

Project Report

**Economic Impact Analysis of the
University of Southern California
Annual Operations**

Fiscal Year 2005 - 2006

Los Angeles, CA

Prepared for

University of Southern California

Submitted by

Economics Research Associates

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10990 Wilshire Boulevard Suite 1500
Los Angeles, CA 90024
310.477.9585 FAX 310.478.1950 www.econres.com
Los Angeles San Francisco San Diego
Chicago Washington DC New York London

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General Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible, and they are believed to be reliable.

This study is based on estimates, assumptions and other information reviewed and evaluated by Economics Research Associates from its consultations with the client and the client's representatives and within its general knowledge of the industry. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives or any other data source used in preparing or presenting this study.

This report is based on information that was current as of *September 2006* or as noted in the report, and Economics Research Associates has not undertaken any update of its research effort since such date.

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This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.



Preface

This report considers the direct and final impacts of economic activities that take place at the University of Southern California based on four primary sets of activities and agents: (1) General Operations; (2) Capital Costs; (3) Students; and (4) Visitors.

Organization of the Report

Following the attached Executive Summary, this report is organized into seven sections as follows.

- Section I. Introduction**
- Section II. Methodology**
- Section III. University Operations**
- Section IV. Capital Costs**
- Section V. Student Expenditures**
- Section VI. Visitor Expenditures**
- Section VII. Economic Impacts**

Every reasonable effort has been made to present information that is most current as of the time of writing this report.



Executive Summary

After examining expenditures from economic activities related to the operations of USC during the 2006 fiscal year, ERA's research indicates that the University is responsible for approximately \$1.86 billion dollars in total direct spending. The direct expenditures attributed to USC operations are detailed in Table ES 1. The four primary sets of activities and agents that are captured in this analysis breakdown as follows: general operations, which includes all payroll (49 percent) and non-payroll expenditures (17 percent) account for approximately 66 percent (\$1.2 billion) of all spending last year; capital costs were 11 percent (\$207.2 million) of total direct expenditures; students accounted for an estimated 22 percent (\$406.1 million) of all direct expenditures; and visitors accounted for 1 percent (\$12.3 million) of all spending attributed to the University.

ES 1

Total Direct Expenditures Attributed to USC **2006 Fiscal Year (rounded)**

	Employees	Total Direct Expenditures
Student Payroll	11,768	\$81,300,000
Non-Student Payroll	14,678	828,700,000
Non-Payroll		314,200,000
Capital Costs		207,200,000
Student (estimate)		406,100,000
Visitors (estimate)		12,300,000
Total	26,446	\$1,849,800,000

Source: USC and ERA

USC directly employed 26,446 persons with an aggregate payroll of \$909.9 million. In addition, the University had operating expenses of over \$314.1 million for fiscal year 2006 with an additional \$207.2 million spent on capital projects. USC students (both undergraduate and graduate) spent an estimated \$417.3 million and USC sporting and cultural events attracted over 1.25 million visitors that spent an estimated \$12.3 million.

To help understand the magnitude of USC's direct expenditures, Table ES 2 examines University expenditures within both Los Angeles County and the State of California (most of USC's direct spending occurs within California, however, as noted throughout the report the institution has direct expenditures throughout the nation and world) as a percent of respective areas total gross product in 2005. Using the fiscal year 2006 data, the University would have accounted for 0.42 percent of the Los Angeles City's estimated total gross product, 0.37 percent of Los Angeles County's total gross regional product, and 0.11 percent of the State's.

ES 2**Los Angeles County and California Gross Product****2005 (in millions)**

Location	Gross Product	USC Percent of Total Gross Product
City of Los Angeles (Est.)	\$163,300	0.42%
Los Angeles County	\$421,100	0.37%
State of California	\$1,471,045	0.11%

Source: USC, Los Angeles Economic Development Corporation, Bureau of Economic Analysis, and ERA

Each direct expenditure was differentiated by geography (location of where the spending occurred) and type of economic activity (what kind of spending took place). Based on this research, of the total \$1.86 billion dollars of direct expenditures attributed to USC, approximately 83 percent (\$1.5 billion) took place within Los Angeles County.¹ The direct regional expenditures were multiplied by final demand multipliers for output, earnings, and employment to yield the indirect and induced (or additional) economic impacts. As a result, it can be estimated that the indirect and induced output of the University is over \$2.14 billion in Los Angeles County as a whole.

In other words, for every dollar spent by USC in Los Angeles County during the 2006 fiscal year, an additional 39 cents of output was created elsewhere in the regional economy. Also, every dollar of earnings that workers were paid for USC related expenditures supported an additional 36 cents of wages elsewhere in the County. Finally, every \$1 million spent by USC in the region supported 10.6 full-time equivalent jobs. Table ES 3 presents a summary of the economic impact model. Based on these findings, economic activities related to USC's presence within Los Angeles County created an additional 16,318 full-time equivalent (FTE) jobs with average earnings of \$33,855.

¹ Indirect and induced impacts are only measured at the county level based on data supplied by the US Department of Commerce.

ES 3

Los Angeles County Economic Impact

2006 Fiscal Year

	Total Regional Expenditures	Impact = Indirect and Induced (Additional)		
		Final Output	Earnings	Employment (FTE Jobs)
Payroll (Total)	\$821,061,917	\$1,009,741,946	\$251,491,265	7,699
Non-Payroll (Purchasing)	175,807,352	351,442,188	98,896,491	2,790
Capital Costs	125,394,102	261,208,454	70,609,419	1,760
Student	406,143,372	499,475,119	124,401,715	3,808
Visitor	12,276,454	24,586,963	7,059,882	261
Total	\$1,540,683,197	\$2,146,454,670	\$552,458,771	16,318

Source: USC, Bureau of Economic Analysis, and ERA

As presented in Table ES 4, the total economic impact of University operations was close to four billion in total output in fiscal year 2006, with earnings of over \$1.4 billion that in turn supported over 42,700 FTE jobs. The total impacts include all spending associated with USC operations along with the indirect and induced economic impact in the County of Los Angeles (presented in Table ES 3). A summary of direct expenditures within the City of Los Angeles is provided in Table ES 5. The total represents 36.7 percent of all direct spending associated with USC operations.

ES 4

Total Economic Impact

2006 Fiscal Year

	Output (in millions)	Earnings (in millions)	Jobs (FTE)
Direct Economic Impact	\$1,850.0	\$909.9	26,446
Indirect and Induced Economic Impact	\$2,146.5	\$552.5	16,318
Total Economic Impact	\$3,996.5	\$1,462.4	42,764

Source: USC, Bureau of Economic Analysis, and ERA

ES 5

Total Direct Expenditures in the City of Los Angeles

2006 Fiscal Year (rounded)

Expenditures	Employees	Total Direct Expenditures
Payroll (Total)	10,581	\$269,500,000
Non-Payroll (Purchasing)		71,300,000
Student (Estimated 80% of County)		324,900,000
Visitor		12,300,000
Total	10,581	\$678,000,000

Source: USC and ERA

Section I. Introduction

The University of Southern California (USC) has retained Economics Research Associates (ERA) to evaluate the economic impact of its operations. This report represents a summary and analysis of the economic impact to the local economy of the University's operations, capital costs, USC student expenditures, and visitation to events at USC. It is important to note that economic impacts are examined for both the University Park and Health Sciences Campus, collectively referred to as USC or the University. This analysis considers fiscal year 2006 and is based on data provided by USC to ERA for the purposes of this analysis.

For Fiscal year 2006, USC directly employed 26,446 persons with an aggregate an aggregate payroll of \$909.9 million. In addition, the University had operating expenses of over \$314.1 million for fiscal year 2006 with an additional \$207.2 million spent on capital projects. In addition, USC students (both undergraduate and graduate) spent an estimated \$417.3 million and USC sporting and cultural events attracted over 1.25 million visitors that spent an estimated \$12.3 million within Los Angeles County in fiscal year 2006. All these factors yield a significant positive impact on both the regional economy and on the economy of the City of Los Angeles.

This report presents a brief summary analysis of overall impacts resulting economic activities that take place at USC based on four primary sets of activities and agents: (1) General Operations; (2) Capital Costs; (3) Students; and (3) Visitors. Economic impacts in this report refer to quantifiable economic benefits to both the regional economy of Los Angeles County, and, where possible, estimate for the City of Los Angeles itself.

Section II. Methodology

Annual economic impacts have been separated into two categories: direct impacts, which result from first-round spending from USC operations, capital costs, and spending by USC students and visitors; and indirect and induced impacts (reported as total impact), which are comprised of the second round of spending throughout the regional economy (presented in Section VII).

The direct impact represents the actual dollars spent by the USC, students and visitors. The indirect and induced impacts (which are counted together) represent the so-called multiplier effect and reflect the re-circulation of direct dollars throughout the regional economy. The combination of these two types of economic impacts results in the total annual economic impact of USC on the regional economy.

A number of important assumptions have been utilized in this analysis and form the basis of the model of economic impacts presented below:

- All dollar amounts shown are in 2006 dollars.
- All operations and capital costs are based upon actual expenditures provided by USC.
- All figures for student expenditures and visitation are based on USC and ERA estimates. Student expenditures were determined by both actual data and survey data provided by USC. ERA has estimated visitation based on data provided from USC as well as visitation behaviors based on empirical research of similar event related activities.
- The primary region of influence for this economic impact assessment (based on direct expenditures) is the City of Los Angeles. However, it is important to note that economic impact analyses take place at a regional level, and that Los Angeles County multipliers have been used to represent the effect of recirculation and the industrial structure of the local economy.
- To the extent possible, ERA has employed separate multipliers for differing activities in order to more accurately reflect the fact that different activities associated with USC have different magnitudes of impact throughout the economy.
- The analysis measures gross impacts.
- The data is for Fiscal Year 2005 – 2006 (referred to as the 2006 fiscal year)

Finally, the report examines direct expenditures within the local, regional, and national economy at various levels of geography, including Los Angeles Council District, City, County, State, and Nation. All indirect and induced impacts are presented at the Los Angeles County level, although with the free movement of goods and labor throughout Southern California, these impacts may be felt throughout the Los Angeles Consolidated Metropolitan Statistical Area (CMSA).

Section III. University Operations – Payroll

This section presents the wage, salaries, and employment data from USC operations. As presented in Figure 1, the University spent over \$1.4 billion dollars in operations based on payroll and non-payroll (purchases) receipts. The capital expenditures are included in this total due to the fact that they were captured in the operation’s purchase orders. This total represents all expenditures by USC throughout the world. In this section, ERA analyzes the data based on three main regions of geography: City of Los Angeles, Los Angeles County, and the State of California. As a subset of each region, a smaller level of geography (e.g. cities within a county or counties within the state) is presented for analysis.

Figure 1
Total Operations Expenditures
2006 Fiscal Year

	Expenditures
Total Payroll	\$909,923,573
Total Non-Payroll	521,412,231
Total	\$1,431,335,804

Source: USC

Total Payroll Expenditures

The University paid over \$909.9 million dollars in total payroll expenditures to over 26,000 employees. The payroll data includes both student and non-student employees. For this analysis, “student” is defined as student workers, graduate assistants (e.g. teaching assistants), and work-study students. “Non-student” is defined as everyone else, which would include USC faculty and staff. As shown in Figure 2, during the 2006 fiscal year, USC employed 11,768 students and 14,678 non-students. Student employees were paid a total of over \$81.2 million dollars with an average annual wage of approximately \$6,900. Non-student employees were paid over \$828.6 million with an average annual salary of approximately \$56,500 dollars.

Figure 2
Total Direct Payroll Expenditures
2006 Fiscal Year

Payroll Expenditures	Employees	Wages
<i>Student</i>	11,768	\$81,265,796
<i>Non-Student</i>	14,678	828,657,777
Total Payroll Expenditures	26,446	\$909,923,573

Source: USC

City of Los Angeles

ERA examined payroll expenditures to determine the total number of USC supported jobs and wages within the City of Los Angeles. In total, the University employs over 10,500 people with total wages of approximately \$269.5 million dollars. This represents approximately 40 percent of all USC employment and 30 percent of all payroll wages. The distribution of the jobs and wages is detailed in Figure 3. Student employees comprise approximately 57 percent of the total with around 6,000 jobs in the City of Los Angeles. Non-Student employees comprise the remaining 43 percent with just over 4,500 jobs. Non-student employees were paid wages of over \$222.5 million in 2006 compared to approximately \$46.9 for student employees.

Figure 3
City of Los Angeles Payroll Expenditures
2006 Fiscal Year

Payroll Expenditures	Employees	Wages
<i>Student</i>	6,004	\$46,891,947
<i>Non-Student</i>	4,577	222,573,438
Total Payroll Expenditures	10,581	\$269,465,385

Source: USC and ERA

Council District Analysis

ERA analyzed USC payroll expenditures for the 15 Council Districts within the City of Los Angeles based on generalized address information. The Council District boundaries were provided by the City of Los Angeles Department of Engineering and were used to allocate payroll impacts by area. Figures 4 – 13 present our findings in a tabular and graphical format.

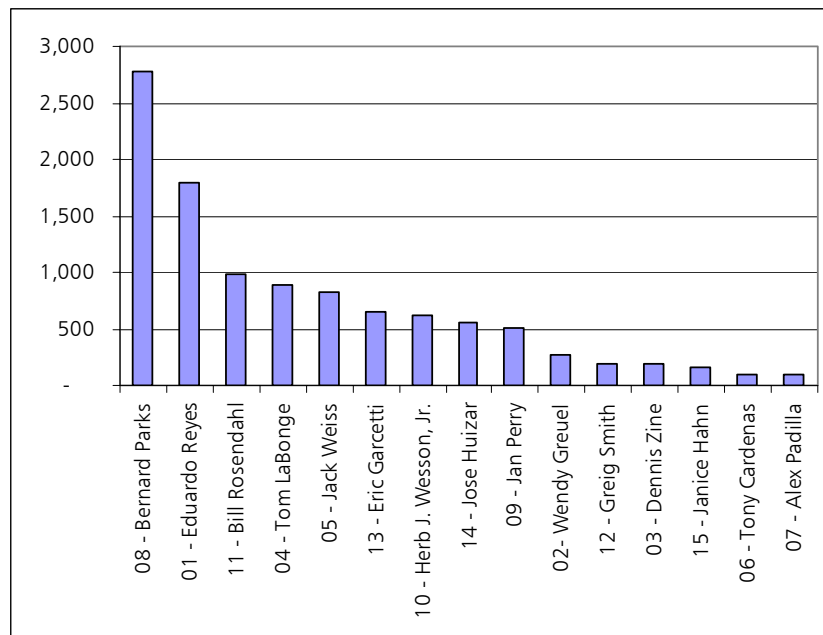
The information is presented by total employment and wages and further bifurcated by student and non-student data. The information included in this section is presented by rank and aggregated sums based on the data provided by USC. The information has also been mapped by council district to give a graphical interpretation to the data.

Based on our findings many conclusions can be drawn. First, based on total USC employment within Los Angeles, Council District 8 had the highest number of employees and the second highest rank in total wages. Based on total wages, Council District 11 had the highest aggregate wages and the third largest number of USC employees within the area. Second, student employees account for 86 percent of the total USC student employment in Council District 8, with 2,282 jobs and earnings of over \$16.1 million. Council District 1 had the next largest student residence with 1,432 USC employees earning over \$10.2 million. Together both Council Districts represent 62 percent of all USC student employees and over 56 percent of all wages paid. Third, Council District 11 had the largest constituency of USC non-students with approximately 700 USC employees. Slightly over 47 percent of all non-student employees reside in council district 11, 5 (526), 8 (491), and 4 (456). Finally, Council District 11 also had the highest aggregate wages for non-student employees, with over \$45.0 million in wages. The top five council districts

(11, 5, 4, 13, 8) account for over \$138.6 million in wages representing over 62 percent of all USC employee wages in the City of Los Angeles.

Figure 4
Total Employees by Council District
2006 Fiscal Year

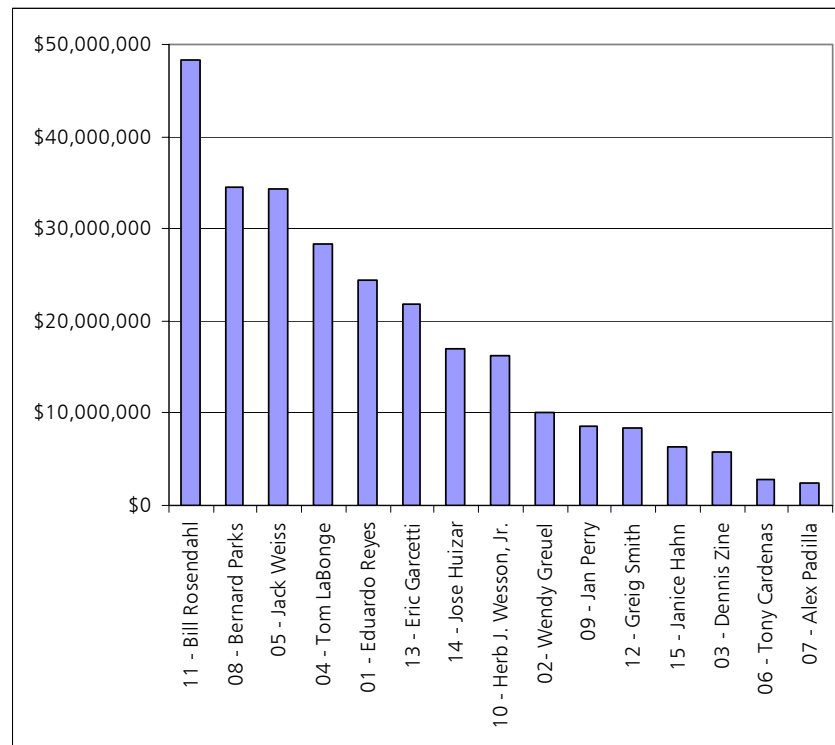
Rank	Council District	Number of Employees	Percent of City Total
1	08 - Bernard Parks	2,773	26.2%
2	01 - Eduardo Reyes	1,792	16.9%
3	11 - Bill Rosendahl	986	9.3%
4	04 - Tom LaBonge	890	8.4%
5	05 - Jack Weiss	818	7.7%
6	13 - Eric Garcetti	648	6.1%
7	10 - Herb J. Wesson, Jr.	623	5.9%
8	14 - Jose Huizar	556	5.3%
9	09 - Jan Perry	507	4.8%
10	02 - Wendy Greuel	271	2.6%
11	12 - Greig Smith	187	1.8%
12	03 - Dennis Zine	184	1.7%
13	15 - Janice Hahn	167	1.6%
14	06 - Tony Cardenas	90	0.8%
15	07 - Alex Padilla	89	0.8%
Total - City of Los Angeles		10,581	100.0%



