



# Information Item

November 3, 2011

To Mayor and City Council  
From: Martin Pastucha, Public Works Director  
Subject: Airport Economic Study

## **Introduction**

The City has embarked on a rigorous three-phase public process regarding the 227-acre Santa Monica Airport Campus. On [February 22, 2011](#), as part of the first phase, Council authorized the City Manager to negotiate and execute a professional services agreement with HR&A Advisors Inc. (HR&A) to analyze the general economic and fiscal impacts of the current operation and activity at the Airport Campus. The HR&A study addressed the direct and “multiplier” impacts in Santa Monica and provided a subsequent analysis addressing indirect impacts in neighboring Los Angeles. This information item provides a summary of the subsequent analysis.

## **Discussion**

HR&A prepared estimates of the general economic impact that operations at the Airport Campus have on the City’s economy and its net fiscal impacts on the City budget. The analysis results were reported to the City Council at its [October 4th](#) study session. Subsequent to that meeting, at the City Manager’s request, HR&A prepared supplemental analysis of the indirect and induced economic impacts of Airport Campus operations in the neighboring City of Los Angeles. HR&A has extensive experience preparing related analyses for a wide range of institutions, development projects, and planning initiatives throughout California and other parts of the U.S., including a number of related assignments for Santa Monica and for the City of Los Angeles.

## Economic Impact Analysis

The general economic impacts of the Airport Campus were estimated using an IMPLAN input-output model and economic data specific to the geography of Santa Monica and Los Angeles. IMPLAN is a widely accepted modeling system for measuring economic impacts, including direct and “multiplier effect” impacts (indirect and induced), which are typically expressed in terms of jobs and economic output. Indirect impacts result from the purchase of goods and services to support the direct impacts. Induced impacts result from household spending by direct and indirect employees. The economic impact estimates are based on detailed analysis of on-site Airport Campus employment at all aviation and non-aviation tenants (for-profit and non-profit), governmental agency expenditures (i.e., Airport Administration and Santa Monica College), and estimated visitor spending by arriving air passengers who stay in Santa Monica hotels. The annual operation of the Airport Campus includes 177 different aviation and non-aviation businesses spread across 42 different industry sectors; \$7.5 million annually in City of Santa Monica and Santa Monica College annual operating expenditures; and \$2.5 million annually in arriving air passenger expenditures in Santa Monica.

To estimate the economic impacts of the Airport Campus to the neighboring City of Los Angeles, HR&A used its calibrated IMPLAN model for the City of Santa Monica and added the economic characteristics for ZIP codes that correspond to the boundaries of the City of Los Angeles, based on HR&A’s extensive economic impact analysis work on development projects in that city, in order to produce a new economic model that includes both cities. Using this new model, the total employment and economic output impacts associated with the Airport Campus in Santa Monica were “subtracted” out. The differences are the indirect and induced impacts that are estimated to occur in the City of Los Angeles.

### *Economic Impacts in Santa Monica*

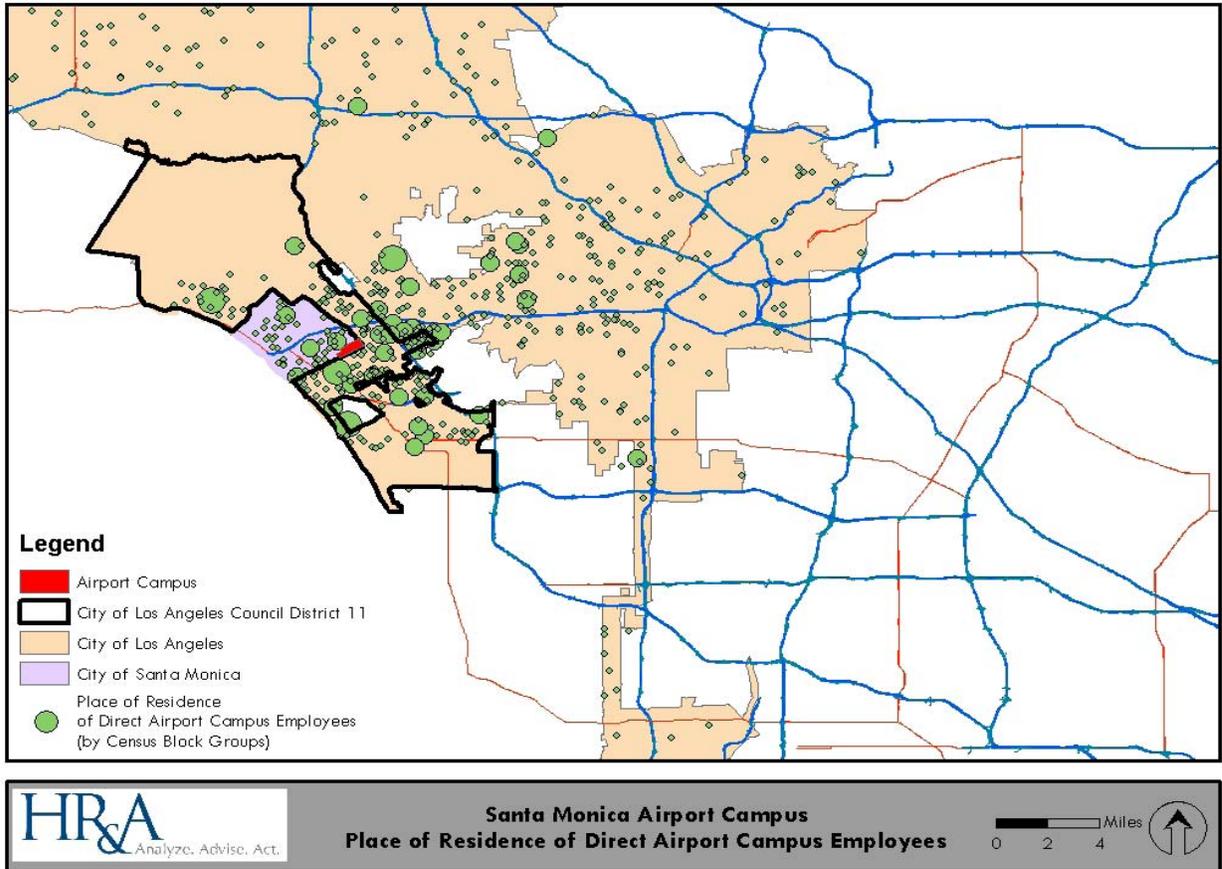
- This scale of activity at the Airport supports 1,487 total full-time and part-time jobs in the City, of which 894 are located directly at Airport Campus and elsewhere in the City due to arriving air passenger visitor spending. This means

