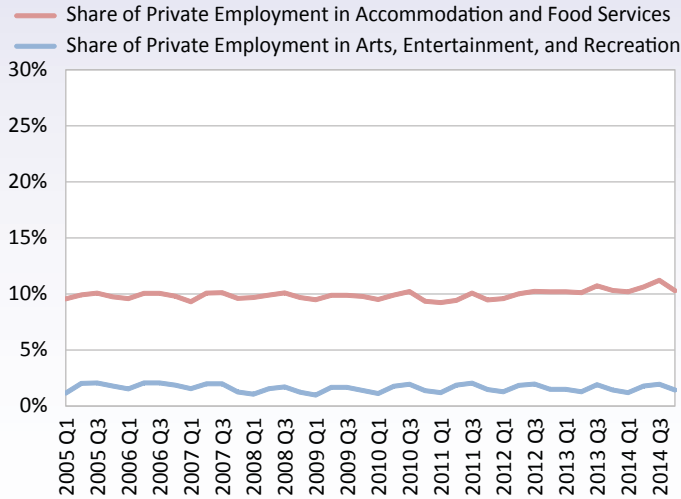
- Merrimack County showed little change in the share of *Accommodation and food services* employment over time. This indicates that the industry is not reliant on seasonal tourist activity.
- In *Arts, entertainment, and recreation*, though the overall share of employment is low, the share rises in the first quarter each year. This increase is usually driven by winter recreation.

Rockingham County



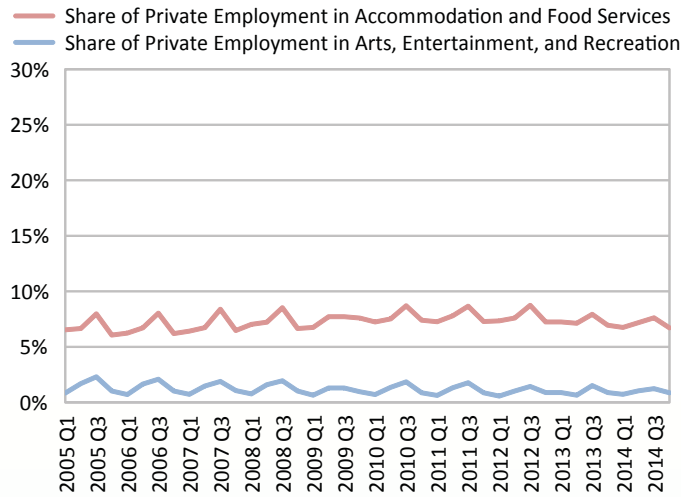
- Encompassing New Hampshire’s 18 miles of Atlantic coastline, Rockingham County’s share of employment in Hospitality exhibits a seasonal pattern, with the largest share in the third quarter each year.
- Even with seasonal employment, *Accommodation and food services* average around 10 percent of private employment, and employment in *Arts, entertainment, and recreation* averages around three percent.

Stafford County



- In Stafford County, *Accommodation and food services* average around 10 percent of private employment, and employment in *Arts, entertainment, and recreation* averages around 1.5 percent.
- The share of hospitality employment shows a slight seasonal pattern in the third quarter each year, but the share does not significantly increase.

Sullivan County



- Sullivan County holds the smallest share of both *Accommodation and food services* employment, and employment in *Arts, entertainment, and recreation*.
- Even though the shares are small, both industries display seasonal employment patterns. In comparison, Hillsborough County ranks next highest, but displays no seasonal employment pattern.