Source: USC, ArcView GIS, and ERA

Figure 5
Total Wages by Council District
2006 Fiscal Year

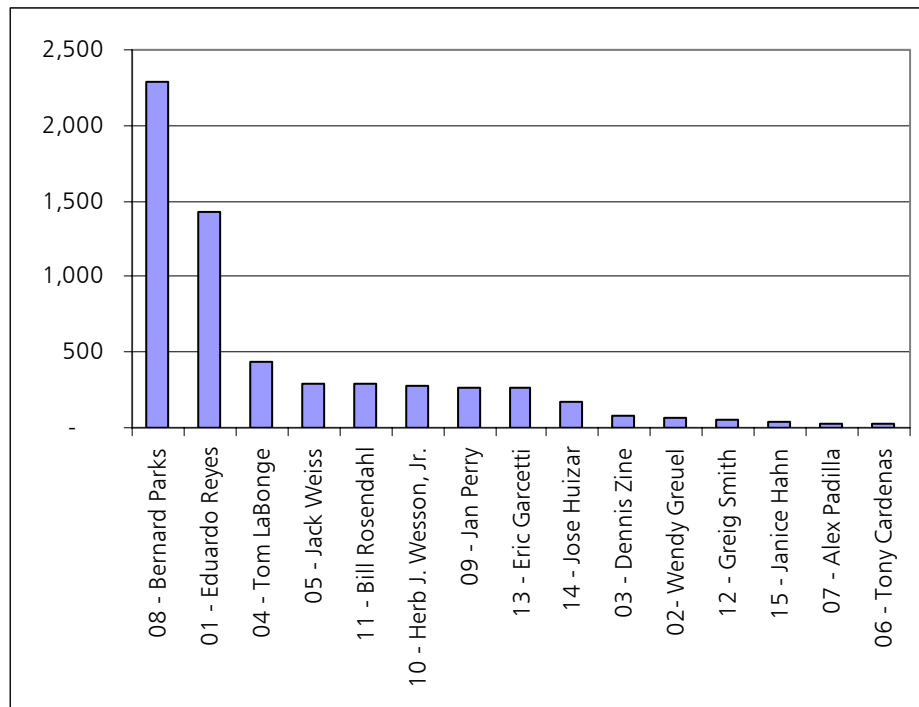
Rank	Council District	Wages	Percent of City Total
1	11 - Bill Rosendahl	\$48,289,371	17.9%
2	08 - Bernard Parks	34,602,656	12.8%
3	05 - Jack Weiss	34,292,738	12.7%
4	04 - Tom LaBonge	28,327,449	10.5%
5	01 - Eduardo Reyes	24,499,446	9.1%
6	13 - Eric Garcetti	21,841,739	8.1%
7	14 - Jose Huizar	16,903,612	6.3%
8	10 - Herb J. Wesson, Jr.	16,217,846	6.0%
9	02- Wendy Greuel	10,159,565	3.8%
10	09 - Jan Perry	8,580,367	3.2%
11	12 - Greig Smith	8,459,384	3.1%
12	15 - Janice Hahn	6,383,633	2.4%
13	03 - Dennis Zine	5,843,455	2.2%
14	06 - Tony Cardenas	2,706,000	1.0%
15	07 - Alex Padilla	2,358,125	0.9%
Total - City of Los Angeles		\$ 269,465,385	100.0%



Source: USC, ArcView GIS, and ERA

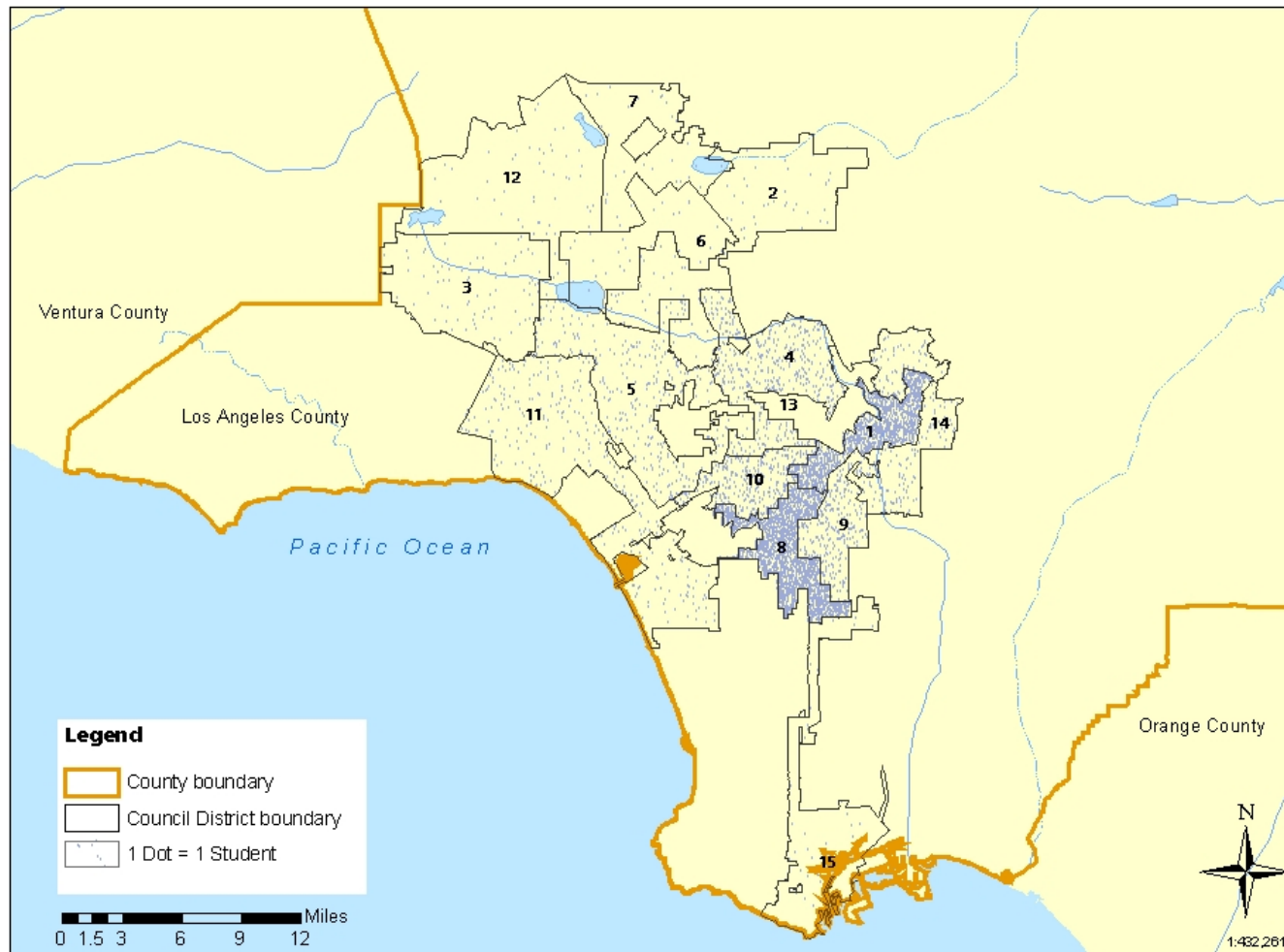
Figure 6
Student Employment by Council District - Data
2006 Fiscal Year

Rank	Council District	Number of Employees	Percent of City Total
1	08 - Bernard Parks	2,282	38.0%
2	01 - Eduardo Reyes	1,432	23.8%
3	04 - Tom LaBonge	434	7.2%
4	05 - Jack Weiss	292	4.9%
5	11 - Bill Rosendahl	287	4.8%
6	10 - Herb J. Wesson, Jr.	272	4.5%
7	09 - Jan Perry	270	4.5%
8	13 - Eric Garcetti	262	4.4%
9	14 - Jose Huizar	176	2.9%
10	03 - Dennis Zine	78	1.3%
11	02- Wendy Greuel	68	1.1%
12	12 - Greig Smith	56	0.9%
13	15 - Janice Hahn	35	0.6%
14	07 - Alex Padilla	31	0.5%
15	06 - Tony Cardenas	30	0.5%
Total - City of Los Angeles		6,004	100.0%



Source: USC, ArcView GIS, and ERA

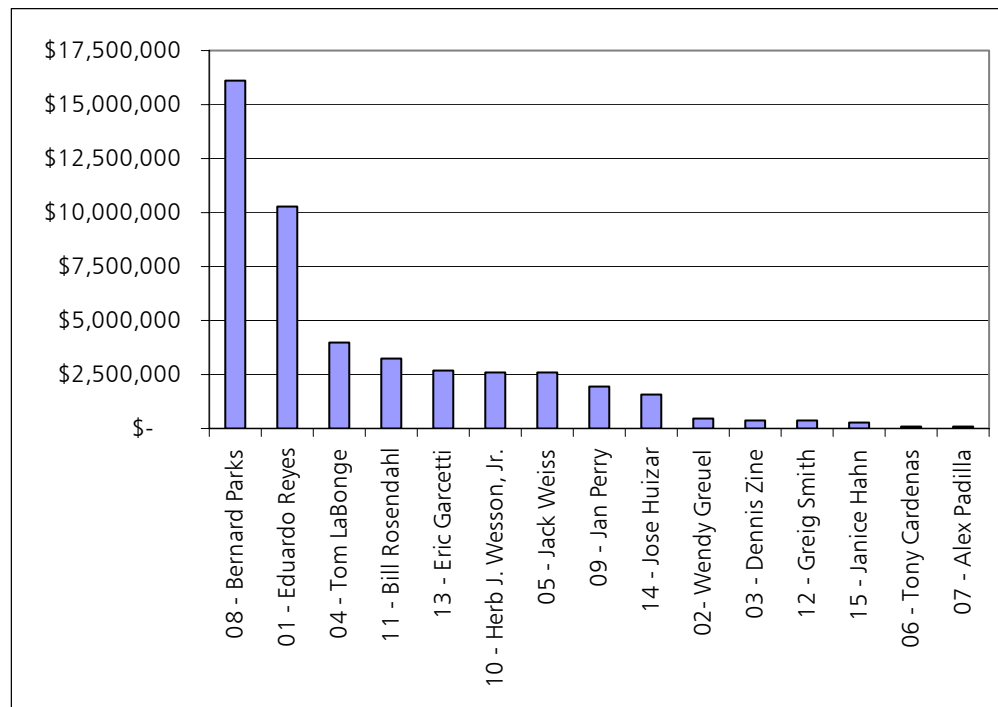
Figure 7
Student Employment by Council District - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

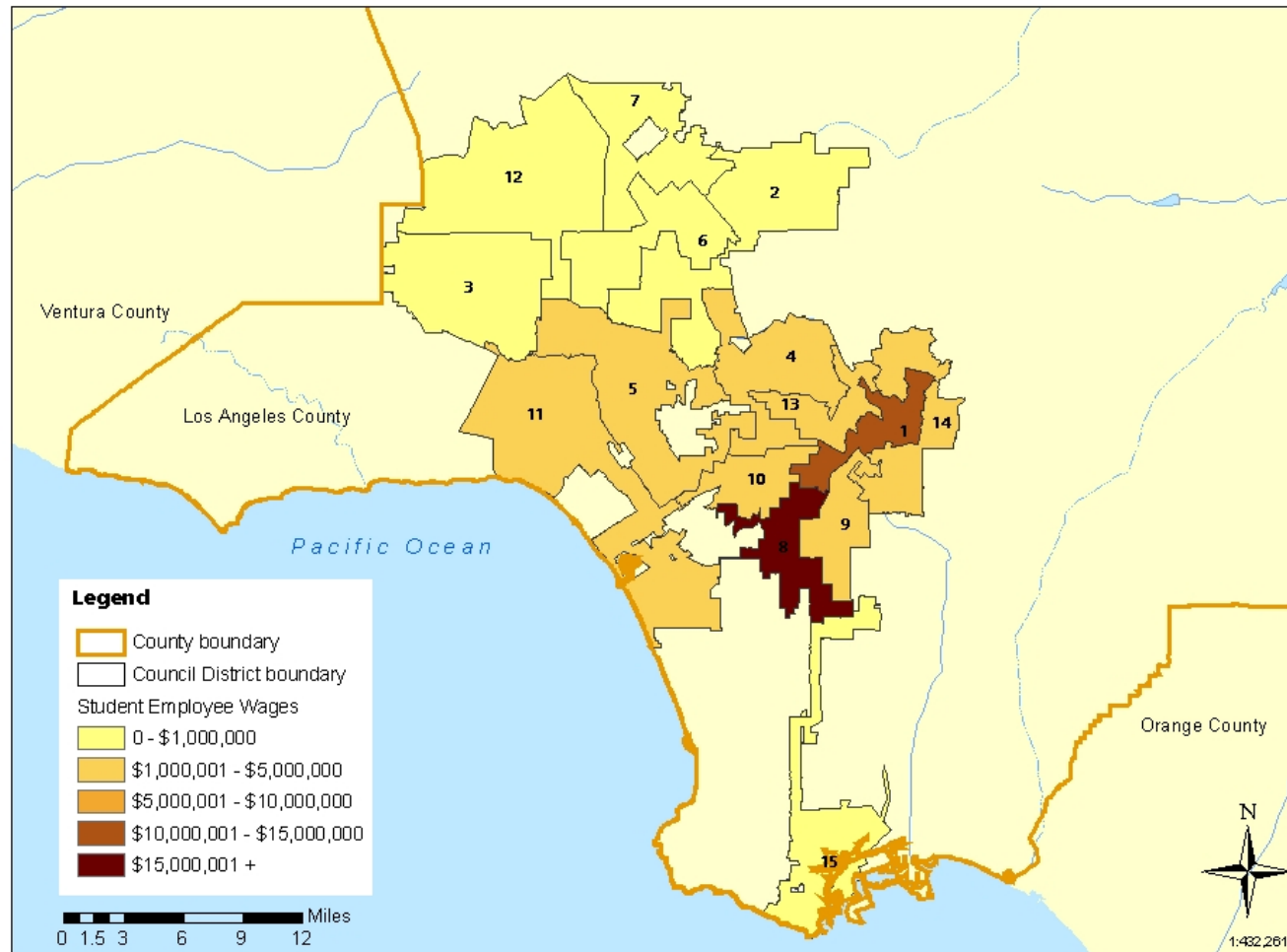
Figure 8
Student Wages by Council District - Data
2006 Fiscal Year

Rank	Council District	Wages	Percent of City Total
1	08 - Bernard Parks	\$16,130,891	34.4%
2	01 - Eduardo Reyes	10,260,633	21.9%
3	04 - Tom LaBonge	4,017,747	8.6%
4	11 - Bill Rosendahl	3,267,839	7.0%
5	13 - Eric Garcetti	2,660,175	5.7%
6	10 - Herb J. Wesson, Jr.	2,633,720	5.6%
7	05 - Jack Weiss	2,577,181	5.5%
8	09 - Jan Perry	1,913,251	4.1%
9	14 - Jose Huizar	1,590,017	3.4%
10	02- Wendy Greuel	494,483	1.1%
11	03 - Dennis Zine	409,118	0.9%
12	12 - Greig Smith	385,528	0.8%
13	15 - Janice Hahn	284,821	0.6%
14	06 - Tony Cardenas	137,802	0.3%
15	07 - Alex Padilla	128,742	0.3%
Total - City of Los Angeles		\$46,891,947	100.0%



Source: USC, ArcView GIS, and ERA

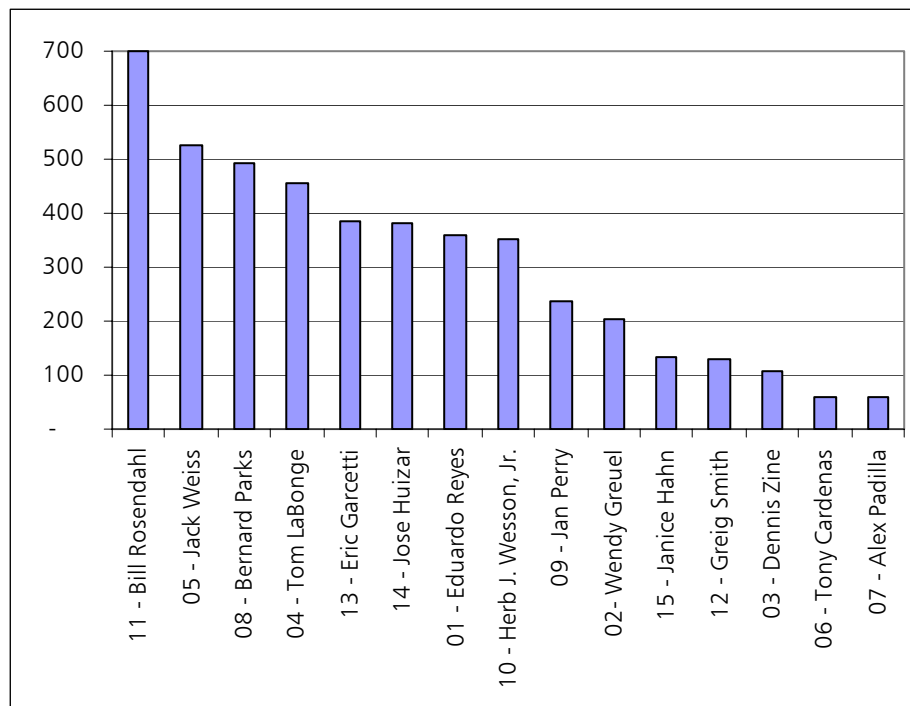
Figure 9
Student Wages by Council District - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Figure 10
Non-Student Employment by Council District - Data
2006 Fiscal Year

Rank	Council District	Number of Employees	Percent of City Total
1	11 - Bill Rosendahl	699	15.3%
2	05 - Jack Weiss	526	11.5%
3	08 - Bernard Parks	491	10.7%
4	04 - Tom LaBonge	456	10.0%
5	13 - Eric Garcetti	386	8.4%
6	14 - Jose Huizar	381	8.3%
7	01 - Eduardo Reyes	360	7.9%
8	10 - Herb J. Wesson, Jr.	351	7.7%
9	09 - Jan Perry	237	5.2%
10	02 - Wendy Greuel	203	4.4%
11	15 - Janice Hahn	132	2.9%
12	12 - Greig Smith	131	2.9%
13	03 - Dennis Zine	106	2.3%
14	06 - Tony Cardenas	60	1.3%
15	07 - Alex Padilla	58	1.3%
Total - City of Los Angeles		4,577	100.0%



Source: USC, ArcView GIS, and ERA

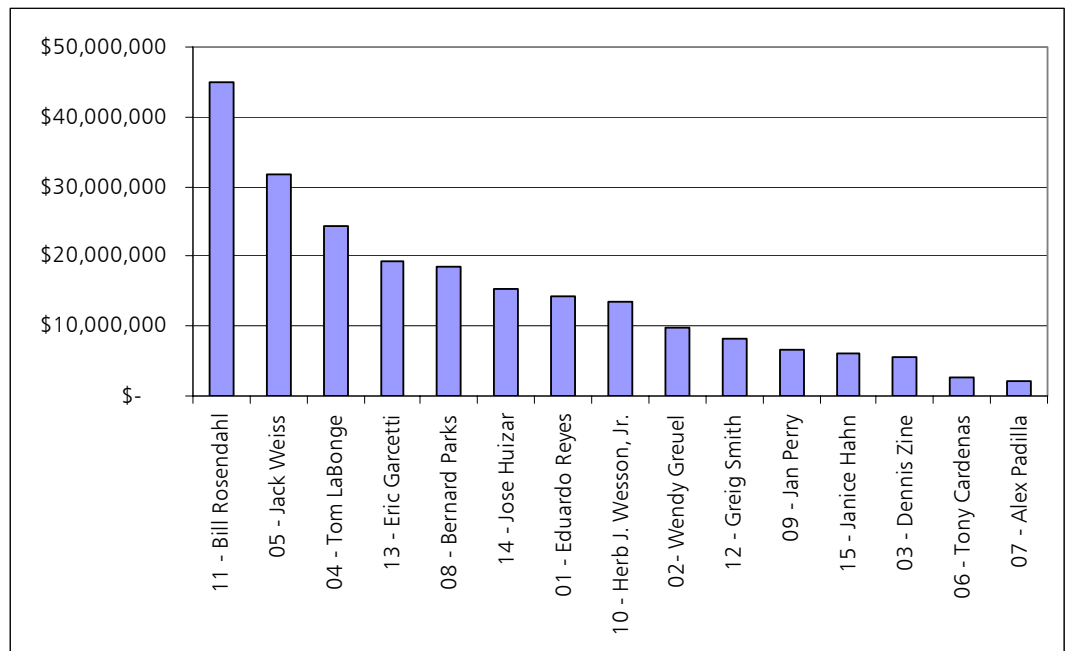
Figure 11
Non-Student Employment by Council District - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