the Airport Campus ranks among the City's top 10 employers, and ahead of MTV Networks and Activision.

- The top three sectors in the City's economy that are supported by Airport operations, as measured by total jobs, are: (1) air transportation; (2) food services and drinking places; and (3) legal services.
- For every direct job associated with the Airport Campus, 1.66 total jobs are created within the City's economy. This is a larger employment "multiplier effect" than is found in typical forms of City development (e.g., office buildings, retail centers and hotels).
- The annual operation of the Airport also results in a total annual economic output impact of \$275.2 million in the City's economy, including \$187.5 million in annual tenant sales, governmental expenditures, and air passenger visitor spending in the City.
- On average, every job in the City's economy that is supported by operation of the Airport Campus generates about \$185,000 in annual economic output in the City economy.
- Stated another way, the scale of direct economic activity at the Airport Campus (\$187.5 million) is equivalent to the direct economic output generated by 1,855 average-price hotel rooms, or 1.2 million square feet of general retail, or 350,000 square feet of commercial office space.

### *Economic Impacts in Los Angeles*

- Although all "direct" Airport Campus jobs are, by definition, located in Santa Monica, HR&A estimates that the annual operation of the Airport Campus also supports 231 indirect and induced jobs in the City of Los Angeles economy. These jobs result from sales of goods and services to the Airport Campus by businesses located in Los Angeles, and from household expenditures made by employees associated with Airport Campus operations (directly and indirectly), who reside in Los Angeles.
- HR&A also estimated that Airport Campus supports \$53.9 million in indirect and induced economic output in the City of Los Angeles economy.
- Although the precise locations of the 231 indirect and induced jobs and \$53.9 million indirect and induced output impact in the City of Los Angeles cannot be determined, using other data sources available from the U.S. Census Bureau, it is possible to estimate the residential location of employees who work on-site at the Airport Campus, and therefore contribute to the induced impacts generated in Los Angeles (i.e., from employee household spending). As shown in the map below, a majority of Airport Campus employees reside throughout Los Angeles, including a concentration in the 11th City Council District.



- Beyond Santa Monica's borders, the Airport Campus also supports a wide range of activity in the surrounding West Los Angeles sub-region, including transportation of transplant materials for the UCLA Medical Center, operation of the largest citrus grower in the State of California, a range of activities related to the film, television and entertainment industries, and it provides a critical role in regional emergency preparedness.

Based on these results, the economic impacts from annual activity at the Airport Campus extend beyond the borders of Santa Monica, and also include impacts in the neighboring City of Los Angeles and its 11<sup>th</sup> City Council District.

**Prepared by:** Rod Merl, Airport Administrator

**Attachments:** A – City of Los Angeles Impacts

**MEMORANDUM**

To: Rod Gould, City Manager, City of Santa Monica

From: Paul J. Silvern and David Berneman

Date: October 19, 2011

Re: Santa Monica Airport Campus – Economic Impacts in the City of Los Angeles

Per your request, we have estimated the Santa Monica Airport Campus’ economic impacts in the City of Los Angeles, separate from those within Santa Monica.