Employment Projections by County, 2012 to 2022

New Hampshire Long-term Industry Projections by County, 2012 to 2022

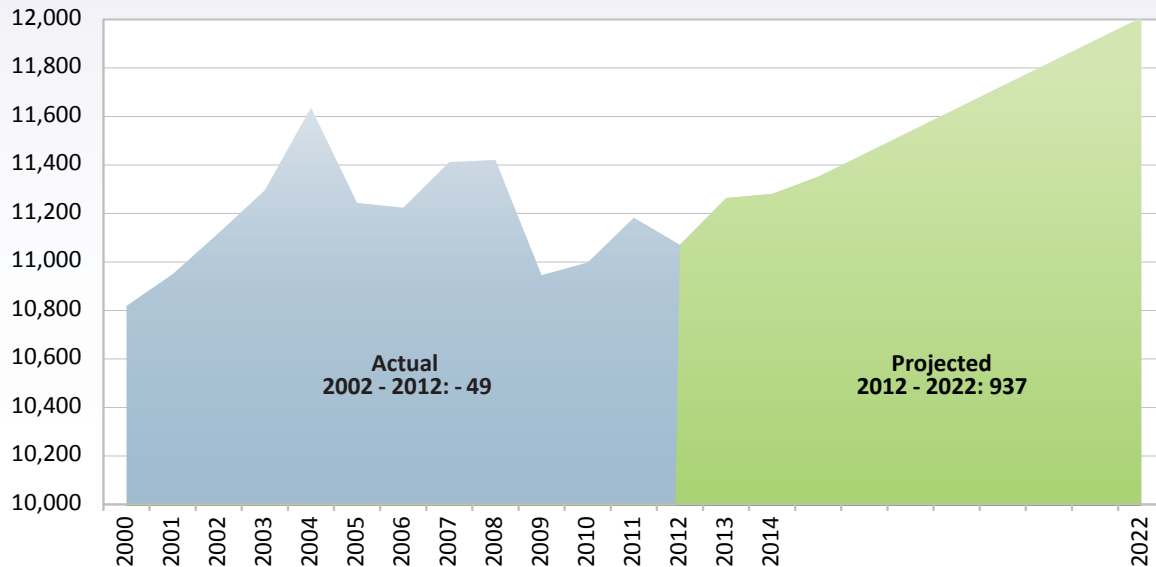
	71 Arts, Entertainment, and Recreation				72 Accommodation and Food Services			
	2012 Estimated	2022 Projected	Numeric Change	Percent Change	2012 Estimated	2022 Projected	Numeric Change	Percent Change
Belknap County	592	710	118	19.9%	3,202	3,556	354	11.1%
Carroll County	834	947	113	13.5%	4,176	4,433	257	6.2%
Cheshire County	299	328	29	9.7%	2,528	2,605	77	3.0%
Coös County	512	659	147	28.7%	1,755	1,703	-52	-3.0%
Grafton County	1,156	1,342	186	16.1%	5,127	5,486	359	7.0%
Hillsborough County	2,412	2,683	271	11.2%	14,318	16,899	2,581	18.0%
Merrimack County	1,585	1,763	178	11.2%	4,459	4,921	462	10.4%
Rockingham County	3,032	3,325	293	9.7%	13,147	14,508	1,361	10.4%
Strafford County	583	613	30	5.1%	3,573	3,943	370	10.4%
Sullivan County	108	120	12	11.1%	867	947	80	9.2%

Source: Quarterly Census of Employment and Wages, Economic and Labor Market Information Bureau

- Seven of the ten counties are expected to have faster employment increases in *Arts, entertainment, and recreation* than in *Accommodation and food services*. Hillsborough, Rockingham, and Strafford Counties are expected to grow faster in *Accommodation and food services* employment.
- Coös County is expected to have the largest percent increase in *Arts, entertainment, and recreation*, 28.7 percent; and the county also expected to have the lowest percent change in *Accommodation and food services*, declining by 3.0 percent.
- Hillsborough County is expected to add the largest number of jobs in *Accommodation and food services*, while Rockingham County is expected to add the largest number in *Arts, entertainment, and recreation*.
- Sullivan and Cheshire Counties are expected to add the fewest jobs in both sectors.

Actual¹¹ and Projected¹² Employment 2000 – 2022

**Actual vs. Projected Net Employment Change
Hospitality Industry Sectors in Belknap, Carroll, and Coös Counties**



Source: Quarterly Census of Employment and Wages Program and New Hampshire Industry and Occupational Projections, 2012-2022, Economic and Labor Market Information Bureau

In Belknap, Carroll, and Coös Counties, the largest share of private employment is in the Hospitality cluster. For these three counties together, from 2002 through 2012, employment peaked at 11,673 in 2004. Employment trended downward, dropping to 10,950 in 2009, an employment level the same as 2001. Employment gains from 2002 to 2012 did not quite eradicate losses, leaving a difference of 49. Average annual employment for 2014 was 11,281, which is slightly above the average for the ten-year period from 2005 to 2014.