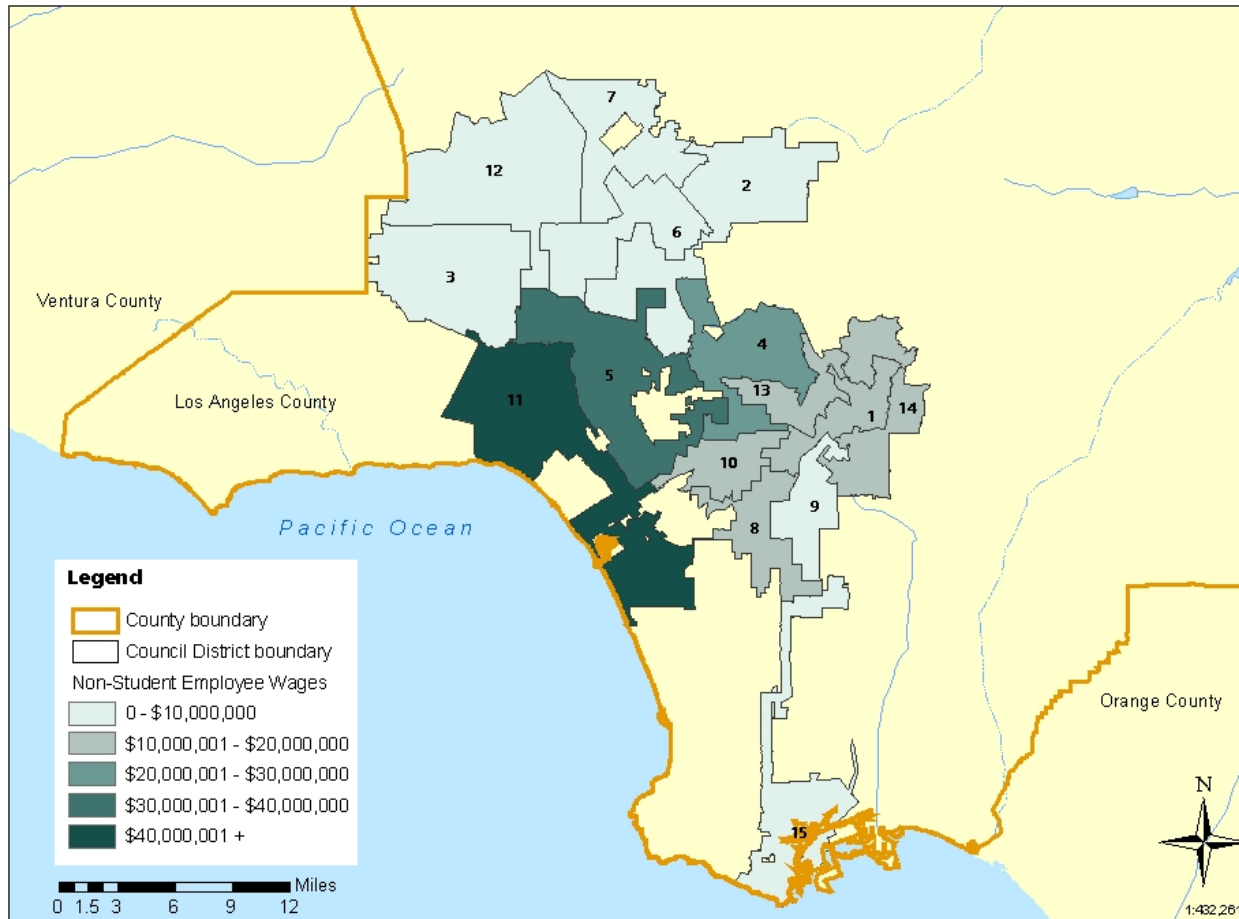
Figure 12
Non-Student Wages by Council District - Data
2006 Fiscal Year

Rank	Council District	Wages	Percent of City Total
1	11 - Bill Rosendahl	45,021,532	20.2%
2	05 - Jack Weiss	31,715,557	14.2%
3	04 - Tom LaBonge	24,309,702	10.9%
4	13 - Eric Garcetti	19,181,563	8.6%
5	08 - Bernard Parks	18,471,765	8.3%
6	14 - Jose Huizar	15,313,594	6.9%
7	01 - Eduardo Reyes	14,238,814	6.4%
8	10 - Herb J. Wesson, Jr.	13,584,125	6.1%
9	02- Wendy Greuel	9,665,082	4.3%
10	12 - Greig Smith	8,073,856	3.6%
11	09 - Jan Perry	6,667,116	3.0%
12	15 - Janice Hahn	6,098,811	2.7%
13	03 - Dennis Zine	5,434,337	2.4%
14	06 - Tony Cardenas	2,568,198	1.2%
15	07 - Alex Padilla	2,229,384	1.0%
Total - City of Los Angeles		222,573,438	100.0%



Source: USC, ArcView GIS, and ERA

Figure 13
Non-Student Wages by Council District - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Los Angeles County

Using the same methodology, ERA examined payroll expenditures to determine the total number of USC supported jobs and wages within Los Angeles County. In total, the University employs approximately 22,000 people with total wages of over \$821.0 million dollars. The distribution of the jobs and wages is detailed in Figure 14. The distribution of jobs by type (student vs. non-student) shifts outside the Los Angeles City boundaries. Within Los Angeles County, non-students represent 60 percent of the total USC employees accounting for approximately 90 percent of the total wages.

Figure 14
Los Angeles County Payroll Expenditures
2006 Fiscal Year

Payroll Expenditures	Employees	Wages
<i>Student</i>	8,927	\$70,408,453
<i>Non-Student</i>	13,055	750,653,464
Total Payroll Expenditures	21,982	\$821,061,917

Source: USC and ERA

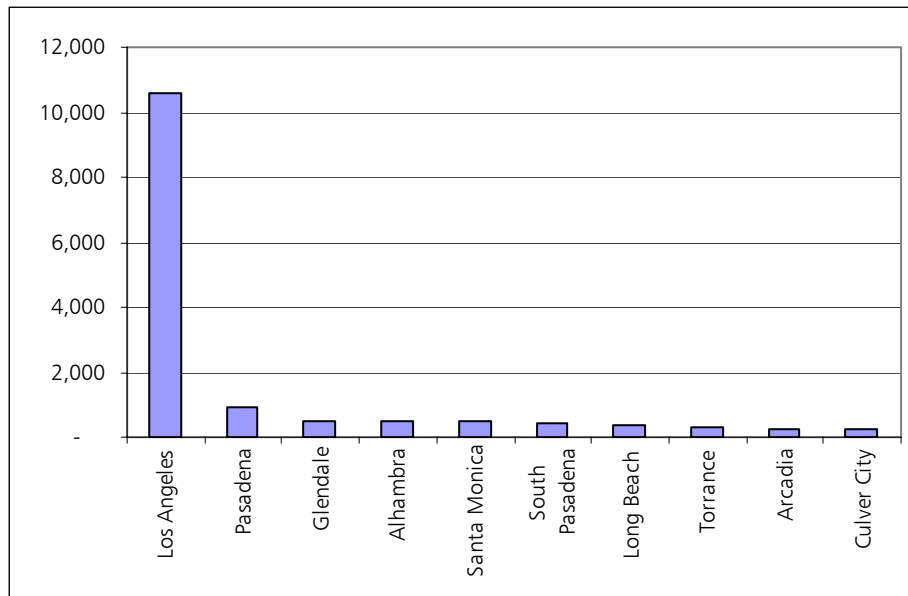
City Analysis

ERA analyzed USC payroll expenditures for all cities within Los Angeles County. Figures 15 – 24 present our findings in a tabular and graphical format. The top ten cities are presented by rank for each type of analysis.

The overwhelming majority of USC employment is located within the City of Los Angeles. The City of Los Angeles accounts for 10,581 USC employees that had earnings of over \$269.4 million. The city represents 48.1 percent of all USC jobs and 32.8 percent of all wages paid by USC within the county. The University also provides a number of jobs for employees living in areas like Pasadena, Glendale, Alhambra, and Santa Monica. Somewhat dissimilar to the Council District analysis, the cities do not vary significantly by student and non-student USC employee population.

Figure 15
Total Employees by City
2006 Fiscal Year

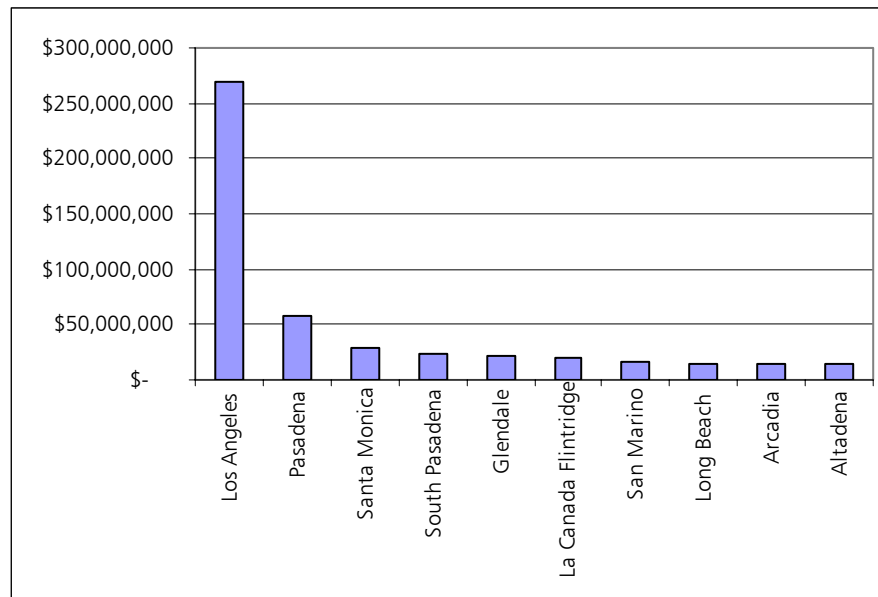
Rank	City	Number of Employees	Percent of County Total
1	Los Angeles	10,581	48.1%
2	Pasadena	917	4.2%
3	Glendale	485	2.2%
4	Alhambra	482	2.2%
5	Santa Monica	469	2.1%
6	South Pasadena	403	1.8%
7	Long Beach	388	1.8%
8	Torrance	278	1.3%
9	Arcadia	266	1.2%
10	Culver City	226	1.0%
Total - Top Ten Cities		14,495	65.9%



Source: USC, ArcView GIS, and ERA

Figure 16
Total Wages by City
2006 Fiscal Year

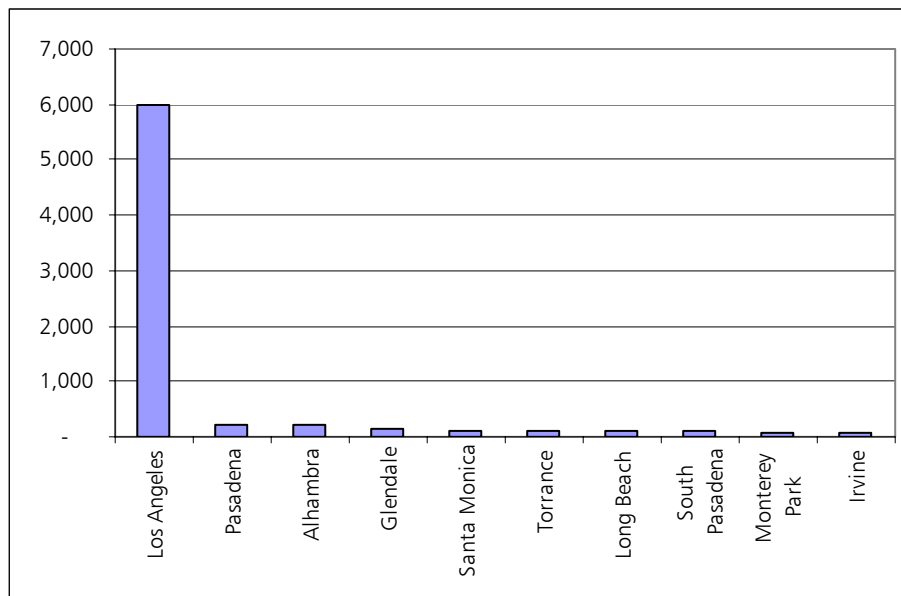
Rank	City	Wages	Percent of County Total
1	Los Angeles	269,465,385	32.8%
2	Pasadena	58,258,400	7.1%
3	Santa Monica	29,723,342	3.6%
4	South Pasadena	23,640,505	2.9%
5	Glendale	21,265,353	2.6%
6	La Canada Flintridge	19,112,815	2.3%
7	San Marino	15,875,821	1.9%
8	Long Beach	15,038,852	1.8%
9	Arcadia	14,404,239	1.8%
10	Altadena	14,403,958	1.8%
Total - Top Ten Cities		\$481,188,671	58.6%



Source: USC, ArcView GIS, and ERA

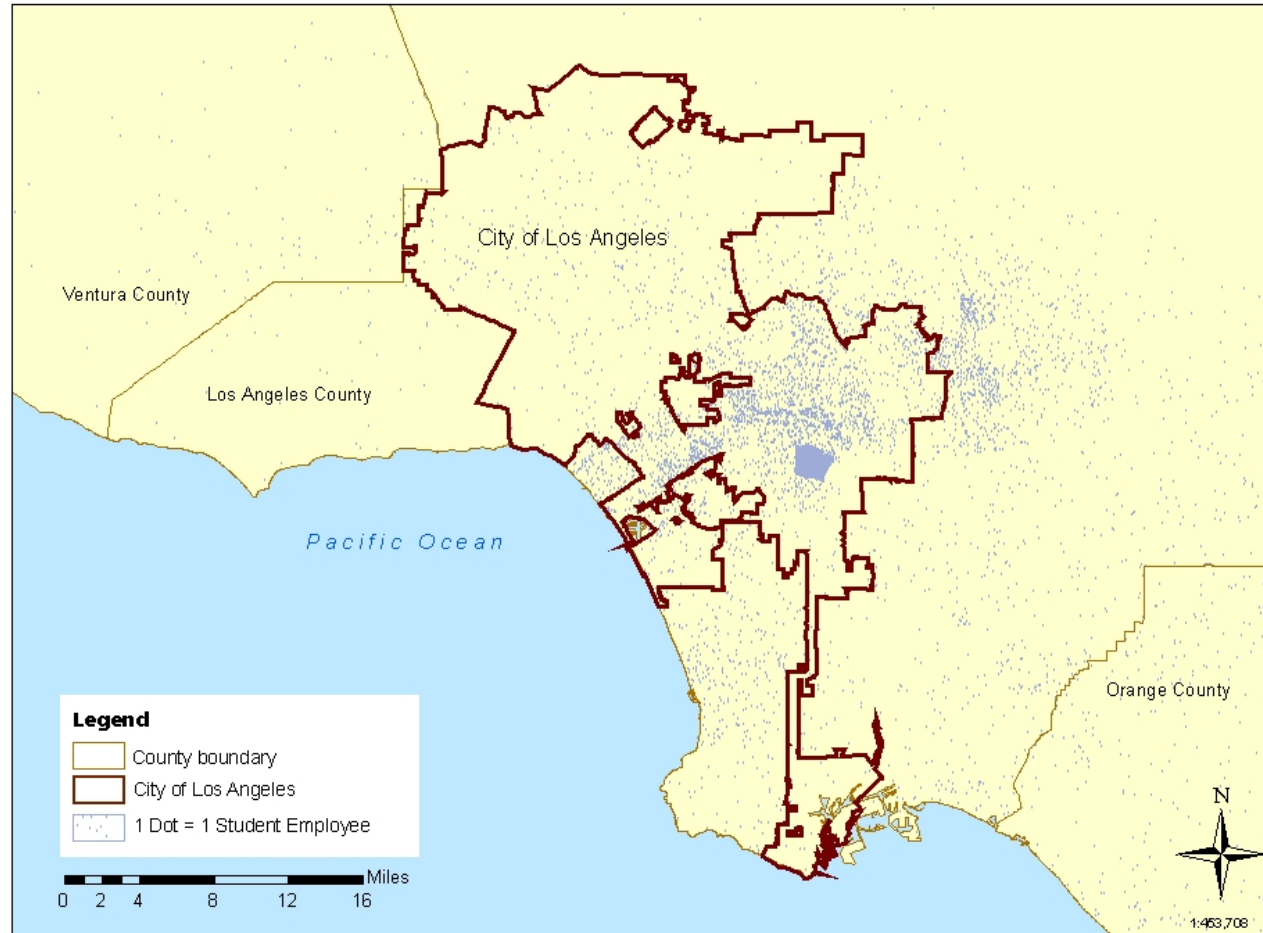
Figure 17
Student Employees by City - Data
2006 Fiscal Year

Rank	City	Number of Employees	Percent of County Total
1	Los Angeles	6,004	67.3%
2	Pasadena	227	2.5%
3	Alhambra	208	2.3%
4	Glendale	149	1.7%
5	Santa Monica	121	1.4%
6	Torrance	101	1.1%
7	Long Beach	97	1.1%
8	South Pasadena	92	1.0%
9	Monterey Park	80	0.9%
10	Irvine	72	0.8%
Total - Top Ten Cities		7,151	80.1%



Source: USC, ArcView GIS, and ERA

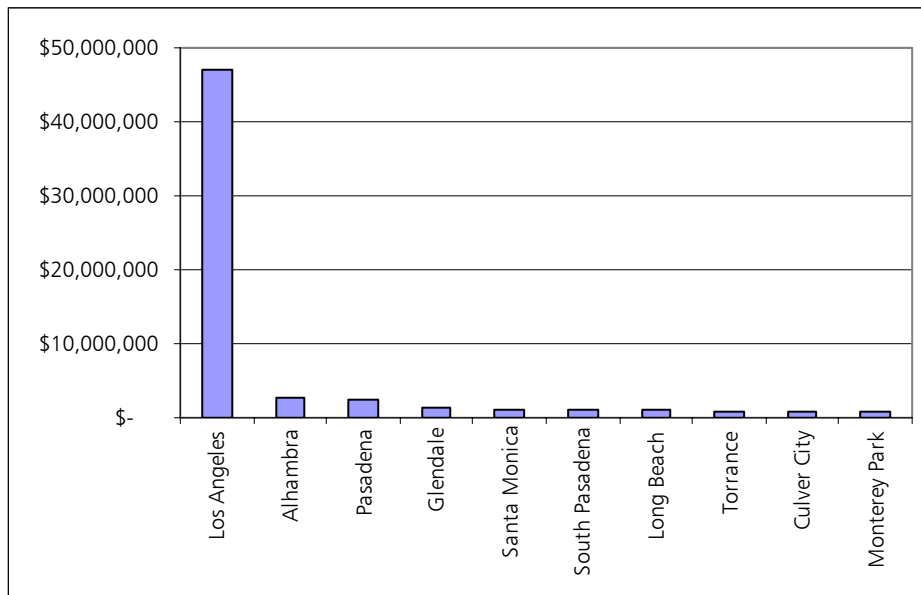
Figure 18
Student Employees by City - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