To estimate the impacts on the neighboring city, we used our calibrated IMPLAN model for the City of Santa Monica and added the economic characteristics for the ZIP codes that correspond to the City of Los Angeles in order to produce a new model that includes both cities. Using this new model, we “subtracted” the direct employment and economic output impacts associated with the Airport Campus from the Santa Monica + Los Angeles model, and then added back the previously calculated impacts that are estimated to occur in Santa Monica. The differences are the impacts that are estimated to occur in the City of Los Angeles.

We conclude that 231 jobs and \$53.9 million in indirect and induced output occur in the City of Los Angeles from operation of the Santa Monica Airport Campus. Table 1 summarizes the results. Appendix A also provides a more detailed sector-by-sector assessment of the impacts the Airport has on the City of Los Angeles.

**Table 1**  
**Santa Monica Airport Campus Economic Impacts on the City of Los Angeles**

	Direct	Indirect	Induced	Total
<b>Los Angeles + Santa Monica</b>				
Employment	894	342	482	1,718
Economic Output	\$187,541,579	\$70,852,584	\$70,742,508	\$329,136,671
<b>City of Santa Monica</b>				
Employment	894	242	351	1,487
Economic Output	\$187,541,579	\$43,134,043	\$44,554,797	\$275,230,419
<b>City of Los Angeles Difference</b>				
Employment	0	100	131	231
Economic Output	\$0	\$27,718,541	\$26,187,710	\$53,906,251

Source: IMPLAN; HR&A Advisors, Inc.

As seen in Table 1, no direct impacts occur within the City of Los Angeles since, by definition, all direct jobs are located in the City of Santa Monica. When those businesses that are located on the Airport Campus, and local visitor-serving venues in the City, spend money and purchase products, they may make some of those purchases from other businesses within the City of Los Angeles. Those purchases made from businesses in Los Angeles, and their associated employment impacts, are referred to as “indirect” effects. When the employees who work at the Airport Campus do their personal household spending in the City of Los Angeles, those impacts are referred to as “induced” impacts.

Although we cannot precisely state where within the City of Los Angeles indirect employment and economic output exists, we can make an estimate of where the induced impacts may occur. Appendix B displays the place of residence for direct Airport Campus employees based on a specialized data set available from the U.S. Census Bureau, as of 2009. Since induced impacts are those associated with Airport Campus employees’ household spending, it can be expected that the majority of those purchases will be made within their residential communities. As Appendix B shows, there is a concentration of direct Airport Campus employee residential locations within Los Angeles’ Council District 11. Thus, it is likely that a large share of induced employment (131 jobs) and induced economic output (\$26.2 million) from the Airport Campus that occurs within the City of Los Angeles occurs specifically in Council District 11.

Should you have any questions regarding our conclusions, please feel free to contact either Paul or David at (310) 581-0900 or via email at [psilvern@hraadvisors.com](mailto:psilvern@hraadvisors.com) or [dberneman@hraadvisors.com](mailto:dberneman@hraadvisors.com), respectively.