In concert with statewide expectations, projected average annual employment for these counties shows a strong positive trend, with employment in 2022 expected to reach 12,008.

11. Quarterly Census of Employment and Wages, Historical Annual Employment, New Hampshire Employment Security, Economic and Labor Market Information Bureau

12. New Hampshire Industry and Occupational Projections, 2012 – 2022, New Hampshire Employment Security, Economic and Labor Market Information Bureau | Product of Regional Economic Models, Inc. of Amherst, MA.

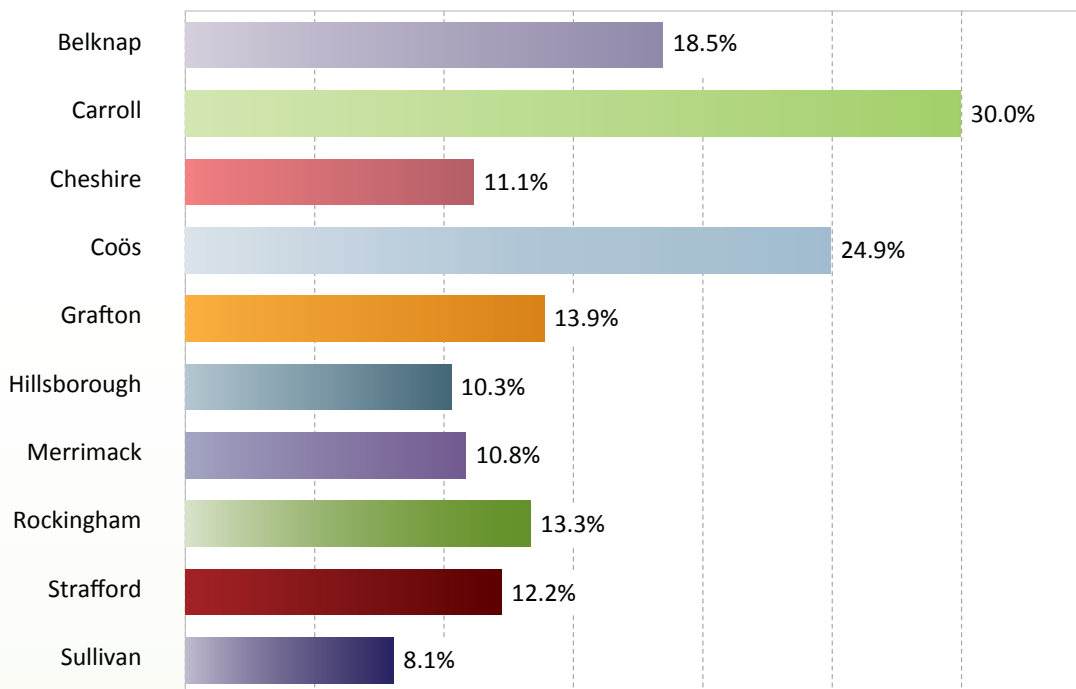
The Economic Impact of Leisure and Hospitality in Belknap, Carroll and Coös Counties

Leisure and Hospitality in New Hampshire

In 2014, there was an average of 67,000 workers in New Hampshire leisure and hospitality industries, representing a little over 12 percent of private employment. Leisure and hospitality is represented by two industry sectors: *Arts, entertainment, and recreation*, and *Accommodation and food services*.

At the county level, the largest share of private employment in the Hospitality cluster was in Carroll, Coös, and Belknap Counties. While Rockingham and Hillsborough Counties had higher employment numbers in Hospitality, the relative share of employment was lower, meaning the industry cluster had less impact on that county's economy. Since the economy of Carroll, Coös, and Belknap Counties is more heavily impacted by the Hospitality cluster, these three counties are the focus of this analysis.