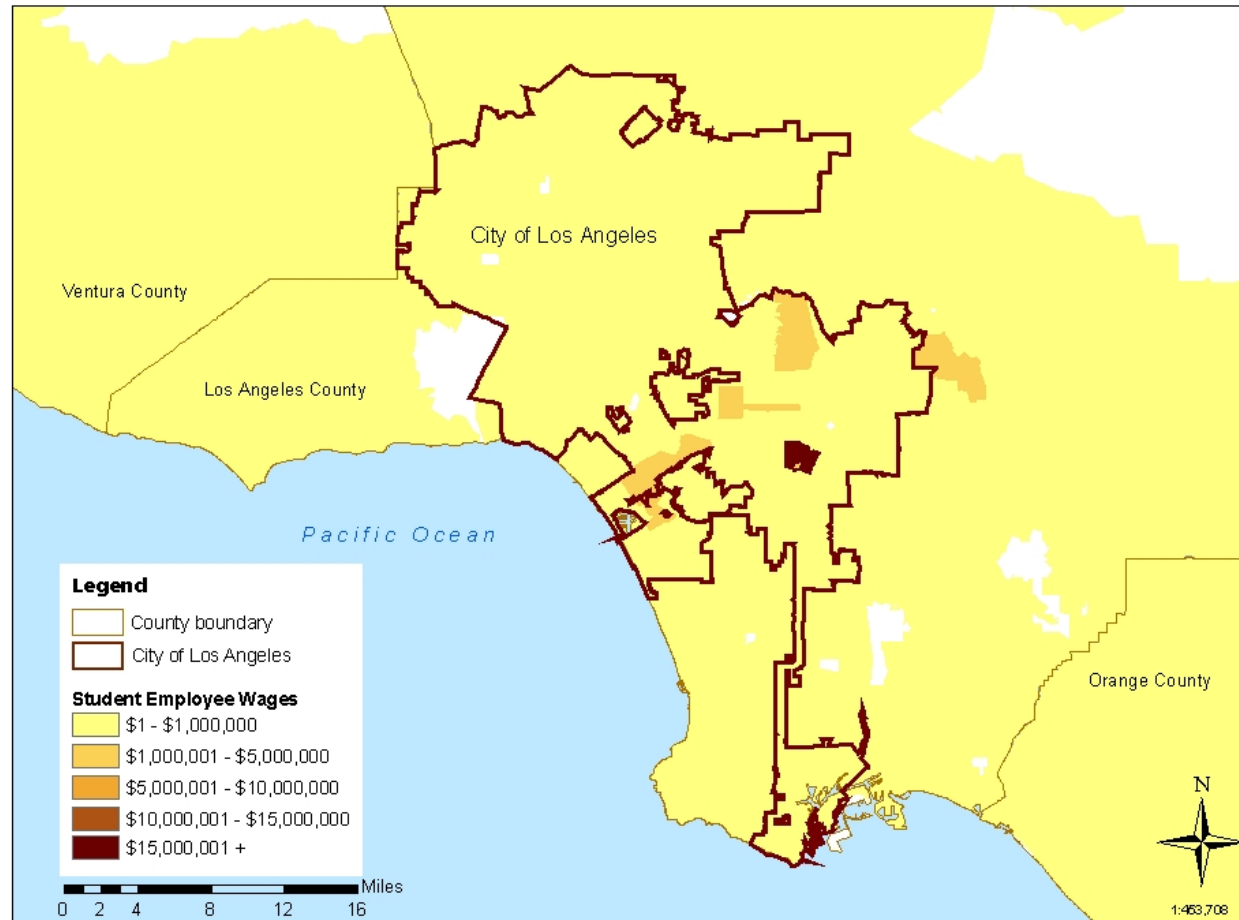
Figure 19
Student Wages by City
2006 Fiscal Year

Rank	City	Wages	Percent of County Total
1	Los Angeles	46,891,947	66.6%
2	Alhambra	2,829,649	4.0%
3	Pasadena	2,521,301	3.6%
4	Glendale	1,221,828	1.7%
5	Santa Monica	1,200,701	1.7%
6	South Pasadena	1,033,814	1.5%
7	Long Beach	1,005,297	1.4%
8	Torrance	808,906	1.1%
9	Culver City	808,810	1.1%
10	Monterey Park	687,926	1.0%
Total - Top Ten Cities		59,010,178	83.8%



Source: USC, ArcView GIS, and ERA

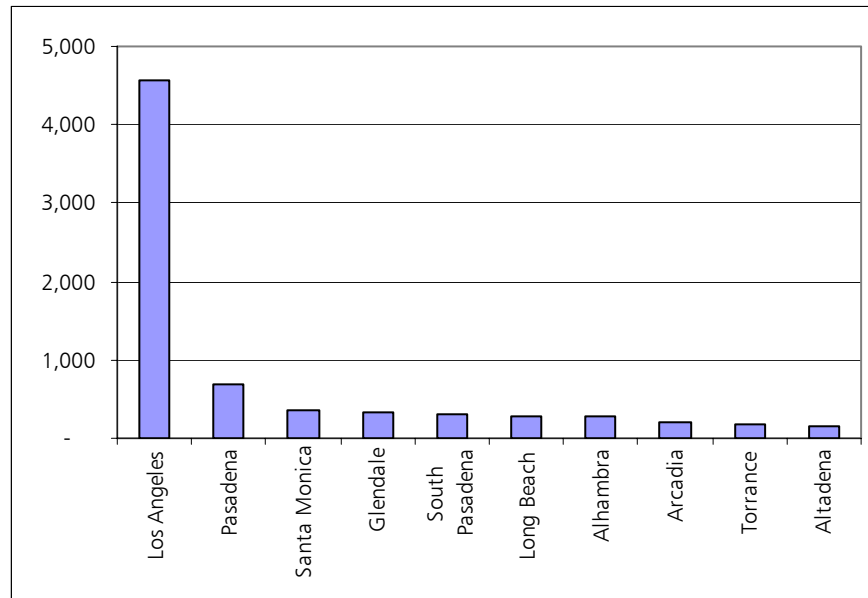
Figure 20
Student Wages by City - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

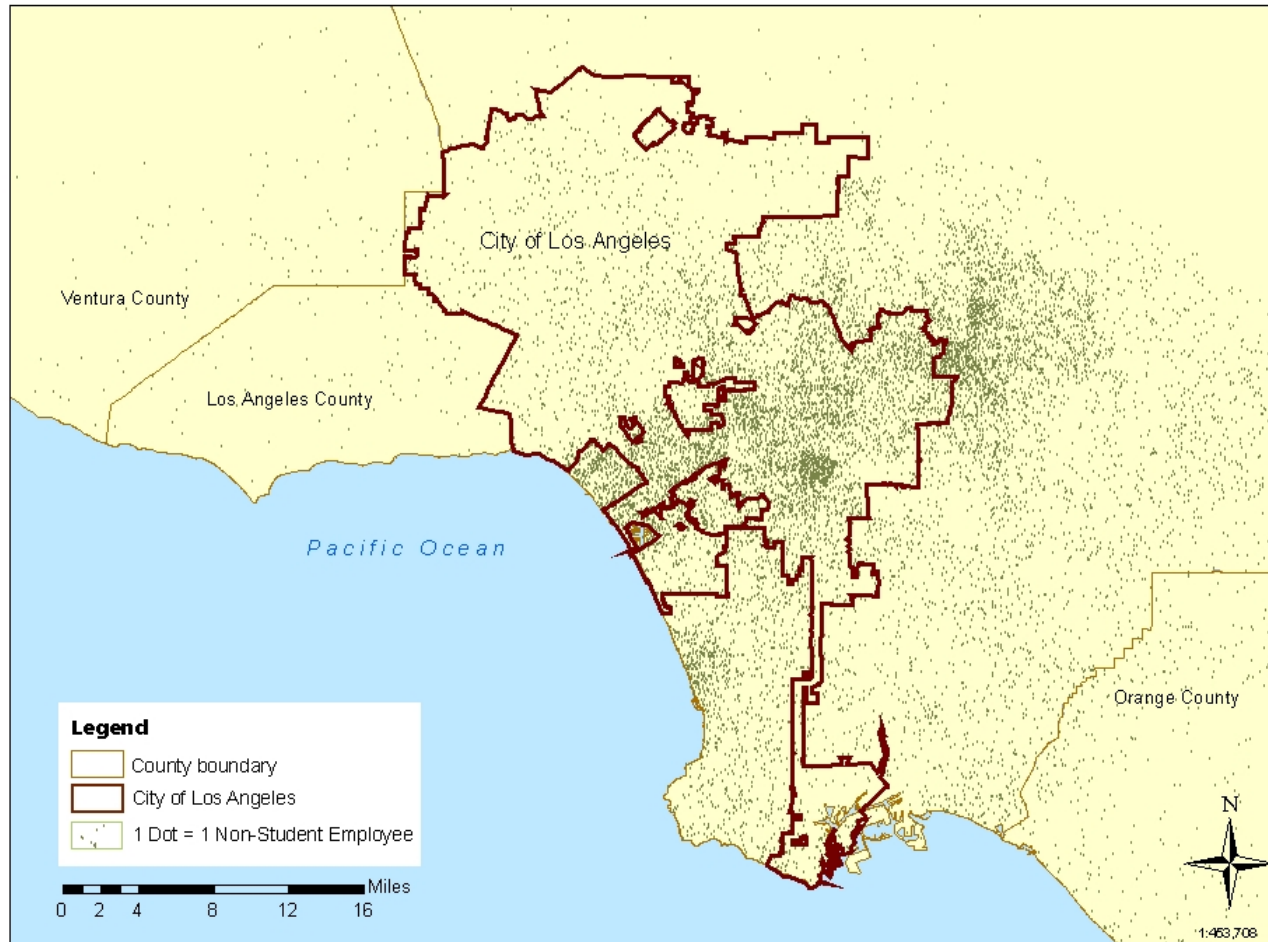
Figure 21
Non-Student Employees by City - Data
2006 Fiscal Year

Rank	City	Number of Employees	Percent of County Total
1	Los Angeles	4,577	35.1%
2	Pasadena	690	5.3%
3	Santa Monica	348	2.7%
4	Glendale	336	2.6%
5	South Pasadena	311	2.4%
6	Long Beach	291	2.2%
7	Alhambra	274	2.1%
8	Arcadia	202	1.5%
9	Torrance	177	1.4%
10	Altadena	161	1.2%
Total - Top Ten Cities		7,367	56.4%



Source: USC, ArcView GIS, and ERA

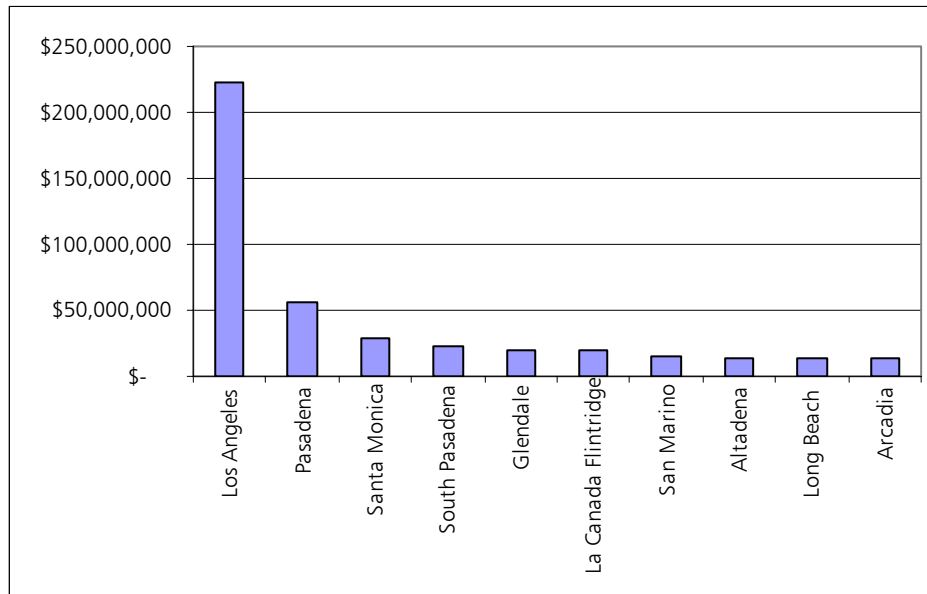
Figure 22
Non-Student Employees by City - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

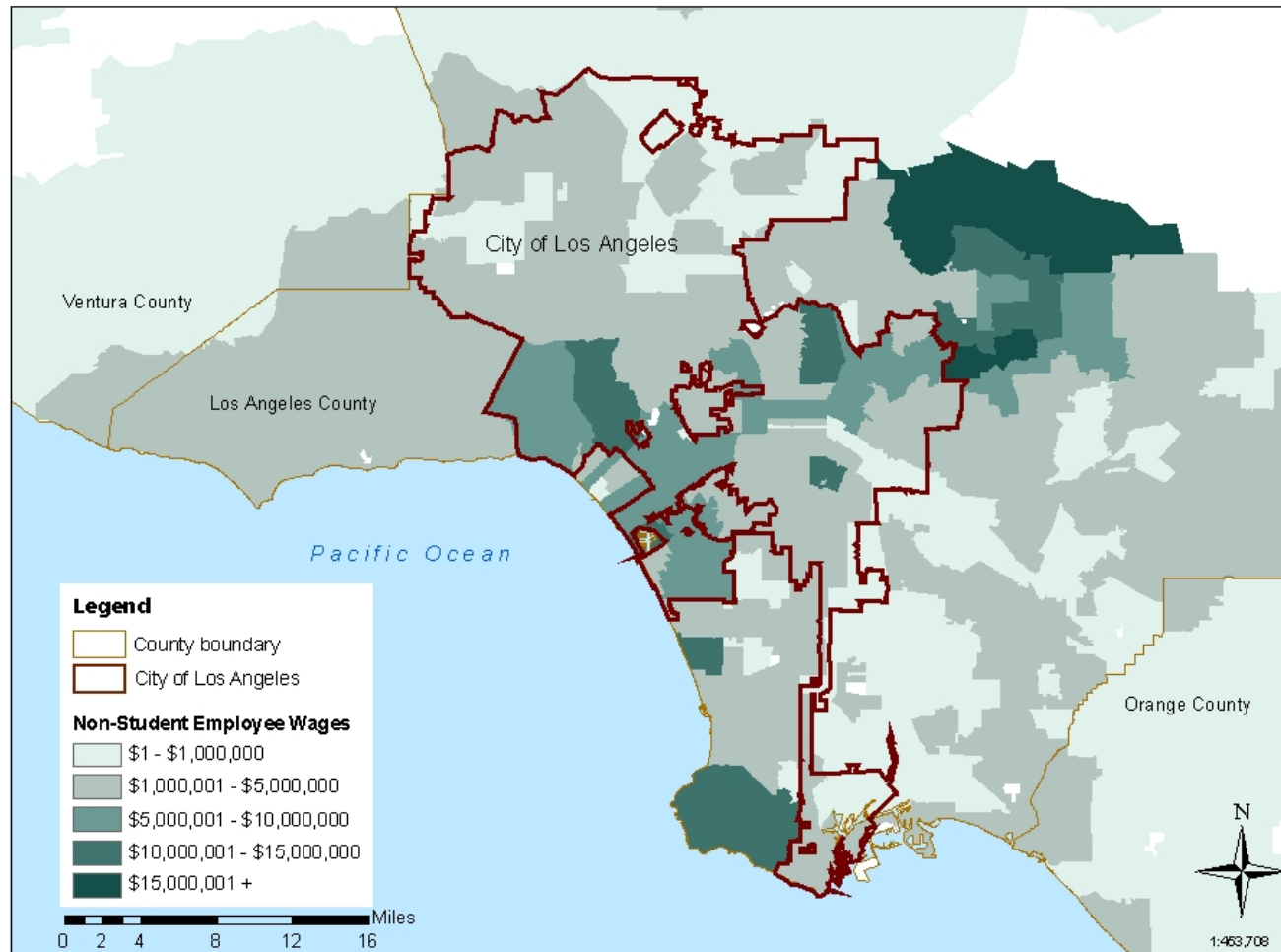
Figure 23
Non-Student Wages by City - Data
2006 Fiscal Year

Rank	City	Wages	Percent of County Total
1	Los Angeles	222,573,438	29.7%
2	Pasadena	55,737,100	7.4%
3	Santa Monica	28,522,641	3.8%
4	South Pasadena	22,606,691	3.0%
5	Glendale	20,043,525	2.7%
6	La Canada Flintridge	18,986,543	2.5%
7	San Marino	15,781,377	2.1%
8	Altadena	14,268,140	1.9%
9	Long Beach	14,033,555	1.9%
10	Arcadia	13,989,304	1.9%
Total - Top Ten Cities		426,542,313	56.8%



Source: USC, ArcView GIS, and ERA

Figure 24
Non-Student Wages by City - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

California

ERA also examined payroll expenditures to determine the total number of USC supported jobs and wages within the State of California. In total, the University employs approximately 25,500 people with total wages of over \$905.7 million dollars. The distribution of the jobs and wages is detailed in Figure 25. The distribution of jobs by type remains similar in composition to Los Angeles County with non-students representing 60 percent of the total USC employment and 90 percent of the total wages paid by USC in the 2006 fiscal year.

Figure 25
California Payroll Expenditures
2006 Fiscal Year

Payroll Expenditures	Employees	Wages
<i>Student</i>	10,930	\$78,040,512
<i>Non-Student</i>	14,587	827,403,002
Total Payroll Expenditures	25,517	\$905,443,514

Source: USC and ERA

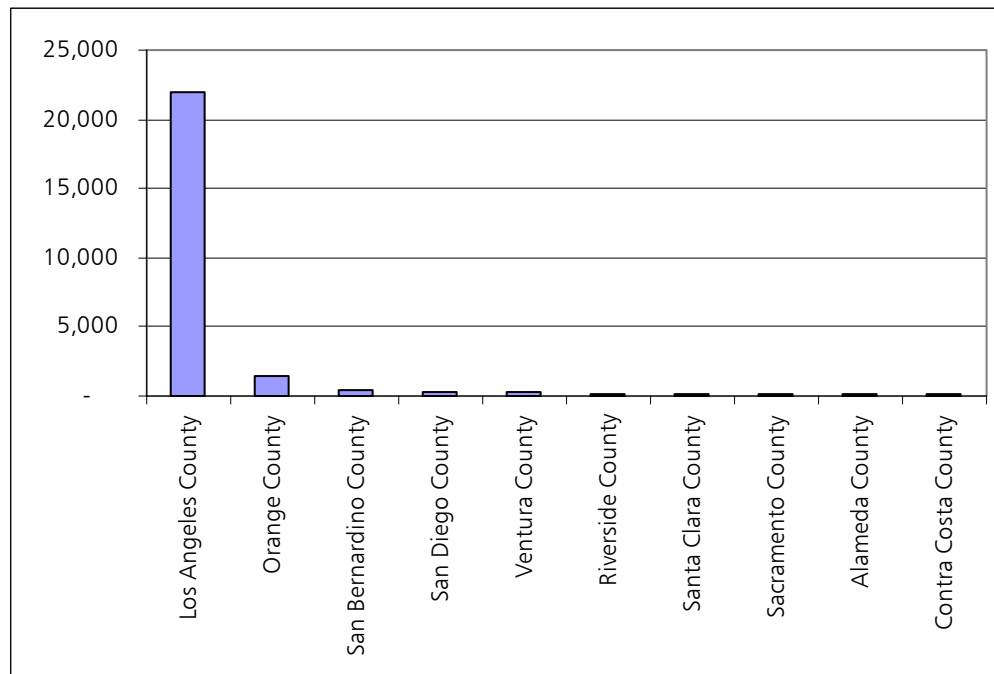
County Analysis

ERA analyzed USC payroll expenditures for the counties within California. Figures 26 – 39 present our findings in a tabular and graphical format. The top ten counties are presented by rank for each area of analysis. Maps are presented at the five-county CMSA level as well as the State geographical level.