## Appendix A: Sector-by-Sector Employment and Economic Output

EMPLOYMENT Description	Los Angeles + Santa Monica				Santa Monica				City of Los Angeles Difference			
	Direct	Indirect	Induced	Total	Direct	Indirect	Induced	Total	Direct	Indirect	Induced	Total
382 Employment services	2.0	19.0	5.9	26.9	2	4	1	7	0	15	5	20
388 Services to buildings and dwellings	0.0	11.1	6.0	17.1	0	4	1	5	0	8	5	12
404 Promoters of performing arts and sports and agents for publi	3.0	14.5	1.4	18.9	3	4	0	7	0	11	1	12
319 Wholesale trade businesses	5.0	15.3	19.1	39.4	5	11	13	29	0	5	6	11
357 Insurance carriers	15.0	4.6	6.7	26.3	15	0	1	16	0	4	6	10
413 Food and drinking places	65.4	29.1	53.2	147.8	65	28	45	139	0	1	8	9
403 Spectator sports companies	0.0	7.1	1.4	8.5	0	0	0	0	0	7	1	8
400 Individual and family services	0.0	0.0	12.8	12.8	0	0	5	5	0	0	7	7
329 Retail Stores - General merchandise	0.0	0.4	9.1	9.5	0	0	2	2	0	0	7	7
286 Other aircraft parts and auxiliary equipment manufacturing	0.0	7.2	0.1	7.3	0	0	0	0	0	7	0	7
360 Real estate establishments	4.0	20.9	18.1	43.0	4	19	13	36	0	2	6	7
335 Transport by truck	0.0	3.9	3.4	7.3	0	1	1	2	0	3	3	5
381 Management of companies and enterprises	0.0	8.0	3.0	11.0	0	4	1	6	0	4	2	5
331 Retail Nonstores - Direct and electronic sales	0.0	0.1	7.4	7.6	0	0	2	2	0	0	5	5
394 Offices of physicians, dentists	0.0	0.0	31.6	31.7	0	0	27	27	0	0	5	5
396 Medical and diagnostic labs ambulatory care	30.0	1.0	8.6	39.6	30	1	4	35	0	0	4	5
339 Couriers and messengers	2.0	4.7	1.6	8.3	2	1	0	4	0	3	1	5
336 Transit and ground passenger transportation	1.6	3.1	3.1	7.7	2	1	1	4	0	2	2	4
354 Monetary authorities and depository credit intermediation ac	0.0	3.8	5.5	9.4	0	3	3	5	0	1	3	4
356 Securities, commodity contracts, investments, and related a	0.0	3.4	8.3	11.7	0	3	5	8	0	0	3	4
330 Retail Stores - Miscellaneous	7.2	0.4	8.3	15.9	7	0	5	12	0	0	4	4
358 Insurance agencies, brokerages, and related activities	3.0	7.1	2.8	13.0	3	6	1	10	0	1	2	3
399 Child day care services	0.0	0.0	7.4	7.4	0	0	4	4	0	0	3	3
425 Civic, social, professional, and similar organizations	0.0	2.6	7.8	10.5	0	2	5	7	0	1	2	3
362 Automotive equipment rental and leasing	20.0	1.8	1.5	23.3	20	0	0	21	0	1	1	3
338 Scenic and sightseeing transportation and support activities	1.0	18.3	1.4	20.8	1	16	1	18	0	2	0	3
386 Business support services	0.0	7.5	2.2	9.7	0	6	1	7	0	2	1	3
409 Amusement parks, arcades, and gambling industries	0.0	0.0	3.2	3.2	0	0	1	1	0	0	2	2
39 Maintenance and repair construction of nonresidential struct	9.0	5.3	1.4	15.7	9	4	1	13	0	2	1	2
368 Accounting, tax preparation, bookkeeping	20.0	11.3	3.6	34.9	20	10	2	33	0	1	1	2
367 Legal services	101.0	7.8	5.9	114.8	101	7	4	113	0	1	2	2
323 Retail Stores - Building material and garden supply	0.0	0.2	4.5	4.7	0	0	2	3	0	0	2	2
359 Funds, trusts, and other financial vehicles	0.0	0.2	2.1	2.3	0	0	0	0	0	0	2	2
421 Dry-cleaning and laundry services	0.0	1.1	2.4	3.4	0	0	1	1	0	1	1	2
324 Retail Stores - Food and beverage	9.4	0.6	15.9	25.8	9	0	14	24	0	0	2	2
423 Religious organizations	0.0	0.0	2.6	2.6	0	0	1	1	0	0	2	2
115 Petroleum refineries	0.0	1.5	0.2	1.7	0	0	0	0	0	2	0	2