2014 Leisure and Hospitality Share of County Private Employment



Economic Impact Analysis

This impact analysis was conducted using the Economic and Labor Market Information Bureau's New Hampshire Econometric Model – a REMI Policy Insight + ® model.¹³ This econometric model assesses the value of leisure and hospitality jobs by removing employment in the industry from a baseline measure, then estimating both the number of direct jobs reduced in the target geographic area, as well as the indirect and induced jobs dependent on those direct jobs.

In the REMI model, leisure and hospitality consists of 5 NAICS-based industries¹⁴, which are:

- *Performing arts and spectator sports;*
- *Museums, historical sites, zoos, and parks;*
- *Amusement, gambling, and recreation;*
- *Accommodation; and*
- *Food services and drinking places.*

In one scenario, the baseline employment was removed from each of these five industries in Belknap, Carroll, and Coös Counties. In a second scenario, the baseline employment in leisure and hospitality industries was removed from the statewide model. Both scenarios were run over a ten-year period.

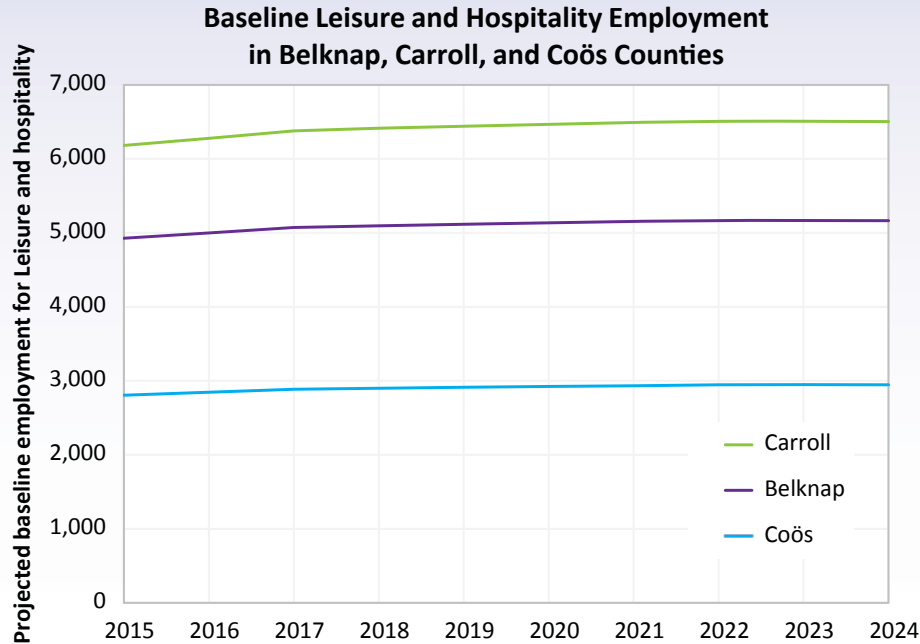
These two scenarios will show the economic value that jobs in the leisure and hospitality are contributing to the local and statewide economy. The results include impacts on the region in terms of added employment, gross domestic product and population.

Inputs and assumptions

In the county-based scenario, 13,916 leisure and hospitality jobs were removed from Belknap, Carroll, and Coös Counties combined in 2015, and in the statewide scenario, 83,764 leisure and hospitality jobs were removed from New Hampshire's baseline employment in 2015. This method of removing baseline employment in order to measure the economic value of jobs to the local economy is called a counterfactual scenario.

13. Product of Regional Economic Models, Inc. of Amherst, MA.

14. NAICS is the North American Industry Classification System, used to classify business establishments according to type of economic activity (process of production) in Canada, Mexico and the United States. An establishment is typically a single physical location, though administratively distinct operations at a single location may be treated as distinct establishments. Each establishment is classified to an industry according to the primary business activity taking place there.



Scenario Results: Economic Value of Leisure and Hospitality Jobs in Belknap, Carroll, and Coös Counties

This assessment of the value of leisure and hospitality jobs includes both direct jobs currently located in the tri-county region as well as the secondary (indirect and induced) jobs supported by the leisure and hospitality industry.