Approximately 86 percent of USC employees reside in Los Angeles County. The county represents approximately 91 percent of all USC employee wages. Orange County and San Bernardino County rank second and third respectively for USC employees and wages. Combine, the three areas represent 93.2 percent of the USC employees and 96.7 percent of all payroll wages.

Figure 26
Total Employees by County
2006 Fiscal Year

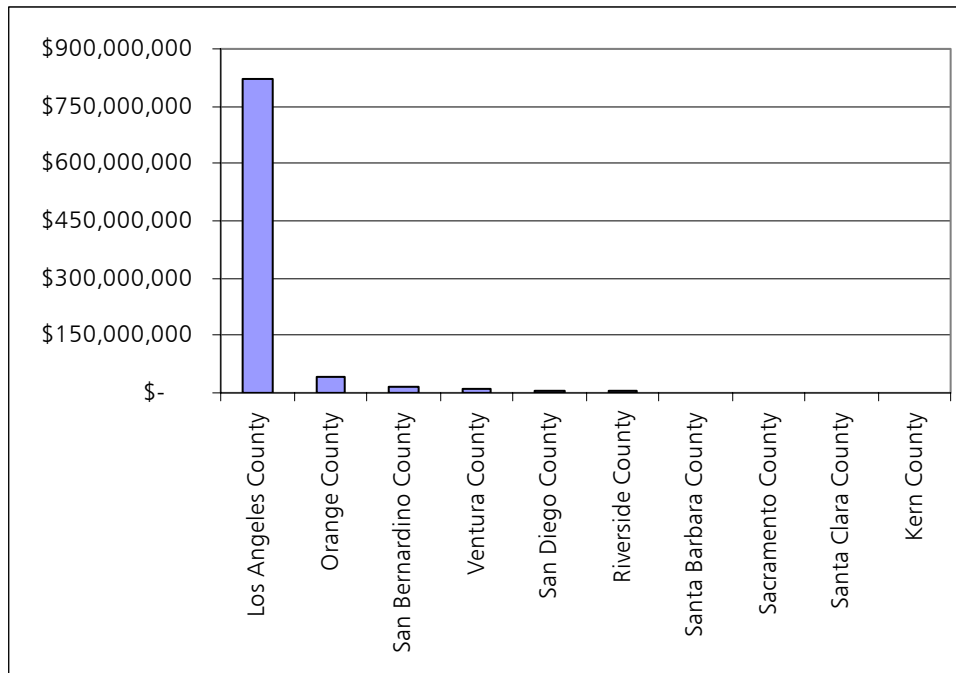
Rank	County	Employees	Percent of State Total
1	Los Angeles County	21,982	86.1%
2	Orange County	1,379	5.4%
3	San Bernardino County	423	1.7%
4	San Diego County	312	1.2%
5	Ventura County	225	0.9%
6	Riverside County	189	0.7%
7	Santa Clara County	139	0.5%
8	Sacramento County	94	0.4%
9	Alameda County	86	0.3%
10	Contra Costa County	86	0.3%
Total - Top Ten Counties		24,915	97.6%



Source: USC, ArcView GIS, and ERA

Figure 27
Total Wages by County
2006 Fiscal Year

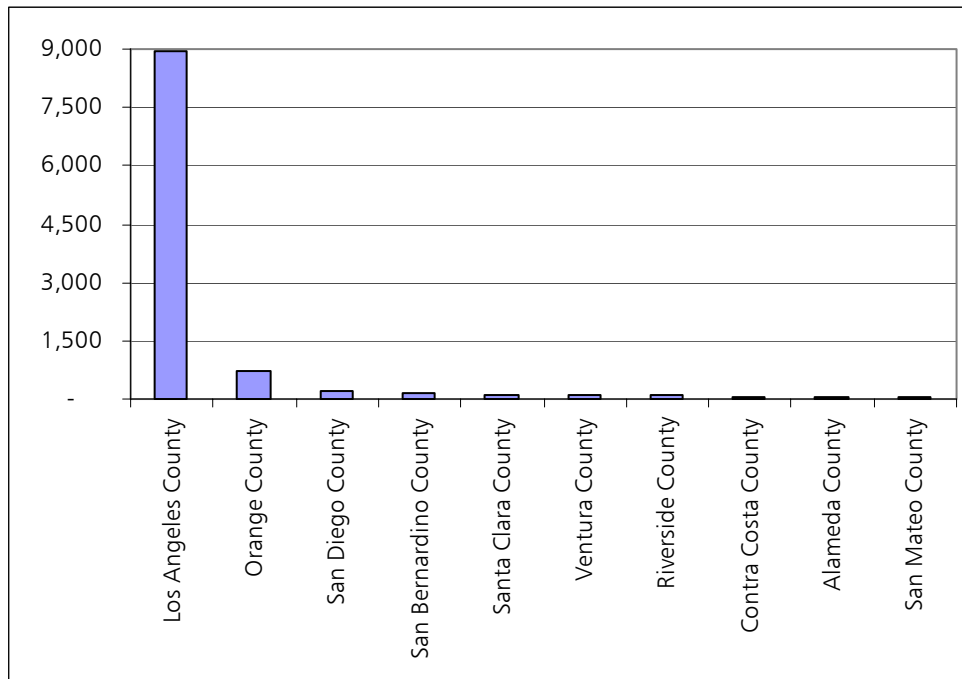
Rank	County	Wages	Percent of State Total
1	Los Angeles County	\$ 821,061,917	90.7%
2	Orange County	\$ 39,308,788	4.3%
3	San Bernardino County	\$ 14,064,082	1.6%
4	Ventura County	\$ 8,665,376	1.0%
5	San Diego County	\$ 5,784,726	0.6%
6	Riverside County	\$ 4,552,046	0.5%
7	Santa Barbara County	\$ 2,430,747	0.3%
8	Sacramento County	\$ 1,534,075	0.2%
9	Santa Clara County	\$ 1,348,135	0.1%
10	Kern County	\$ 1,048,032	0.1%
Total - Top Ten Counties		\$ 899,797,925	99.4%



Source: USC, ArcView GIS, and ERA

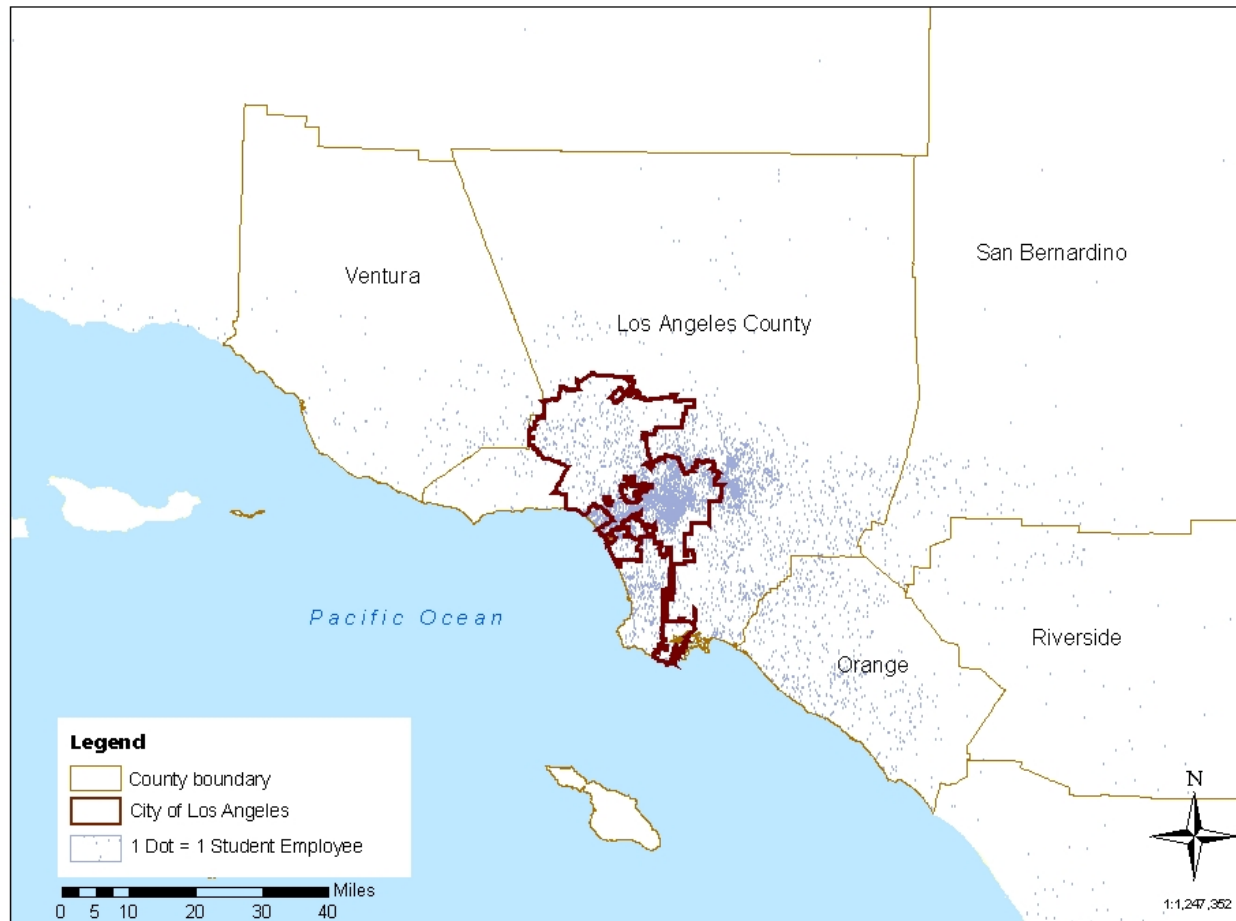
Figure 28
Student Employees by County - Data
2006 Fiscal Year

Rank	County	Employees	Percent of State Total
1	Los Angeles County	8,927	81.7%
2	Orange County	712	6.5%
3	San Diego County	220	2.0%
4	San Bernardino County	138	1.3%
5	Santa Clara County	115	1.1%
6	Ventura County	106	1.0%
7	Riverside County	82	0.8%
8	Contra Costa County	76	0.7%
9	Alameda County	74	0.7%
10	San Mateo County	59	0.5%
Total - Top Ten Counties		10,509	96.1%



Source: USC, ArcView GIS, and ERA

Figure 29
Student Employees by Southern California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

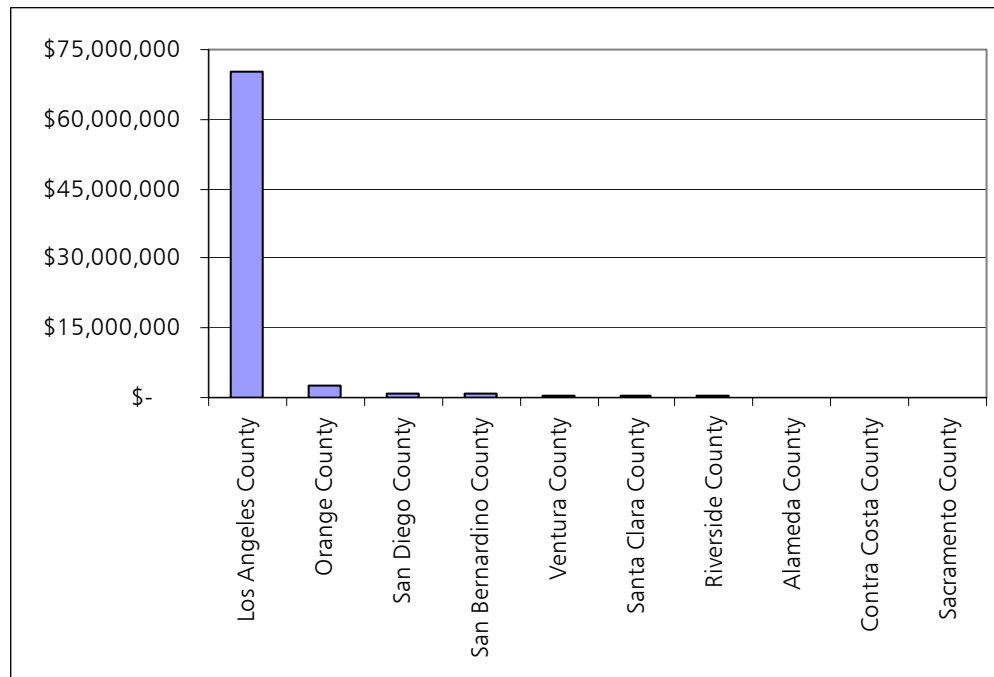
Figure 30
Student Employees by California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

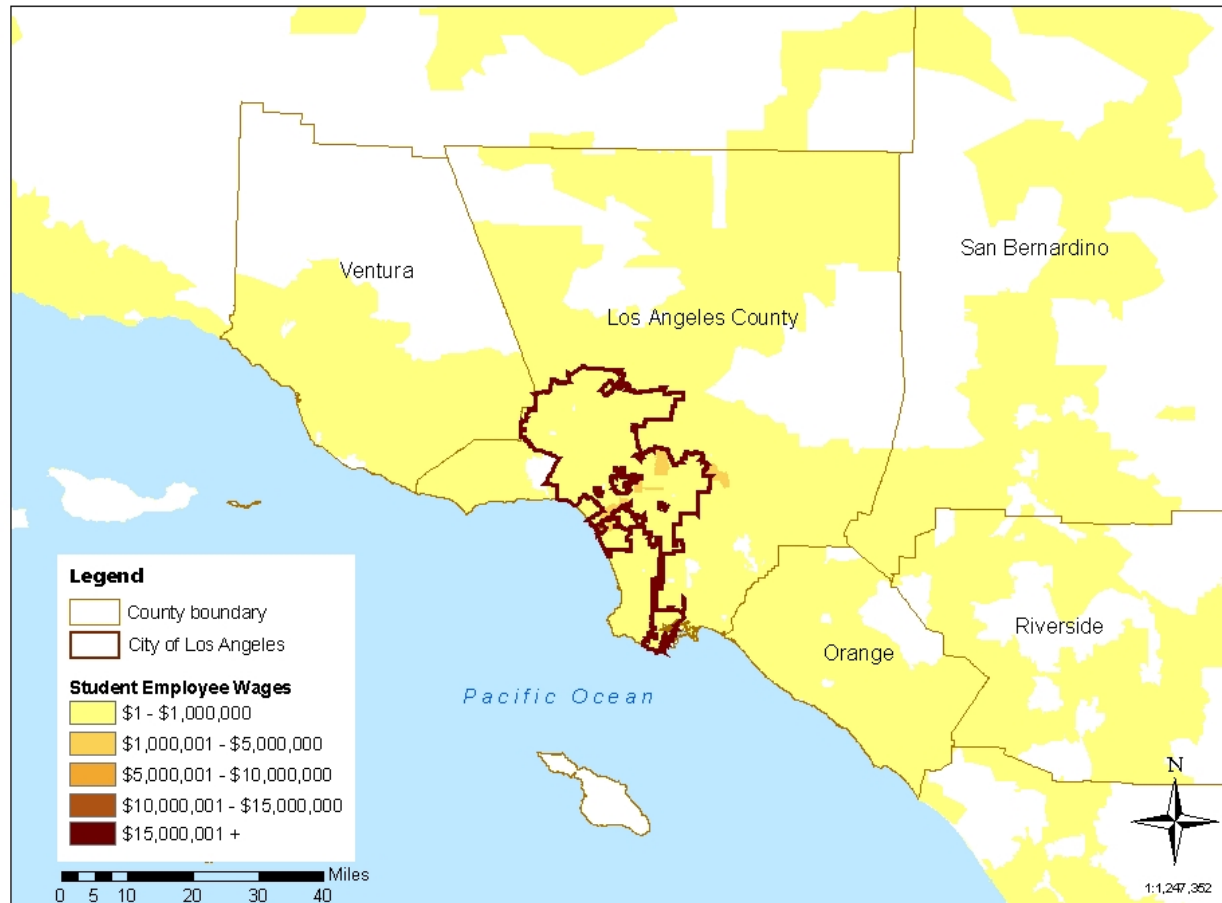
Figure 31
Student Wages by County - Data
2006 Fiscal Year

Rank	County	Wages	Percent of State Total
1	Los Angeles County	\$70,408,453	90.2%
2	Orange County	2,769,448	3.5%
3	San Diego County	831,407	1.1%
4	San Bernardino County	781,338	1.0%
5	Ventura County	586,183	0.8%
6	Santa Clara County	397,284	0.5%
7	Riverside County	309,189	0.4%
8	Alameda County	201,353	0.3%
9	Contra Costa County	201,307	0.3%
10	Sacramento County	160,061	0.2%
Total - Top Ten Counties		\$76,646,025	98.2%



Source: USC, ArcView GIS, and ERA

Figure 32
Student Wages by Southern California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

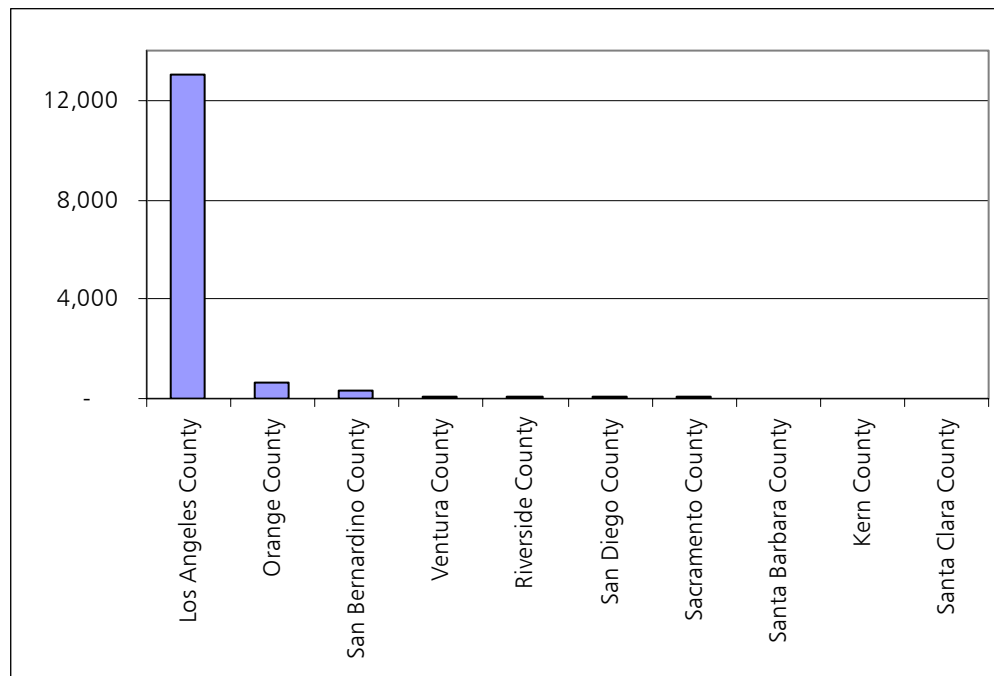
Figure 33
Student Wages by California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