374 Management, scientific, and technical consulting services	0.0	11.6	2.8	14.5	0	11	2	13	0	1	1	2
417 Commercial and industrial machinery and equipment repair &	0.0	1.3	0.4	1.7	0	0	0	0	0	1	0	2
340 Warehousing and storage	0.0	1.0	0.5	1.5	0	0	0	0	0	1	1	2
325 Retail Stores - Health and personal care	0.0	0.3	6.9	7.2	0	0	6	6	0	0	1	1
332 Transport by air	177.3	0.6	1.1	179.0	177	0	0	178	0	0	1	1
414 Automotive repair and maintenance, except car washes	0.0	3.2	5.1	8.3	0	3	4	7	0	1	1	1
284 Aircraft manufacturing	0.0	1.2	0.0	1.2	0	0	0	0	0	1	0	1
389 Other support services	0.0	1.7	0.6	2.3	0	1	0	1	0	1	0	1
348 Radio and television broadcasting	1.0	1.8	0.4	3.3	1	1	0	2	0	1	0	1
40 Maintenance and repair construction of residential structures	0.0	0.3	1.8	2.1	0	0	1	1	0	0	1	1
402 Performing arts companies	5.0	0.9	1.3	7.2	5	1	1	6	0	0	1	1
387 Investigation and security services	6.0	3.8	2.7	12.5	6	3	2	12	0	0	1	1
350 Internet publishing and broadcasting	0.0	0.9	0.2	1.1	0	0	0	0	0	1	0	1
401 Community food, housing, and other relief services, including	0.0	0.0	5.6	5.6	0	0	5	5	0	0	1	1
410 Other amusement and recreation industries	6.1	0.2	1.0	7.2	6	0	0	6	0	0	1	1
326 Retail Stores - Gasoline stations	0.0	0.1	2.3	2.4	0	0	1	1	0	0	1	1
327 Retail Stores - Clothing and clothing accessories	1.0	0.2	8.0	9.2	1	0	7	8	0	0	1	1
113 Printing	0.0	1.2	0.3	1.5	0	0	0	1	0	1	0	1
426 Private household operations	0.0	0.0	15.5	15.5	0	0	15	15	0	0	1	1
427 US Postal Service	0.0	3.4	1.9	5.3	0	3	1	4	0	0	0	1
390 Waste management and remediation services	0.0	0.8	0.6	1.4	0	0	0	1	0	0	0	1
416 Electronic and precision equipment repair and maintenance	0.0	0.6	0.5	1.1	0	0	0	0	0	0	0	1
341 Newspaper publishers	0.0	0.8	0.3	1.2	0	0	0	0	0	1	0	1
365 Commercial and industrial machinery and equipment rental &	0.0	4.0	0.2	4.2	0	3	0	3	0	1	0	1
149 Other plastics product manufacturing	0.0	0.5	0.3	0.8	0	0	0	0	0	0	0	1
285 Aircraft engine and engine parts manufacturing	0.0	0.8	0.0	0.8	0	0	0	0	0	1	0	1
393 Other private educational services	12.0	0.7	5.4	18.2	12	1	5	17	0	0	1	1
62 Bread and bakery product manufacturing	0.0	0.2	1.3	1.5	0	0	1	1	0	0	1	1
369 Architectural, engineering, and related services	17.0	9.5	1.6	28.1	17	9	1	27	0	0	0	1
376 Scientific research and development	70.0	1.4	0.9	72.2	70	1	1	72	0	0	0	1
351 Telecommunications	0.0	3.4	2.0	5.4	0	3	1	5	0	0	0	1
392 Private junior colleges, colleges, universities	26.6	0.1	10.9	37.6	27	0	10	37	0	0	1	1
302 Showcase, partition, shelving, and locker manufacturing	0.0	0.5	0.0	0.6	0	0	0	0	0	1	0	1
195 Machine shops	0.0	0.6	0.0	0.7	0	0	0	0	0	1	0	1
334 Transport by water	0.0	0.3	0.2	0.6	0	0	0	0	0	0	0	1
424 Grantmaking, giving, and social advocacy organizations	6.0	0.0	4.0	10.0	6	0	3	9	0	0	1	1
420 Death care services	0.0	0.0	0.6	0.6	0	0	0	0	0	0	1	1
384 Office administrative services	0.0	3.7	1.0	4.7	0	3	1	4	0	0	0	1
283 Motor vehicle parts manufacturing	0.0	0.3	0.2	0.5	0	0	0	0	0	0	0	1
407 Fitness and recreational sports centers	6.0	0.9	2.7	9.6	6	1	2	9	0	0	0	0
328 Retail Stores - Sporting goods, hobby, book and music	0.0	0.2	3.7	3.9	0	0	3	3	0	0	0	0
All Other Sectors	261	56	107	424	261	59	105	426	0	-4	2	-2
Total	894	342	482	1,718	894	242	351	1,487	0	100	131	231