Employment Impacts

- In 2015, the total impact of the leisure and hospitality industry cluster on the tri-county area combined was 17,462 direct, indirect, and induced jobs.¹⁵ By 2024, the total regional impact would be 19,783 direct, indirect, and induced jobs. The reason for the increase in employment impact is partly due to a projected increase in leisure and hospitality jobs, as well as the dynamic features of the REMI model that emulates a migration response over time.
- In terms of employment, this scenario shows that in this combined area, nearly one in five jobs is supported directly or indirectly by the leisure and hospitality industry.

15. The direct jobs are jobs that have been entered or removed from the regional economy in the REMI Model. The indirect jobs are those created from the ripple effect of the direct jobs from inter-industry purchases (business-to-business services). The induced jobs are those generated from an increase in consumer spending and from the increase in population. Indirect and induced jobs, combined are also referred to as secondary jobs. Jobs in the REMI model are based on Bureau of Economic Analysis (BEA) definition of employment. The BEA estimates of employment and wages differ from covered employment data because BEA makes adjustments to account for self-employment. So the employment count in the REMI model is larger than what is reported by the Economic and Labor Market Information Bureau (ELMIB), New Hampshire Employment Security. The REMI model does not distinguish between full-time and part-time jobs.

- In 2019, at the simulation midpoint, the total number of secondary jobs¹⁶ lost would be 5,547. The industry distribution of those secondary jobs would be: 2,046 jobs would be impacted in *Construction*, and 792 jobs would be impacted in *Retail trade*. *Professional, scientific, and technical services* would experience an impact of 281 jobs. An additional 1,354 State and local government jobs would be impacted.¹⁷

Direct and Secondary Job Losses by Sector	2019	
	Direct Job Loss	Secondary Job Losses
Accommodation and Food Services	11,240	
Arts, Entertainment, and Recreation	3,226	
Construction		2,046
Retail Trade		792
Professional, Scientific, and Technical Services		281
Health Care and Social Assistance		229
Administrative and Waste Management Services		183
Management of Companies and Enterprises		172
Other Services, except Public Administration		159
Real Estate and Rental and Leasing		114
Finance and Insurance		81
Mining		38
Utilities		37
Wholesale Trade		18
Manufacturing		12
Information		12
Transportation and Warehousing		10
Forestry, Fishing, and Related Activities		8
Educational Services		1
State and Local		1,354

Gross Domestic Product

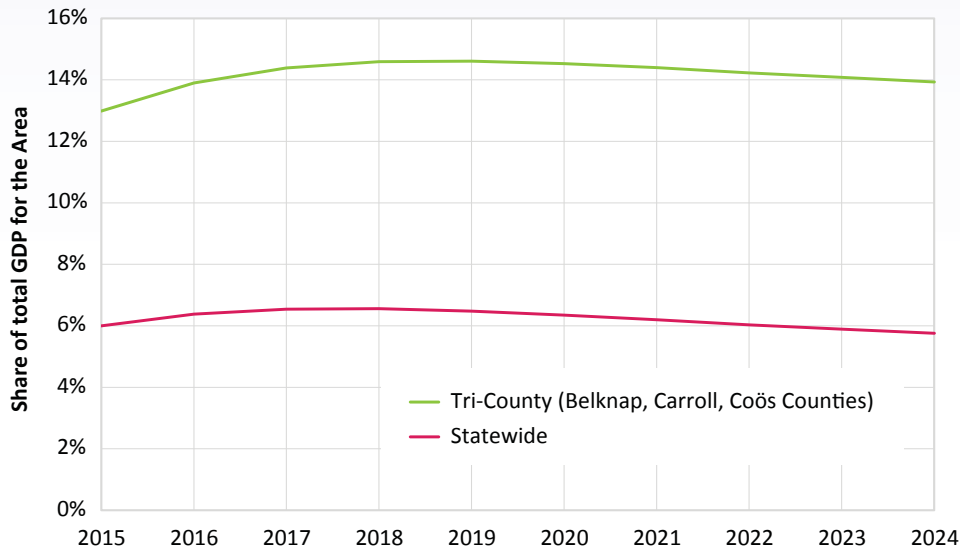
- In 2015, the total value of the jobs to the local economy expressed in terms of Gross Domestic Product (GDP) would be \$764 million (in fixed 2009 dollars). This impact would grow over time and by 2024, GDP in the region would be impacted by \$1.0 billion (in fixed 2009 dollars).