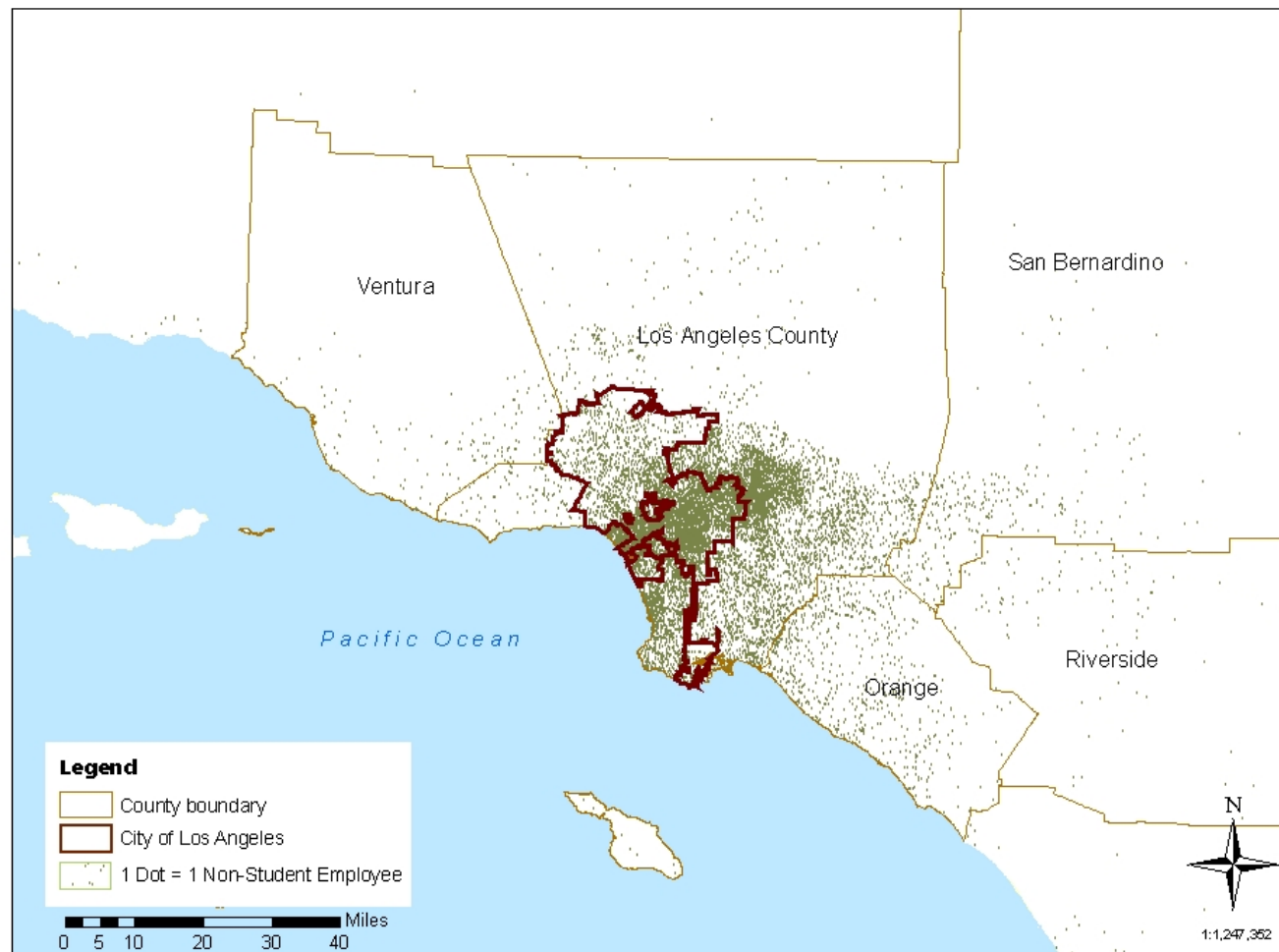
Figure 34
Non-Student Employees by County - Data
2006 Fiscal Year

Rank	County	Employees	Percent of State Total
1	Los Angeles County	13,055	89.5%
2	Orange County	667	4.6%
3	San Bernardino County	285	2.0%
4	Ventura County	119	0.8%
5	Riverside County	107	0.7%
6	San Diego County	92	0.6%
7	Sacramento County	46	0.3%
8	Santa Barbara County	31	0.2%
9	Kern County	27	0.2%
10	Santa Clara County	24	0.2%
Total - Top Ten Counties		14,453	99.1%



Source: USC, ArcView GIS, and ERA

Figure 35
Non-Student Employees by Southern California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

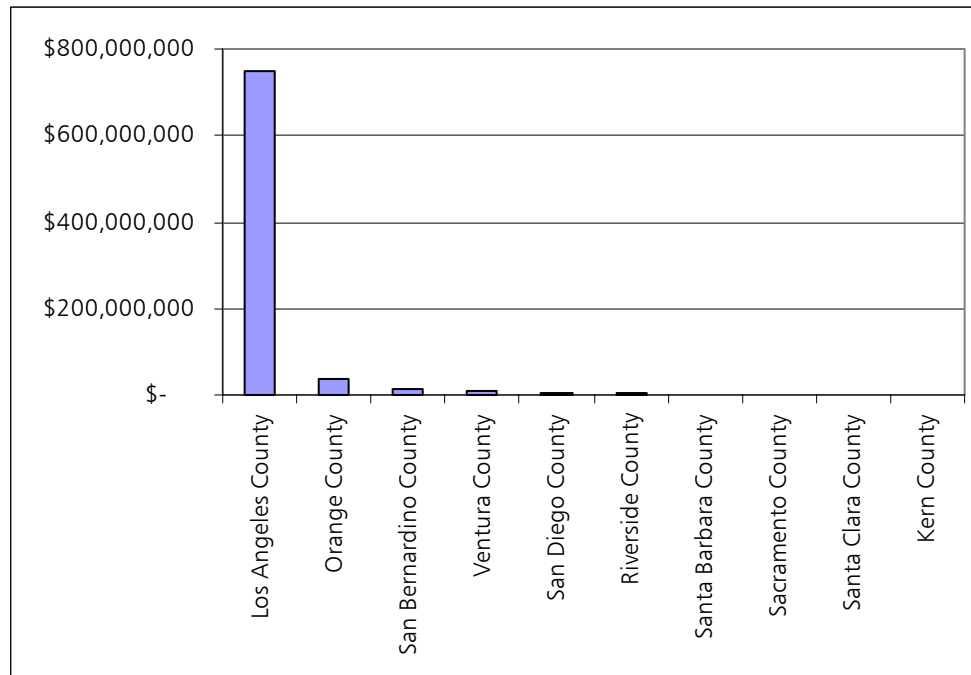
Figure 36
Non-Student Employees by California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

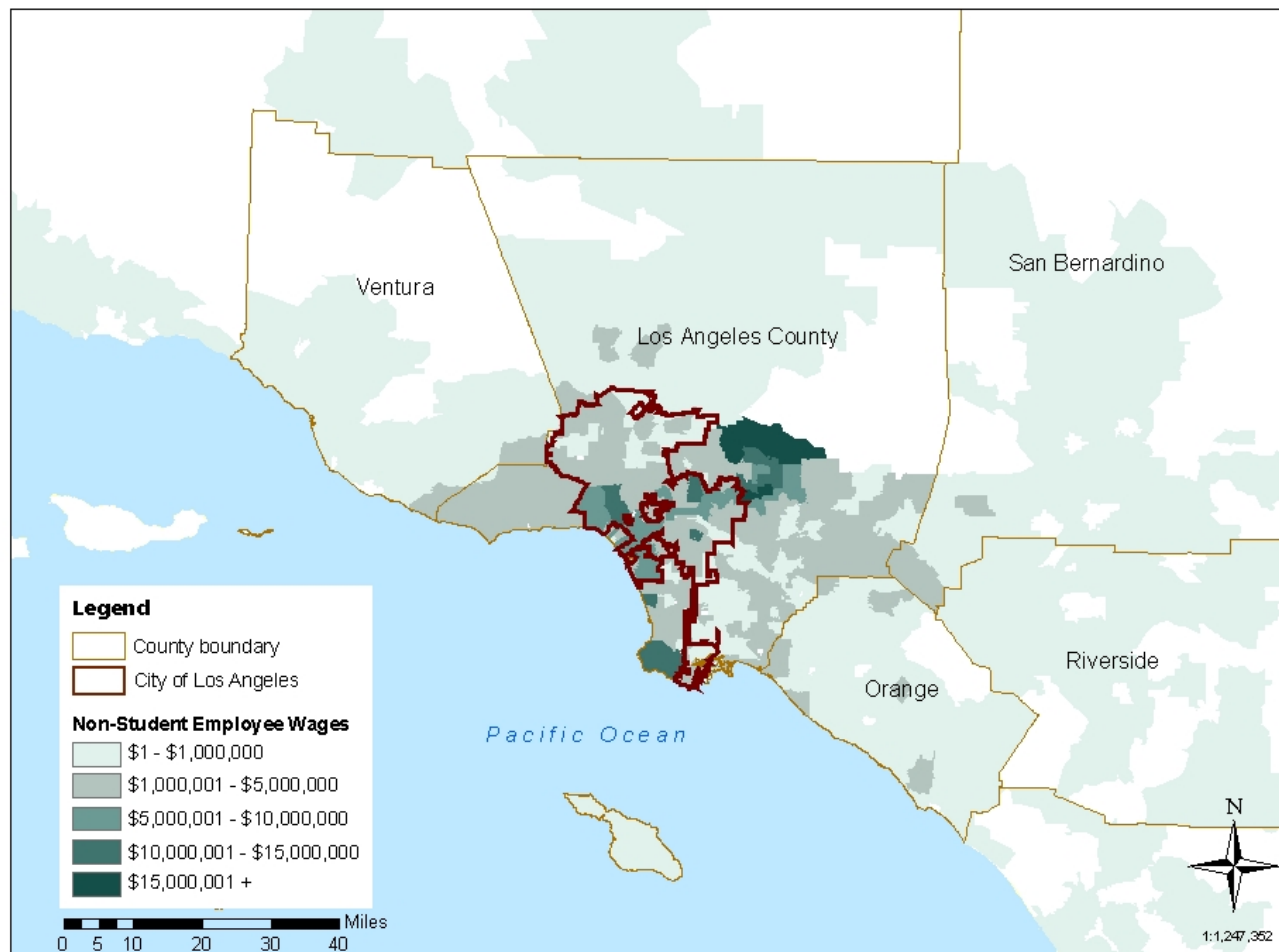
Figure 37
Non-Student Wages by County - Data
2006 Fiscal Year

Rank	County	Wages	Percent of State Total
1	Los Angeles County	\$750,653,464	90.7%
2	Orange County	36,539,340	4.4%
3	San Bernardino County	13,282,744	1.6%
4	Ventura County	8,079,193	1.0%
5	San Diego County	4,953,319	0.6%
6	Riverside County	4,242,858	0.5%
7	Santa Barbara County	2,297,535	0.3%
8	Sacramento County	1,374,013	0.2%
9	Santa Clara County	950,850	0.1%
10	Kern County	925,935	0.1%
Total - Top Ten Counties		\$823,299,251	99.5%



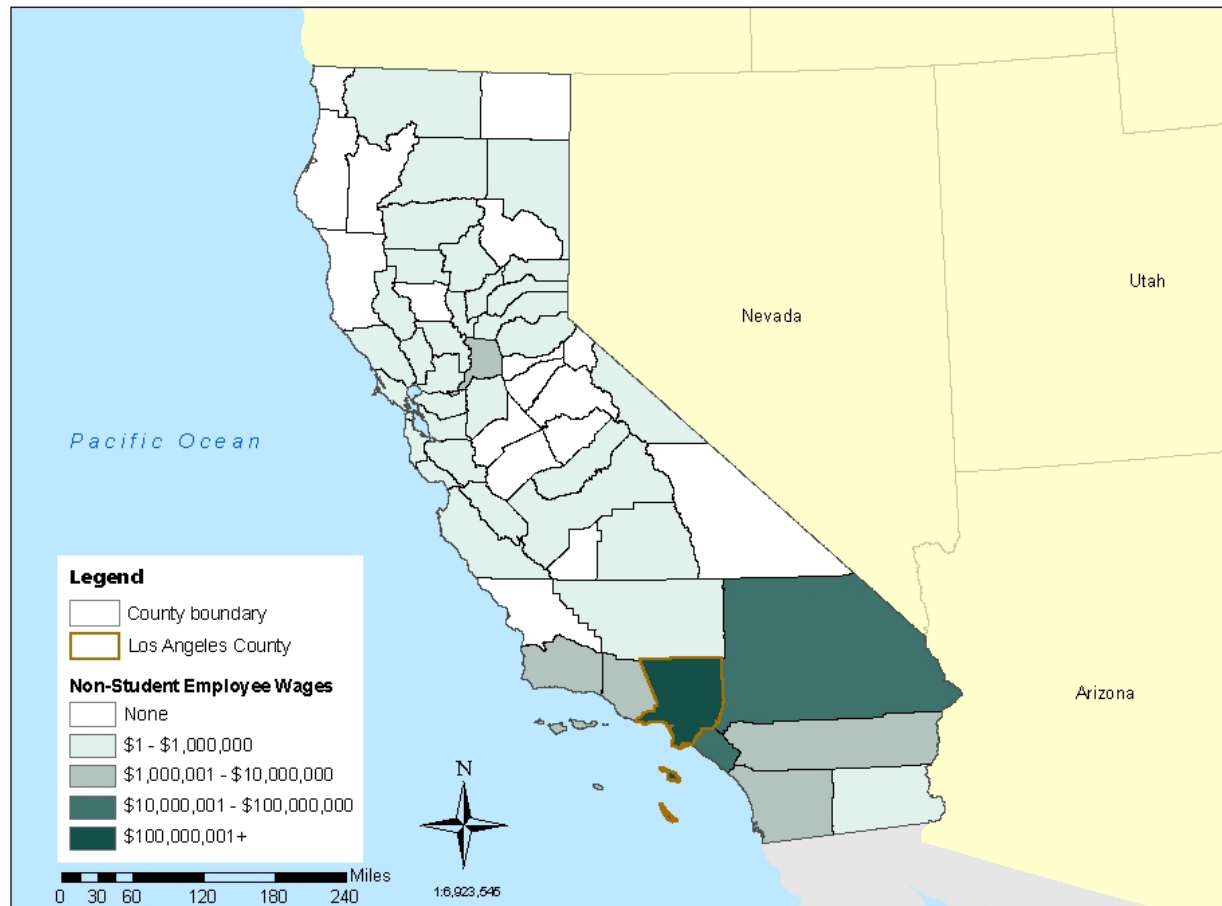
Source: USC, ArcView GIS, and ERA

Figure 38
Non-Student Wages by Southern California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Figure 39
Non-Student Wages by California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Section IV. University Operations – Non-Payroll

This section presents the purchases of goods and services from USC operations. Based on data provided from USC, Figure 40 presents a detailed summary of all University Operations expenditures in fiscal year 2006. Within the purchase orders data set, capital costs to the magnitude of approximately 207.3 million are included (as estimated in Section IV). After analyzing the data, ERA examined the purchase orders to determine the location of businesses to estimate the University's spending within the City of Los Angeles, Los Angeles County, and the State of California.

Figure 40
Total Direct Non-Payroll Expenditures
2006 Fiscal Year

University Operations Expenditures	Cost
<i>Purchasing Data</i>	
Purchase Orders	\$423,480,650
Bookstores	32,681,400
Hospitality Services	11,572,308
Retail Pharmacy	9,998,169
	<u>\$477,732,526</u>
<i>Credit Card Data</i>	
Procurement	\$29,571,370
Travel Cards	14,108,335
	<u>\$43,679,705</u>
Total Non-Payroll Expenditures	<u>\$521,412,231</u>

Source: USC and ERA

City of Los Angeles

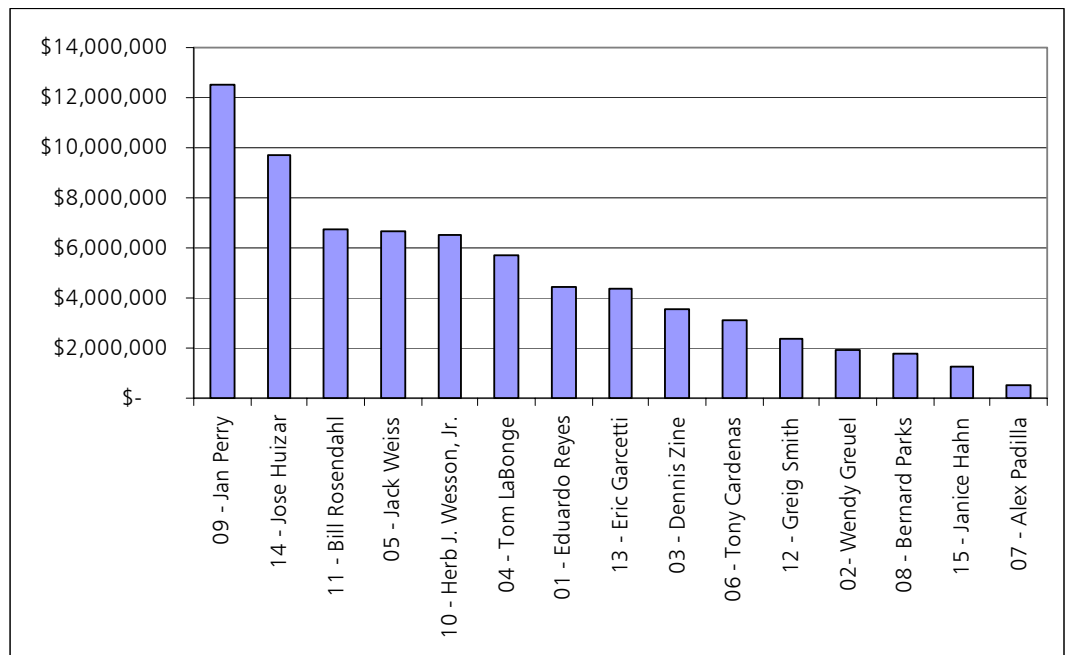
USC non-payroll expenditures in the City of Los Angeles in fiscal year 2006 were more than \$71.2 million. This represents 23.7 percent of the Universities expenditures within Los Angeles County.

Council District Analysis

Based on our Council District analysis, approximately 31 percent of spending within the City of Los Angeles occurred within Council District 9 (\$12.5 million) and 14 (\$9.7 million). The distribution of spending was relatively equal within a number of Council Districts including 11 (\$6,764,226), 5 (\$6,660,942), 19 (\$6,494,777), 4 (\$5,725,417). Overall, there was significant spending throughout each of the Council Districts. Figure 41 and Figure 42 present our findings in detail.