Sources: IMPLAN; HR&A Advisors, Inc.

OUTPUT Description	Los Angeles + Santa Monica				Santa Monica				City of Los Angeles Difference			
	Direct	Indirect	Induced	Total	Direct	Indirect	Induced	Total	Direct	Indirect	Induced	Total
115 Petroleum refineries	\$0	\$13,707,237	\$1,995,041	\$15,702,278	\$0	\$0	\$0	\$0	\$0	\$13,707,237	\$1,995,041	\$15,702,278
361 Imputed rental activity for owner-occupied dwellings	\$0	\$0	\$9,129,992	\$9,129,992	\$0	\$0	\$3,875,618	\$3,875,618	\$0	\$0	\$5,254,374	\$5,254,374
357 Insurance carriers	\$5,871,863	\$1,789,102	\$2,623,205	\$10,284,170	\$5,871,863	\$183,771	\$236,058	\$6,291,692	\$0	\$1,605,331	\$2,387,147	\$3,992,478
296 Other aircraft parts and auxiliary equipment manufacturing	\$0	\$2,148,479	\$17,618	\$2,166,097	\$0	\$0	\$0	\$0	\$0	\$2,148,479	\$17,618	\$2,166,097
319 Wholesale trade businesses	\$915,271	\$2,801,472	\$3,499,796	\$7,216,539	\$915,271	\$1,922,791	\$2,410,028	\$5,248,089	\$0	\$878,681	\$1,089,769	\$1,968,450
360 Real estate establishments	\$836,790	\$4,378,589	\$3,776,775	\$8,992,154	\$836,790	\$4,049,999	\$2,624,906	\$7,511,695	\$0	\$328,589	\$1,151,870	\$1,480,459
354 Monetary authorities and depository credit intermediation act	\$0	\$1,277,014	\$1,845,662	\$3,122,676	\$0	\$860,619	\$963,086	\$1,823,705	\$0	\$416,395	\$892,576	\$1,298,971
404 Promoters of performing arts and sports and agents for public	\$305,146	\$1,469,921	\$145,555	\$1,920,622	\$305,146	\$371,758	\$32,448	\$709,352	\$0	\$1,098,163	\$113,108	\$1,211,270
381 Management of companies and enterprises	\$0	\$1,708,709	\$638,691	\$2,347,400	\$0	\$939,857	\$259,754	\$1,199,611	\$0	\$768,852	\$378,937	\$1,147,789
382 Employment services	\$90,073	\$956,552	\$265,409	\$1,212,034	\$90,073	\$163,826	\$40,200	\$294,099	\$0	\$692,726	\$225,209	\$917,935
388 Services to buildings and dwellings	\$0	\$794,092	\$425,690	\$1,219,773	\$0	\$262,584	\$104,170	\$366,754	\$0	\$541,508	\$321,510	\$863,019
359 Funds, trusts, and other financial vehicles	\$0	\$83,353	\$961,344	\$1,044,697	\$0	\$9,311	\$109,450	\$118,761	\$0	\$74,042	\$751,894	\$825,936
335 Transport by truck	\$0	\$537,645	\$470,331	\$1,007,976	\$0	\$134,897	\$118,626	\$253,524	\$0	\$402,748	\$361,705	\$764,452
396 Medical labs and ambulatory care	\$4,445,225	\$151,237	\$1,269,523	\$5,865,985	\$4,445,225	\$86,432	\$630,119	\$5,161,777	\$0	\$64,805	\$639,403	\$704,208
394 Offices of physicians, dentists, and other health practitioners	\$0	\$3,977	\$4,355,580	\$4,359,557	\$0	\$5,205	\$3,690,571	\$3,695,776	\$0	-\$1,228	\$665,009	\$663,781
284 Aircraft manufacturing	\$0	\$620,791	\$5,402	\$626,194	\$0	\$0	\$0	\$0	\$0	\$620,791	\$5,402	\$626,194
413 Food services and drinking places	\$4,516,279	\$2,010,552	\$3,674,445	\$10,201,276	\$4,516,279	\$1,921,368	\$3,139,001	\$9,576,648	\$0	\$99,184	\$535,443	\$624,628
362 Automotive equipment rental and leasing	\$4,307,343	\$390,596	\$327,501	\$5,025,440	\$4,307,343	\$69,581	\$53,986	\$4,430,910	\$0	\$321,015	\$273,515	\$594,530
366 Lessors of nonfinancial intangible assets	\$0	\$686,758	\$177,990	\$864,749	\$0	\$249,453	\$48,282	\$297,735	\$0	\$437,305	\$129,709	\$567,014
358 Insurance agencies, brokerages, and related activities	\$475,808	\$1,129,919	\$451,489	\$2,057,216	\$475,808	\$924,372	\$108,501	\$1,508,682	\$0	\$205,548	\$342,987	\$548,535
295 Aircraft engine and engine parts manufacturing	\$0	\$534,863	\$5,006	\$539,869	\$0	\$0	\$0	\$0	\$0	\$534,863	\$5,006	\$539,869
32 Natural gas distribution	\$0	\$989,455	\$917,924	\$1,907,379	\$0	\$620,976	\$754,140	\$1,375,116	\$0	\$388,479	\$163,794	\$552,262
339 Couriers and messengers	\$205,797	\$481,471	\$162,899	\$850,167	\$205,797	\$135,660	\$33,190	\$374,647	\$0	\$345,811	\$129,709	\$475,520
367 Legal services	\$21,295,558	\$1,653,243	\$1,249,959	\$24,198,761	\$21,295,558	\$1,528,978	\$918,981	\$23,743,518	\$0	\$124,265	\$330,778	\$455,243