16. The difference between total jobs created and the direct jobs added to the local economy.

17. The impact on local and state government jobs would best be interpreted as employment that would be required in order to provide for the overall increase in the demand for shared government services. Shared services could include education, public safety, water and sewage treatment, road construction and maintenance, and other services related to an increase in business activity and resident population.

- The economic activity created by the 17,462 leisure and hospitality jobs would account for 13.0 percent of total GDP in the three counties combined in 2015. Throughout the rest of the simulation period, the impact of the leisure and hospitality industry would amount to close to 14 percent of the combined area’s GDP. In comparison, the share of the GDP generated statewide by the 83,764 leisure and hospitality jobs in New Hampshire overall accounts for only 6.0 percent in 2015.

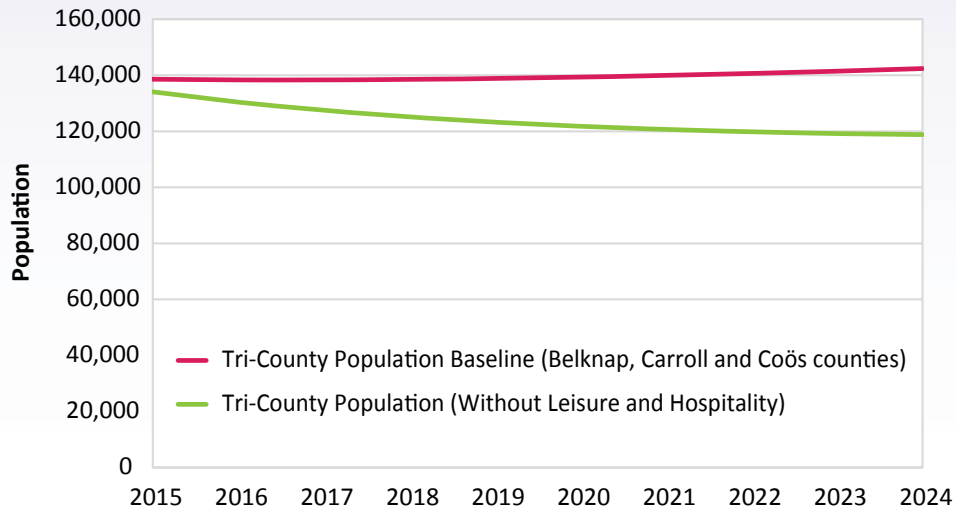
The Impact on GDP in the Three Counties Combined in Comparison to the Impact Statewide



Population

- In 2015, 13,916 direct jobs sustained about 4,400 persons in the combined tri-county area. By 2024, the leisure and hospitality industry (14,614 jobs) would directly or indirectly sustain the population in the three counties combined with about 24,000 persons, representing 16.8 percent of the projected population baseline for the combined region.
- In comparison, the impact of the leisure and hospitality industry on New Hampshire’s economy would amount to 8.8 percent of the statewide population in 2024.

Projected population in Belknap, Carroll, and Coös Counties combined in comparison to expected population in the area due to the removal of the Leisure and Hospitality industry



Job Multiplier

- The multiplier effect on the combined tri-county area of each job in this current scenario is 1.4 jobs — including the direct job created — annually over the entire simulation period.
- A job multiplier of more than one indicates that a new job created in the local economy has a ripple effect that generates more employment in the region. A multiplier of less than one indicates that some of the current employment in the region would be eliminated due to competition from the expanding businesses.

Summary

- In this scenario, removing all leisure and hospitality jobs from Belknap, Carroll and Coös Counties impacted, on average, 19,500 jobs in the region. Gross Domestic Product (GDP) was reduced by \$1.0 billion (in fixed 2009 dollars) by 2024, accounting for close to 14 percent of the area’s GDP. In terms of GDP, the impact of leisure and hospitality on the local economy was twice as large as leisure and hospitality’s impact on the statewide economy.
- This scenario had a job multiplier effect of 1.4 jobs (including the job originally removed), impacting additional jobs in *Construction*, *Retail trade*, and *State and local government*.

The Hospitality Industry Cluster in New Hampshire