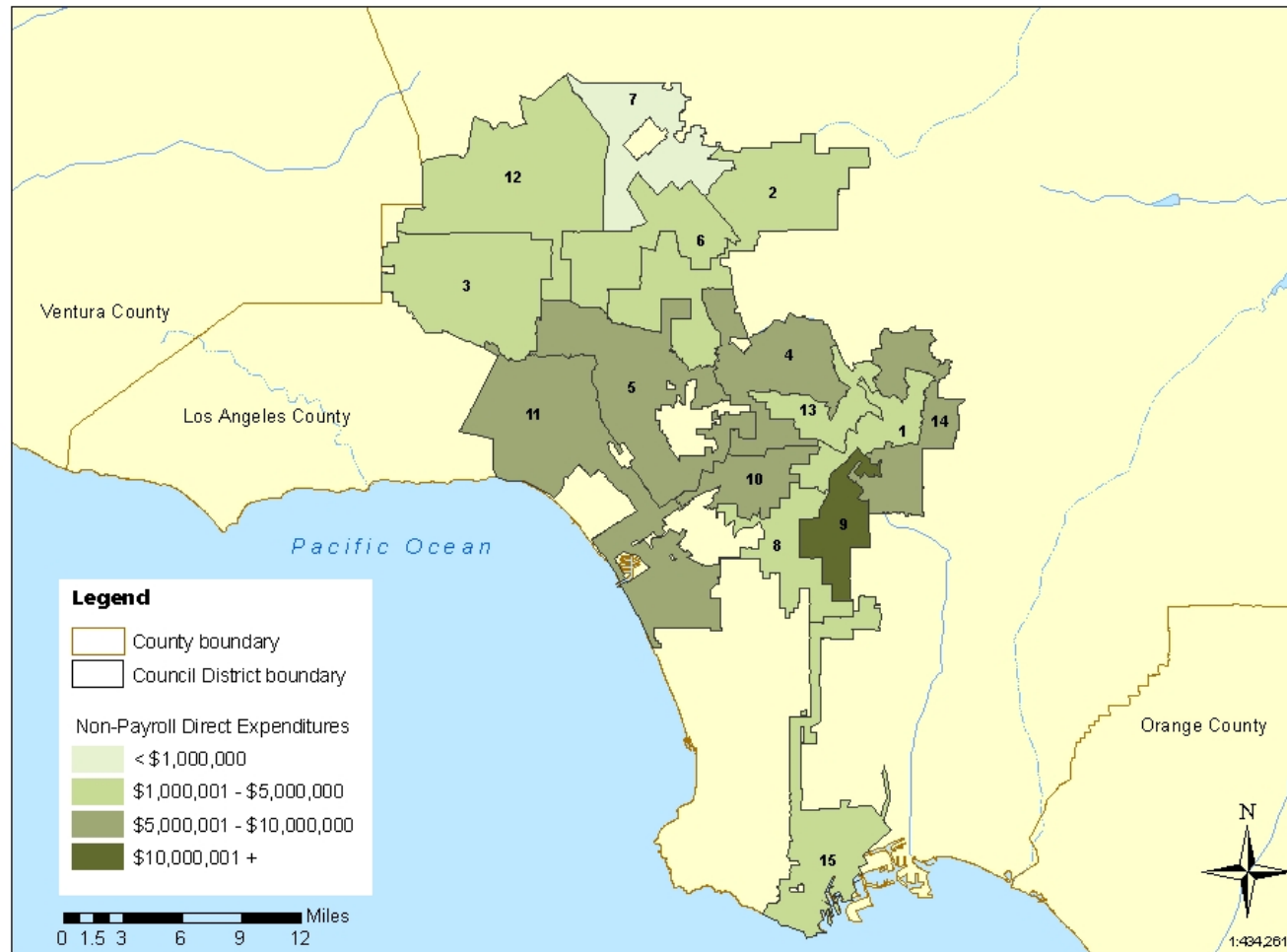
Figure 41
Non-Payroll Expenditures by Council District - Data
2006 Fiscal Year

Rank	Council District	Expenditures	Percent of City Total
1	09 - Jan Perry	\$12,516,616	17.6%
2	14 - Jose Huizar	9,701,215	13.6%
3	11 - Bill Rosendahl	6,764,226	9.5%
4	05 - Jack Weiss	6,660,942	9.3%
5	10 - Herb J. Wesson, Jr.	6,494,777	9.1%
6	04 - Tom LaBonge	5,725,417	8.0%
7	01 - Eduardo Reyes	4,479,332	6.3%
8	13 - Eric Garcetti	4,406,334	6.2%
9	03 - Dennis Zine	3,554,478	5.0%
10	06 - Tony Cardenas	3,143,028	4.4%
11	12 - Greig Smith	2,365,409	3.3%
12	02 - Wendy Greuel	1,954,197	2.7%
13	08 - Bernard Parks	1,764,564	2.5%
14	15 - Janice Hahn	1,223,077	1.7%
15	07 - Alex Padilla	536,208	0.8%
Total - City of Los Angeles		\$ 71,289,821	100.0%



Source: USC, ArcView GIS, and ERA

Figure 42
Non-Payroll Expenditures by Council District - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Los Angeles County

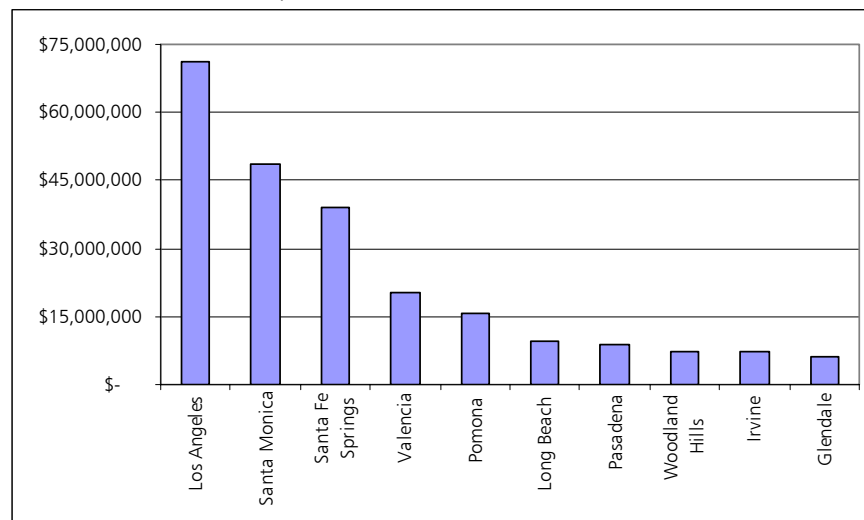
USC non-payroll expenditures in Los Angeles County in fiscal year 2006 were \$301.2 million. This represents 73.9 percent of the Universities expenditures within the State of California

City Analysis

Unlike the expenditures with the City of Los Angeles, the expenditures by city within Los Angeles County are focused in a few cities, namely, Los Angeles, Santa Monica, and Santa Fe Springs. Collectively, they represent approximately 53 percent of all spending within the county. Figure 43 and Figure 44 present our findings in detail.

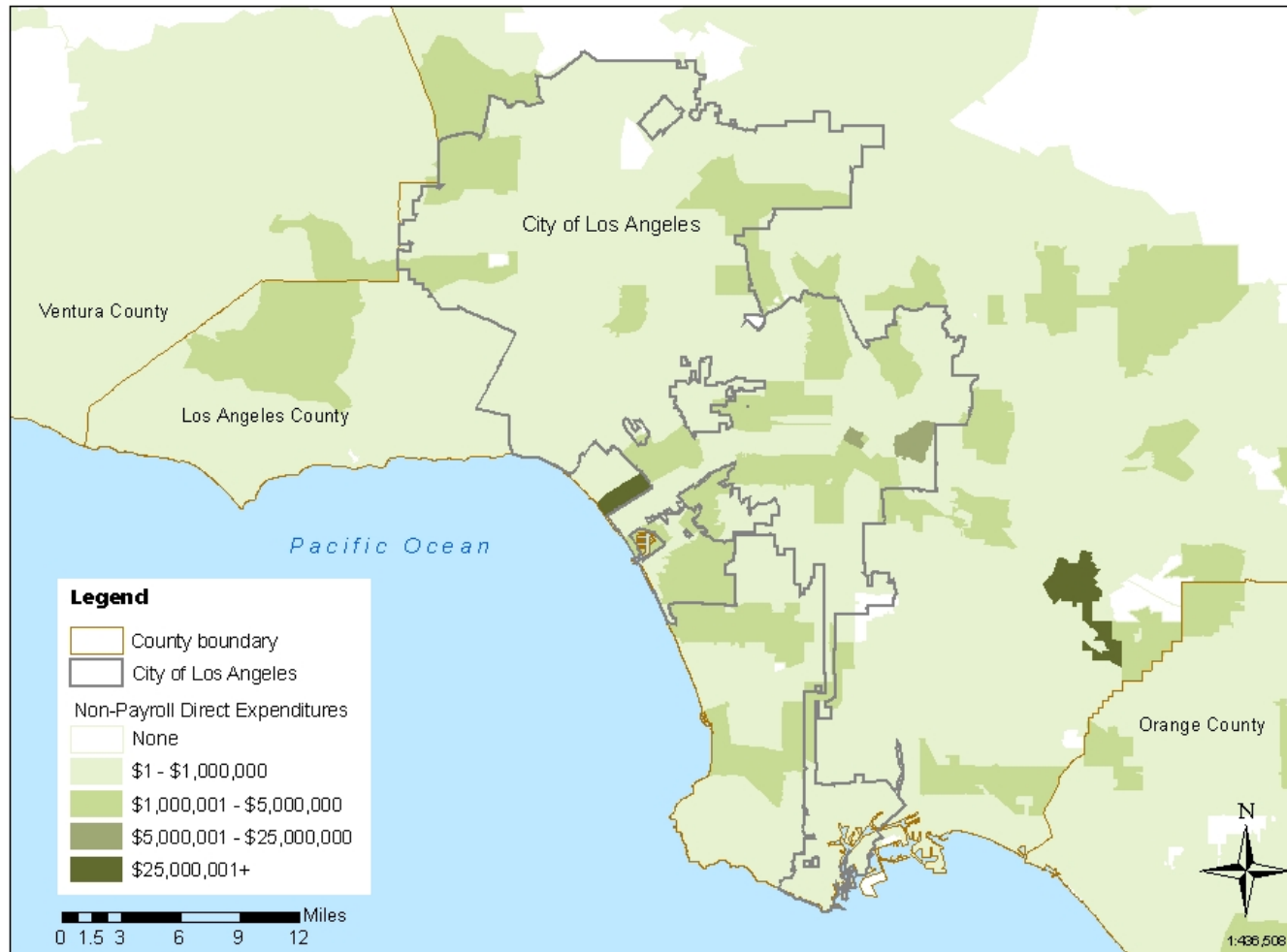
Figure 43
Non-Payroll Expenditures by City - Data
2006 Fiscal Year

Rank	City	Expenditures	Percent of County Total
1	Los Angeles	\$ 71,289,821	23.7%
2	Santa Monica	\$ 48,618,563	16.1%
3	Santa Fe Springs	\$ 38,988,731	12.9%
4	Valencia	\$ 20,277,336	6.7%
5	Pomona	\$ 15,527,842	5.2%
6	Long Beach	\$ 9,402,582	3.1%
7	Pasadena	\$ 8,700,203	2.9%
8	Woodland Hills	\$ 7,263,415	2.4%
9	Irvine	\$ 7,175,570	2.4%
10	Glendale	\$ 6,108,251	2.0%
Total - Top Ten Cities		\$ 233,352,315	77.5%



Source: USC, ArcView GIS, and ERA

Figure 44
Non-Payroll Expenditures by City - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

California

USC non-payroll expenditures in California in fiscal year 2006 were \$407.4 million. This represents 79.0 percent of the Universities non-payroll expenditures within the US.

County Analysis

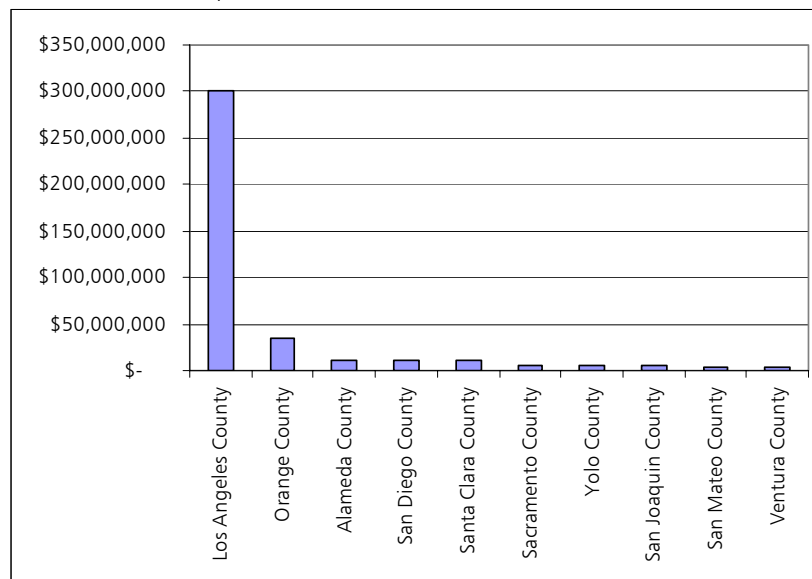
Approximately 74 percent of all non-payroll expenditures were purchased within Los Angeles County. The top five counties (Los Angeles, Orange, Alameda, San Diego, and Santa Clara) represent approximately 90 percent of all spending within the state. Figures 54 - 56 present the County data in detail.

Figure 45

Non-Payroll Expenditures by County - Data

2006 Fiscal Year

Rank	County	Expenditures	Percent of State
			Total
1	Los Angeles County	\$ 301,201,455	73.9%
2	Orange County	\$ 34,052,718	8.4%
3	Alameda County	\$ 11,090,798	2.7%
4	San Diego County	\$ 10,873,954	2.7%
5	Santa Clara County	\$ 10,246,055	2.5%
6	Sacramento County	\$ 5,892,844	1.4%
7	Yolo County	\$ 5,445,844	1.3%
8	San Joaquin County	\$ 5,324,365	1.3%
9	San Mateo County	\$ 3,675,350	0.9%
10	Ventura County	\$ 3,322,440	0.8%
Total - Top Ten Counties		\$ 391,125,823	96.0%



Source: USC, ArcView GIS, and ERA

Figure 46
Non-Payroll Expenditures by Southern California Counties - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Figure 47
Non-Payroll Expenditures by County - Map
2006 Fiscal Year



Source: USC, ArcView GIS, and ERA

Section V. Capital Costs

Figure 48 presents an illustrative table with the various capital expenditures, by project, for fiscal year 2006. The costs of these University expenditures were captured in the non-payroll information presented in Section III. Based on data provided by USC, ERA estimates that approximately \$125.4 million or 60 percent of the total direct capital cost related expenditures took place within Los Angeles County.

Figure 48
Direct Capital Expenditures by Project
2006 Fiscal Year

Project	Cost	Percent of Total
Galen Center	\$54,500,000	26.3%
Harlyne Norris Res. Tower	53,232,572	25.7%
Athletic Pavilion	16,750,000	8.1%
Parking Structure #2	15,350,000	7.4%
3434 Grand Shell & Core	13,545,025	6.5%
3434 Grand Data Center	12,550,721	6.1%
Parkside II	10,979,309	5.3%
Webb Tower Interiors Imp.	9,560,039	4.6%
Parkside F&G Seismic Upgrade	4,893,140	2.4%
3434 Grand 3rd Flr TI	4,885,955	2.4%
Webb Tower Seismic	4,064,087	2.0%
Broad Institute	2,984,129	1.4%
125 th Anniversary Fountain	804,418	0.4%
EVK/Harris Hall Seismic	702,203	0.3%
HSC - LCME Phase 2 Design	550,000	0.3%
CSC 2nd floor West Wing	372,000	0.2%
Watt Hall Expansion	361,656	0.2%
UPC Master Plan	356,145	0.2%
Wrigley Boone Center	356,000	0.2%
Wrigley Infrastructure - Ph1	210,000	0.1%
BioMedTech Park	169,966	0.1%
Scene Shop	69,599	0.0%
Access Corridors	19,511	0.0%
Total	\$207,266,474	100%

Source: USC

Section VI. Student Expenditures

ERA utilized two housing surveys (for undergraduate and graduate students) conducted in April 2006, data published on the USC housing website, as well as conversations with the USC housing department to estimate the annual student expenditures. Based on our research, we estimate that undergraduate and graduate students living in non-University housing spent on average \$1,278 and \$1,432 per month, respectively, on housing, utilities, groceries (food), personal miscellaneous, and transportation in fiscal year 2006. A detailed breakout of the assumed monthly student spending is presented in Figure 49.

Figure 49
Monthly Student Expenditures by Type (Estimate)
2006 Fiscal Year

	Undergraduate	Graduate
Housing	\$709	\$838
Utilities	\$43	\$75
Groceries	\$171	\$171
Personal Miscellaneous	\$136	\$136
Transportation	\$220	\$212
Total	\$1,278	\$1,432

Source: USC and ERA

In order to estimate spending for the entire student body, ERA used the data to establish an estimate for total student spending during the 2006 fiscal year. In order to not double count expenditures, we only accounted for spending that occurred off-campus or, simply stated, student expenditures that were not paid to the University. As shown in Figure 50, ERA estimates that undergraduates spent over \$156.1 million, while graduate students spent \$261.1 million on non-university related living expenses. Specific assumptions are presented in Appendix 1 of this report.

Figure 50
Direct Student Expenditures (Estimate)
2006 Fiscal Year

	Undergraduate	Graduate	Total
Non-University Housing Costs	\$49,027,906	\$143,784,195	\$192,812,101
Utilities	3,575,285	12,912,944	16,488,229
Groceries	24,369,231	33,800,378	58,169,609
Personal Miscellaneous	26,044,326	27,609,698	53,654,024
Transportation	41,992,889	43,026,521	85,019,410
Total	\$156,147,359	\$261,133,735	\$406,143,372

Source: USC and ERA

Section VII. Visitor Expenditures

Based on information provided by USC, ERA estimates that the total attendance to USC related events was 1,255,000 during the 2006 fiscal year. The total attendance is broken into two major groups – athletic and non-athletic event visitation (Figure 51).

Approximately 40 percent of total university related visitation was driven by the USC men's football team. During the 6 home games played last year, the University averaged an attendance of 90,812 per game. Of which, approximately 6,500 per game were students. All other sports are grouped in the non-football athletic category because it is assumed that visitation behaviors for these teams will be similar. Non-Athletic events include all academic, community, and cultural related events held at USC. It also includes all other events that took place in USC facilities.