133 Pharmaceutical preparation manufacturing	\$0	\$20,608	\$425,706	\$446,313	\$0	\$0	\$0	\$0	\$0	\$20,608	\$425,706	\$446,313
329 Retail Stores - General merchandise	\$0	\$26,211	\$536,803	\$563,014	\$0	\$5,585	\$126,101	\$131,687	\$0	\$20,626	\$410,701	\$431,327
348 Radio and television broadcasting	\$367,224	\$678,287	\$160,383	\$1,205,894	\$367,224	\$356,569	\$59,316	\$783,110	\$0	\$321,717	\$101,067	\$422,785
331 Retail Nonstores - Direct and electronic sales	\$0	\$10,849	\$579,360	\$590,209	\$0	\$2,927	\$173,307	\$176,234	\$0	\$7,922	\$406,053	\$413,974
403 Spectator sports companies	\$0	\$326,735	\$63,977	\$390,713	\$0	\$4,918	\$781	\$5,698	\$0	\$321,818	\$63,197	\$385,014
356 Securities, commodity contracts, investments, and related a	\$0	\$308,674	\$769,784	\$1,078,458	\$0	\$266,645	\$459,095	\$725,740	\$0	\$43,029	\$320,688	\$363,718
332 Transport by air	\$53,747,585	\$178,496	\$339,082	\$54,265,163	\$53,747,585	\$59,760	\$110,109	\$53,917,455	\$0	\$118,736	\$228,872	\$347,708
338 Scenic and sightseeing transportation and support activities	\$121,878	\$2,232,589	\$175,050	\$2,529,517	\$121,878	\$1,948,923	\$123,098	\$2,193,899	\$0	\$283,667	\$15,953	\$335,619
351 Telecommunications	\$0	\$1,596,596	\$911,169	\$2,507,764	\$0	\$1,506,011	\$688,205	\$2,194,216	\$0	\$90,575	\$222,964	\$313,538
39 Maintenance and repair construction of nonresidential struct	\$1,194,572	\$701,771	\$185,964	\$2,082,307	\$1,194,572	\$477,740	\$98,670	\$1,770,982	\$0	\$224,031	\$87,294	\$311,325
423 Religious organizations	\$0	\$0	\$417,521	\$417,521	\$0	\$0	\$123,090	\$123,090	\$0	\$0	\$294,431	\$294,431
400 Individual and family services	\$0	\$0	\$511,562	\$511,562	\$0	\$0	\$217,863	\$217,863	\$0	\$0	\$293,699	\$293,699
409 Amusement parks, arcades, and gambling industries	\$0	\$1,618	\$358,049	\$359,666	\$0	\$363	\$77,785	\$78,148	\$0	\$1,255	\$280,627	\$281,881
334 Transport by water	\$0	\$158,411	\$117,236	\$275,647	\$0	\$0	\$0	\$0	\$0	\$158,411	\$117,236	\$275,647
365 Commercial and industrial machinery and equipment rental a	\$0	\$1,383,787	\$70,326	\$1,454,113	\$0	\$1,143,465	\$37,761	\$1,181,227	\$0	\$240,321	\$323,565	\$563,886
336 Transit and ground passenger transportation	\$99,818	\$187,889	\$188,023	\$475,731	\$99,818	\$66,835	\$62,808	\$229,461	\$0	\$121,054	\$125,215	\$246,699
368 Accounting, tax preparation, bookkeeping, and payroll servic	\$2,273,685	\$1,282,546	\$411,635	\$3,967,867	\$2,273,685	\$1,166,204	\$282,278	\$3,722,168	\$0	\$116,342	\$129,357	\$245,699
425 Civic, social, professional, and similar organizations	\$0	\$206,259	\$610,132	\$816,391	\$0	\$154,270	\$420,349	\$574,619	\$0	\$51,989	\$189,783	\$241,772
374 Management, scientific, and technical consulting services	\$0	\$1,516,063	\$370,753	\$1,886,817	\$0	\$1,414,286	\$251,427	\$1,665,713	\$0	\$101,778	\$119,326	\$221,104
417 Commercial and industrial machinery and equipment repair a	\$0	\$173,121	\$56,773	\$229,894	\$0	\$11,232	\$2,881	\$14,113	\$0	\$161,889	\$53,892	\$215,781
139 Toilet preparation manufacturing	\$0	\$14,159	\$221,797	\$235,956	\$0	\$1,273	\$42,541	\$43,814	\$0	\$12,885	\$179,256	\$192,141
390 Waste management and remediation services	\$0	\$178,640	\$132,755	\$311,395	\$0	\$76,689	\$44,463	\$121,152	\$0	\$101,951	\$88,292	\$190,243
386 Business support services	\$0	\$511,247	\$149,485	\$660,732	\$0	\$386,943	\$87,602	\$474,545	\$0	\$124,303	\$61,884	\$186,187
283 Motor vehicle parts manufacturing	\$0	\$115,965	\$77,099	\$193,064	\$0	\$4,997	\$2,415	\$7,412	\$0	\$110,969	\$74,683	\$185,652
323 Retail Stores - Building material and garden supply	\$0	\$12,648	\$372,763	\$385,412	\$0	\$6,209	\$202,305	\$208,514	\$0	\$6,439	\$170,458	\$176,898