Figure 51
Total Visitation (Estimate)
2006 Fiscal Year

Event	Attendance
<i>Athletic</i>	898,000
Football (544,872)	
Non-Football (353,128)	
<i>Non-Athletic</i>	357,000
Total Annual Attendance	1,255,000

Source: USC and ERA

Specific assumptions related to visitation behaviors related to the three main event categories are presented in Figures 62 – 64. The different assumptions for each event category are based on various factors related to the attendee's place of origin and type of stay. First, all attendees were broken into three sub-groups: walk-up, local, or non-local. Walk-up visitation is assumed to be comprised of the student body, people already on the USC campus, or visitors residing near the USC event location. Local visitors are assumed to be located within Los Angeles County. Non-local visitors are assumed to be located outside of Los Angeles County. The non-local attendees are further refined into two categories: day-trip or overnight visitor. It is thought that day-trip visitors would be located outside the county but within the general Southern California region while overnight visitors are traveling from a greater distance to attend the event. These overnight visitors are further separated based on where they are spending the night. It is assumed they will either stay at a commercial accommodation (hotel) or stay with a friend or relative. The point of these assumptions is to reach a reasonable estimate for spending within each event category that will, in total, represent total direct visitor spending for fiscal year 2006.

Figure 52
Football Attendees by Type (Estimate)
2006 Fiscal Year

Origin	Percent Distribution	Attendees
Walk-Up	10%	54,487
Local	80%	435,898
Non-Local	10%	54,487
Total Attendance	100%	544,872
Non-Local		
Daytrip	70%	38,141
Overnight	30%	16,346
Total Non-Local Attendees	100%	54,487
Overnight		
Commercial Accommodations	60%	9,808
Staying with Friends and Relatives	40%	6,538
Total Overnight Attendees	100%	16,346

Source: USC and ERA

Figure 53
Non- Football Athletic Attendees by Type (Estimate)
2006 Fiscal Year

Origin	Percent Distribution	Attendees
Walk-Up	57%	201,283
Local	37%	130,657
Non-Local	6%	21,188
Total Attendance	100%	353,128
Non-Local		
Daytrip	70%	14,831
Overnight	30%	6,356
Total Non-Local Attendees	100%	21,188
Overnight		
Commercial Accommodations	60%	3,814
Staying with Friends and Relatives	40%	2,543
Total Overnight Attendees	100%	6,356

Source: USC and ERA

Figure 54
Non-Athletic Attendees by Type (Estimate)
2006 Fiscal Year

Origin	Percent Distribution	Attendees
Walk-Up	20%	71,400
Local	20%	71,400
Non-Local	60%	214,200
Total Attendance	100%	357,000
Non-Local		
Daytrip	80%	171,360
Overnight	20%	42,840
Total Non-Local Attendees	100%	214,200
Overnight		
Commercial Accommodations	80%	34,272
Staying with Friends and Relatives	20%	8,568
Total Overnight Attendees	100%	42,840

Source: USC and ERA

Based on the number of attendees by type, ERA utilized estimated for per capita expenditures. Within the expenditures presented in Figure 55 it is assumed that in all scenarios transportation costs are \$2.50 per visitor. For Daytrip visitors, there is an equal split within the spending between transportation, food & beverage (F&B), and retail expenditures (\$2.50 each). It is assumed that overnight commercial visitors will spend \$125.00 on accommodations, and approximately \$24.00 on both F&B and retail expenditures. Similarly, overnight visitors staying with friends or family will spend approximately \$16.00 per capita on both F&B and retail expenditures. In total, we estimate visitors spent \$12,274,454 on USC related events.

Figure 55
Total Visitation Expenditures (Estimate)
2006 Fiscal Year

	Attendees	Per Capita Expenditures	Total Expenditures
Walk-Up	327,170	\$0.00	\$0
Local	637,955	\$2.50	\$1,594,887
Non-Local	289,875		
Daytrip	224,332	\$7.50	\$1,682,493
Overnight – Commercial	47,893	\$175.00	\$8,381,359
Overnight – Friends	17,649	\$35.00	\$617,714
Total	1,255,000		\$12,276,454

Source: USC, LA Inc., and ERA

Section VIII. Economic Impacts

The regional expenditures from USC's primary sets of activities and agents: (1) General Operations (payroll and non-payroll); (2) Capital Costs; (3) Students; and (4) Visitors are multiplied by various final-demand multipliers for output, earnings, and employment to yield the impacts of the University within Los Angeles County.

In order to effectively use the RIMS II multipliers for impact analysis, the data was examined at geographically and industrially level of detail. A summary of our geographic analysis from university operations (payroll and non-payroll) is provided in Section III. In this report it is assumed that all student and visitor spending (presented in Section V and VI) occurred within Los Angeles County. Furthermore, all non-payroll expenditures were broken down by NAICS code. ERA grouped spending by type in order to utilize various RIMS II multipliers that then, in turn, estimate the various magnitudes of economic impacts within Los Angeles County.

Based on all USC related economic activities documented within this report, ERA believes for every dollar spent by USC in Los Angeles County during the 2006 fiscal year, an additional 39 cents of output was created elsewhere in the regional economy. Also, every dollar of earnings that workers were paid for USC related expenditures supported an additional 36 cents of wages elsewhere in the County. Finally, every \$1 million spent by USC in the region supported 10.6 full-time equivalent jobs. Figure 56 presents a summary of the economic impact model. Based on these findings, economic activities related to USC's presence within Los Angeles County created an additional 16,318 full-time equivalent (FTE) jobs with average earnings of \$33,855. Please refer to the appendix for a detailed breakdown the RIMS II multipliers used to estimate total impact for the USC related expenditures in the region.

Figure 56
Indirect and Induced Economic Impact
2006 Fiscal Year

	Total Regional Expenditures	Impact = Indirect and Induced (Additional)		
		Final Output	Earnings	Employment (FTE Jobs)
Payroll (Total)	\$821,061,917	\$1,009,741,946	\$251,491,265	7,699
Non-Payroll (Purchasing)	175,807,352	351,442,188	98,896,491	2,790
Capital Costs	125,394,102	261,208,454	70,609,419	1,760
Student	406,143,372	499,475,119	124,401,715	3,808
Visitor	12,276,454	24,586,963	7,059,882	261
Total	\$1,540,683,197	\$2,146,454,670	\$552,458,771	16,318

Source: USC, Bureau of Economic Analysis, and ERA

As presented in Figure 57, the total economic impact of University operations was close to four billion in total output in fiscal year 2006, with earnings of over \$1.4 billion that in turn supported over 42,700 FTE jobs. The total impacts include all spending associated with USC operations along with the indirect and induced economic impact in the County of Los Angeles (presented in Figure 56).

Figure 57
Total Economic Impact
2006 Fiscal Year

	Output (in millions)	Earnings (in millions)	Jobs (FTE)
Direct Economic Impact	\$1,850.0	\$909.9	26,446
Indirect and Induced Economic Impact	\$2,146.5	\$552.5	16,318
Total Economic Impact	\$3,996.5	\$1,462.4	42,764

Source: USC, Bureau of Economic Analysis, and ERA



Appendices

The following appendices contain additional relevant information concerning this project.

List of Appendices

- Appendix 1 – Student Expenditures Assumptions**
- Appendix 2 – Payroll Multiplier Table**
- Appendix 3 – Non-Payroll Multiplier Table**
- Appendix 4 – Capital Cost Multiplier Table**
- Appendix 5 – Student Multiplier Table**
- Appendix 6 – Visitor Multiplier Table**

Appendix 1 – Student Expenditures Assumptions

Enrollment

	Undergrad	Grad	Total
Students	15,939	16,897	32,836

Transportation Assumptions & Costs - Annual

	Undergrad	Grad	Total
w/ Cars	63%	82%	
Avg Cost/Student	\$ 3,900	\$ 3,000	
Sub-Total	\$ 39,162,123	\$ 41,566,620	\$ 80,728,743
w/o Cars	37%	18%	
Avg Cost/Student	\$ 480	\$ 480	
Sub-Total	\$ 2,830,766	\$ 1,459,901	\$ 4,290,667
Total	\$ 41,992,889	\$ 43,026,521	\$ 85,019,410

USC Housing Options - Total Available Spaces

	Undergrad	Grad	Total
USC Residence Hall	4,245	460	4,704
USC Apartment	5,388	770	6,157
USC Total	9,632	1,229	10,861

Housing - Total Occupied Spaces

	Undergrad	Grad	Total
Occupancy rate @	96%	96%	-
USC Residence Hall	4,075	441	4,516
USC Apartment	5,172	739	5,911
Total USC Housing	9,247	1,180	10,427
Non-USC Housing	6,692	15,717	22,409
Total	15,939	16,897	32,836

USC Housing - Annual Fee Schedule

	Undergrad		Grad	
	Residence	Apts	Residence	Apts
Rent	\$ 5,600	\$ 7,085	\$ 6,421	\$ 8,179
Activity Fee	\$ -	\$ -	\$ -	\$ -
Required Meal Plans	\$ 4,564	\$ 996	\$ 4,564	\$ 996
Groceries	\$ -	\$ 2,054	\$ -	\$ 2,054
Utilities	\$ -	\$ 120	\$ -	\$ 120
Personal/Miscellaneous	\$ 1,634	\$ 1,634	\$ 1,634	\$ 1,634
Basic Phone and Cable	\$ -	\$ -	\$ -	\$ -
Parking	\$ 720	\$ 360	\$ 720	\$ 360
Total	\$ 12,518	\$ 12,249	\$ 12,498	\$ 10,180

Student Spending on USC Housing - Annual

	Undergrad		Grad	
	Residence	Apt	Residence	Apt
Rent	\$ 22,817,750	\$ 36,642,470	\$ 2,832,518	\$ 6,041,894
Activity Fee	\$ -	\$ -	\$ -	\$ -
Required Meal Plans	\$ 18,597,022	\$ 5,151,312	\$ 2,013,272	\$ 735,765
Groceries	\$ -	\$ 10,623,288	\$ -	\$ 1,517,331
Utilities	\$ -	\$ 620,640	\$ -	\$ 88,646
Personal/Miscellaneous	\$ 6,658,092	\$ 8,451,048	\$ 720,790	\$ 1,207,068
Basic Phone and Cable	\$ -	\$ -	\$ -	\$ -
Parking	\$ 1,848,293	\$ 1,173,010	\$ 260,437	\$ 218,070



Appendix 2 – Payroll Multiplier Table

Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
60	Households	\$821,061,917	1.2298	0.3063	9.3765	\$1,009,741,946	\$251,491,265	7,699



Appendix 3 – Non-Payroll Multiplier Table

Purchase Orders

Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
1	Crop and animal production	\$ 79,508	1.6341	0.3580	15.2281	129,924	28,464	1
2	Forestry, fishing, and related activities	\$ 83,235	1.8273	0.4832	21.3948	152,096	40,219	2
4	Mining, except oil and gas	\$ 117,933	1.7671	0.3884	9.0747	208,400	45,805	1
6	Utilities	\$ 132,010	1.5635	0.2678	4.6571	206,397	35,352	1
9	Nonmetallic mineral product manufacturing	\$ 22,575	1.8057	0.3540	8.9480	40,764	7,992	0
10	Primary metal manufacturing	\$ 24,257	1.7902	0.3213	7.7049	43,424	7,794	0
11	Fabricated metal product manufacturing	\$ 321,883	1.8658	0.4109	10.8189	600,570	132,262	3
12	Machinery manufacturing	\$ 388,743	1.9255	0.4035	8.9227	748,526	156,858	3
13	Computer and electronic product manufacturing	\$ 5,617,792	1.8855	0.4342	8.1983	10,592,348	2,439,245	46
14	Electrical equipment and appliance manufacturing	\$ 149,093	1.9259	0.3804	9.3904	287,138	56,715	1
16	Other transportation equipment manufacturing	\$ 2,575,520	2.0976	0.4335	9.1313	5,402,411	1,116,488	24
17	Furniture and related product manufacturing	\$ 2,243,929	1.9536	0.4396	14.2563	4,383,740	986,431	32
18	Miscellaneous manufacturing	\$ 2,824,220	1.9361	0.4198	10.4340	5,467,972	1,185,608	29
19	Food, beverage, and tobacco product manufacturing	\$ 614,216	1.8093	0.2861	7.4984	1,111,301	175,727	5
20	Textile and textile product mills	\$ 163,102	1.9088	0.3818	12.1922	311,330	62,272	2
21	Apparel, leather, and allied product manufacturing	\$ 359,219	2.1649	0.4558	16.6060	777,673	163,732	6
22	Paper manufacturing	\$ 38,315	1.7495	0.3110	7.5095	67,033	11,916	0
23	Printing and related support activities	\$ 8,815,259	1.9338	0.4605	12.7889	17,046,948	4,059,427	113
24	Petroleum and coal products manufacturing	\$ 93,481	1.7787	0.2365	4.6125	166,275	22,108	0
25	Chemical manufacturing	\$ 1,866,298	1.8366	0.2987	6.3743	3,427,643	557,463	12
27	Wholesale trade	\$ 24,857,340	1.8672	0.4821	11.4794	46,413,625	11,983,723	285
28	Retail trade	\$ 6,429,142	2.0094	0.5475	18.5592	12,918,719	3,519,955	119
29	Air transportation	\$ 5,021	2.1809	0.4870	12.5227	10,950	2,445	0
31	Water transportation	\$ 3,905	2.2204	0.4466	10.3610	8,671	1,744	0
32	Truck transportation	\$ 379,426	2.0175	0.4610	13.0102	765,493	174,916	5
33	Transit and ground passenger transportation	\$ 791,687	2.1855	0.6454	26.2022	1,730,231	510,955	21
35	Other transportation and support activities	\$ 1,648,176	2.0387	0.6185	16.6247	3,360,137	1,019,397	27



Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
36	Warehousing and storage	\$ 15,132	1.9179	0.5818	16.6154	29,021	8,804	0
37	Publishing including software	\$ 4,330,956	1.9017	0.5089	9.9219	8,236,179	2,204,023	43
38	Motion picture and sound recording industries	\$ 4,056,237	2.5720	0.6250	13.3813	10,432,641	2,535,148	54
40	Information and data processing services	\$ 7,500	2.0711	0.7242	13.4606	15,533	5,432	0
41	Federal Reserve banks, credit intermediation and related services	\$ 395,030	1.7137	0.3783	8.7034	676,963	149,440	3
42	Securities, commodity contracts, investments	\$ 335,317	2.3033	0.7952	15.9357	772,335	266,644	5
43	Insurance carriers and related activities	\$ 67,048	2.1365	0.5084	11.6509	143,248	34,087	1
45	Real estate	\$ 193,799	1.4174	0.1466	5.5672	274,690	28,411	1
47	Professional, scientific, and technical services	\$ 22,781,666	1.9716	0.6550	14.3558	44,916,332	14,921,991	327
48	Management of companies and enterprises	\$ 580,094	1.9560	0.6331	12.4689	1,134,664	367,258	7
49	Administrative and support services	\$ 8,910,483	1.9099	0.6286	22.5762	17,018,132	5,601,130	201
50	Waste management and remediation services	\$ 1,868,196	2.0249	0.5117	12.8117	3,782,911	955,956	24
51	Educational services	\$ 4,165,952	2.1532	0.6641	24.1818	8,970,127	2,766,609	101
52	Ambulatory health care services	\$ 13,716,709	2.0555	0.7250	17.9935	28,194,696	9,944,614	247
53	Hospitals and nursing and residential care facilities	\$ 5,819,630	2.1457	0.6944	19.7073	12,487,180	4,041,151	115
54	Social assistance	\$ 294,977	2.1669	0.6678	33.9553	639,186	196,986	10
55	Performing arts, museums, and related activities	\$ 2,939,520	2.4598	0.7475	25.5767	7,230,631	2,197,291	75
56	Amusements, gambling, and recreation	\$ 125,664	1.9870	0.5951	22.0393	249,694	74,783	3
57	Accommodation	\$ 3,232,176	1.8925	0.5435	18.6611	6,116,893	1,756,688	60
58	Food services and drinking places	\$ 5,348,706	2.1152	0.6157	26.0062	11,313,582	3,293,198	139
59	Other services	\$ 10,745,049	1.9459	0.4843	16.3998	20,908,791	5,203,827	176
Total	All Industries	\$ 150,575,127	1.9919	0.5649	15.4984	299,923,166	85,058,483	2,334



Credit Card

Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
6	Utilities	\$ 30,879	1.5635	0.2678	4.6571	48,279	8,269	0
7	Construction	\$ 58,108	2.0831	0.5631	14.0385	121,045	32,721	1
23	Printing and related support activities	\$ 2,383,860	1.9338	0.4605	12.7889	4,609,909	1,097,768	30
27	Wholesale trade	\$ 577,298	1.8672	0.4821	11.4794	1,077,931	278,316	7
28	Retail trade	\$ 5,900,777	2.0094	0.5475	18.5592	11,857,021	3,230,675	110
29	Air transportation	\$ 4,160,361	2.1809	0.4870	12.5227	9,073,332	2,026,096	52
30	Rail Transportation	\$ 5,801	1.8110	0.3779	8.4781	10,506	2,192	0
33	Transit and ground passenger transportation	\$ 2,238,598	2.1855	0.6454	26.2022	4,892,456	1,444,791	59
38	Motion picture and sound recording industries	\$ 28,186	2.5720	0.6250	13.3813	72,494	17,616	0
39	Broadcasting and Telecommunications	\$ 16,990	2.1620	0.5030	10.2796	36,732	8,546	0
40	Information and data processing services	\$ 290,214	2.0711	0.7242	13.4606	601,063	210,173	4
41	Federal Reserve banks, credit intermediation and related services	\$ 179,839	1.7137	0.3783	8.7034	308,189	68,033	2
45	Real estate	\$ 79,293	1.4174	0.1466	5.5672	112,390	11,624	0
47	Professional, scientific, and technical services	\$ 1,262,509	1.9716	0.6550	14.3558	2,489,163	826,943	18
50	Waste management and remediation services	\$ 103,753	2.0249	0.5117	12.8117	210,089	53,090	1
51	Educational services	\$ 958,687	2.1532	0.6641	24.1818	2,064,245	636,664	23
54	Social assistance	\$ 333,524	2.1669	0.6678	33.9553	722,714	222,727	11
56	Amusements, gambling, and recreation	\$ 473,133	1.9870	0.5951	22.0393	940,116	281,562	10
57	Accommodation	\$ 1,651,193	1.8925	0.5435	18.6611	3,124,882	897,423	31
58	Food services and drinking places	\$ 2,312,055	2.1152	0.6157	26.0062	4,890,459	1,423,532	60
59	Other services	\$ 2,187,166	1.9459	0.4843	16.3998	4,256,007	1,059,245	36
Total	All Industries	\$ 25,232,225	2.0418	0.5484	18.0743	51,519,022	13,838,007	456

Appendix 4 – Capital Cost Multiplier Table

Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
7	Construction	\$125,394,102	2.0831	0.5631	14.0385	261,208,454	70,609,419	1,760

Appendix 5 – Student Multiplier Table

Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
60	Households	\$406,143,372	1.2298	0.3063	9.3765	\$499,475,119	\$124,401,715	3,808

Appendix 6 – Visitor Multiplier Table

Rims II Industry Code	Industry	Total Regional Purchases	Final-Demand Multiplier			Impact		
			Output	Earnings	Employment	Output	Earnings	Employment
33	Transit and ground passenger transportation	\$2,319,575	2.1855	0.6454	26.2022	5,069,430	1,497,053	61
58	Food services and drinking places	\$1,985,097	2.1152	0.6157	26.0062	4,198,878	1,222,224	52
28	Retail trade	\$1,985,097	2.0094	0.5475	18.5592	3,988,854	1,086,841	37
57	Accommodation	\$5,986,685	1.8925	0.5435	18.6611	11,329,801	3,253,763	112
		\$12,276,454	2.0028	0.5751	21.2572	24,586,963	7,059,882	261