330 Retail Stores - Miscellaneous	\$339,183	\$19,489	\$390,165	\$748,837	\$339,183	\$10,235	\$224,373	\$573,791	\$0	\$9,254	\$165,792	\$175,046
149 Other plastics product manufacturing	\$0	\$104,063	\$69,588	\$173,652	\$0	\$0	\$0	\$0	\$0	\$104,063	\$69,588	\$173,652
350 Internet publishing and broadcasting	\$0	\$156,137	\$39,496	\$195,632	\$0	\$22,933	\$4,726	\$27,659	\$0	\$133,204	\$34,769	\$167,973
40 Maintenance and repair construction of residential structures	\$0	\$48,762	\$260,370	\$309,132	\$0	\$43,496	\$103,578	\$147,074	\$0	\$5,266	\$156,793	\$162,058
340 Warehousing and storage	\$0	\$108,162	\$52,840	\$161,001	\$0	\$0	\$0	\$0	\$0	\$108,162	\$52,840	\$161,001
389 Other support services	\$0	\$217,223	\$74,465	\$291,687	\$0	\$109,498	\$30,288	\$139,786	\$0	\$107,724	\$44,177	\$151,901
55 Fluid milk and butter manufacturing	\$0	\$15,735	\$132,072	\$147,806	\$0	\$0	\$0	\$0	\$0	\$15,735	\$132,072	\$147,806
113 Printing	\$0	\$190,311	\$55,528	\$245,839	\$0	\$80,815	\$17,453	\$98,269	\$0	\$109,496	\$38,075	\$147,571
416 Electronic and precision equipment repair and maintenance	\$0	\$94,235	\$82,034	\$176,268	\$0	\$19,684	\$15,560	\$35,244	\$0	\$74,551	\$66,474	\$141,024
399 Child day care services	\$0	\$0	\$324,441	\$324,441	\$0	\$0	\$185,790	\$185,790	\$0	\$0	\$138,651	\$138,651
141 All other chemical product and preparation manufacturing	\$0	\$116,499	\$45,207	\$161,707	\$0	\$17,984	\$5,228	\$23,212	\$0	\$98,515	\$39,980	\$138,495
324 Retail Stores - Food and beverage	\$698,272	\$41,377	\$1,175,605	\$1,915,254	\$698,272	\$33,476	\$1,046,615	\$1,778,363	\$0	\$7,901	\$128,990	\$136,891
326 Retail Stores - Gasoline stations	\$0	\$11,034	\$344,532	\$355,566	\$0	\$6,190	\$213,762	\$219,952	\$0	\$4,844	\$130,770	\$135,614
306 Surgical appliance and supplies manufacturing	\$0	\$28,397	\$117,396	\$145,793	\$0	\$3,931	\$14,380	\$18,311	\$0	\$24,466	\$103,016	\$127,482
62 Bread and bakery product manufacturing	\$0	\$41,120	\$208,953	\$250,074	\$0	\$23,956	\$99,937	\$123,892	\$0	\$17,165	\$109,017	\$126,181
414 Automotive repair and maintenance, except car washes	\$0	\$284,899	\$454,556	\$739,454	\$0	\$239,377	\$381,334	\$620,711	\$0	\$45,522	\$73,221	\$118,743
376 Scientific research and development	\$12,160,429	\$237,540	\$149,053	\$12,546,932	\$12,160,429	\$178,370	\$89,665	\$12,428,464	\$0	\$59,081	\$59,388	\$118,468
249 Search, detection, and navigation instruments manufacturing	\$0	\$108,634	\$8,985	\$117,619	\$0	\$0	\$0	\$0	\$0	\$108,634	\$8,985	\$117,619
325 Retail Stores - Health and personal care	\$0	\$26,857	\$560,919	\$587,775	\$0	\$19,598	\$451,314	\$470,913	\$0	\$7,258	\$109,605	\$116,863
302 Showcase, partition, shelving, and locker manufacturing	\$0	\$104,263	\$8,173	\$112,436	\$0	\$0	\$0	\$0	\$0	\$104,263	\$8,173	\$112,436
421 Dry-cleaning and laundry services	\$0	\$61,645	\$137,930	\$199,574	\$0	\$27,210	\$59,961	\$87,171	\$0	\$34,435	\$77,969	\$112,404
369 Architectural, engineering, and related services	\$2,527,208	\$1,417,296	\$234,983	\$4,179,486	\$2,527,208	\$1,380,880	\$166,082	\$4,074,169	\$0	\$36,416	\$68,901	\$105,317
341 Newspaper publishers	\$0	\$103,183	\$44,222	\$147,405	\$0	\$29,351	\$13,298	\$42,649	\$0	\$73,832	\$30,924	\$104,756
138 Soap and cleaning compound manufacturing	\$0	\$44,081	\$138,438	\$182,519	\$0	\$17,468	\$69,655	\$87,124	\$0	\$26,613	\$68,783	\$95,396
All Other Sectors	\$70,746,571	\$15,242,549	\$19,126,553	\$105,115,672	\$70,746,571	\$17,376,308	\$17,516,793	\$105,639,673	\$0	\$2,133,760	\$1,609,759	\$524,001
<b>Total</b>	<b>\$187,541,579</b>	<b>\$70,852,584</b>	<b>\$70,742,508</b>	<b>\$329,136,671</b>	<b>\$187,541,579</b>	<b>\$43,134,043</b>	<b>\$44,554,797</b>	<b>\$275,230,419</b>	<b>\$0</b>	<b>\$27,718,541</b>	<b>\$26,187,710</b>	<b>\$53,906,251</b>

**Appendix B: Place of Residence of Direct Airport Campus Employees**

