

UCSB Economic Forecast Project

# Dallas Cowboys' Training Camp

Economic Impact Study: City of Oxnard and Ventura County

UCSB Economic Forecast Project  
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## Executive Summary

- 52,141 people attended the 2012 Dallas Cowboys' Training Camp. Approximately 44,644 of these people were visitors, while the remaining 7,497 attendees were residents of the City of Oxnard.
- The total economic impact of hosting the Dallas Cowboys' Training Camp was \$3.6 million. Of this total impact, \$2.2 million came from direct effects, while \$654,000 resulted from indirect effects and \$695,000 came from induced effects.
- In Ventura County, every dollar a visitor spent while visiting the training camp added 1.13 dollars to the local economy.
- The total economic impact reported in this document is derived only from visitor spending. In addition to visitor spending, the Dallas Cowboys organization spent a total of \$1.76 million on the training camp, a large fraction of which was likely spent in Ventura County. The total economic impact excludes this amount because we were unable to obtain industry breakdowns. Therefore, the total economic benefit reported is an underestimate of the true total.
- Other revenue excluded from the total economic impact included parking generated revenue (\$92,140), concession revenue (\$58,020), and revenue from the Fun Zone (\$6,578). This money went directly to local community groups including the Oxnard Police Department Explorer's Program, Oxnard City Corps, local high schools, and local youth sports teams.
- Considering only the geographic area of the City of Oxnard, the total economic impact ranged from \$1.0 to \$2.0 million. The first number represents the total impact only from spending by overnight visitors staying in Oxnard; the second number represents the total impact assuming all day visitor spending occurred within the City of Oxnard. The true estimate is in this range.
- As a result of hosting the training camp, 39 jobs (both part-time and full-time) were supported in Ventura County. 29.2 of these jobs were a result of direct effects, while 9.9 were a result of indirect and induced effects.

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## **1. Project Description**

The City of Oxnard hosted the Dallas Cowboys' Training Camp in July and August 2012. The City has hosted this training camp for a total of six years since 2001. The Dallas Cowboys are a popular pro-football team in the Eastern Division of the National Football Conference of the National Football League. Every year, teams hold training camps during the pre-season to prepare for the upcoming football season. This year, the Dallas Cowboys' Training Camp took place from July 30, 2012 - August 17, 2012. Each day, the training camp was open to the public from 2:30-5:30, with the exception of August 2, 8, 13, and 14. Most days consisted of regular team practice, but the Cowboys held a "Blue-White" Scrimmage on August 5.

The training camp provided visitors an opportunity to see the players up close. In addition, there were several activities for visitors in the immediate vicinity of the camp: food booths, merchandise trailers, the Oxnard Convention and Visitors Bureau booth, and the children's play area (FunZone). The Cowboys did not begin practice until 2:30 each day, but the area was open at 12:30 to allow visitors ample time to visit the various activities.

## **2. Survey Methodology**

Visitors come from all over California (and other states) to watch the Cowboys practice. When they visit the area, visitors spend on hotels, food, and entertainment in the local economy. The purpose of this study was to capture the total economic benefit to Ventura County and the City of Oxnard of hosting the Dallas Cowboys' Training Camp.

Increased visitor spending represents a large part of the economic benefit resulting from hosting the Cowboys' Training Camp. (The Dallas Cowboys organization also spends a substantial amount in the local area due to the training camp; this is discussed further in section 4.) To identify visitor spending in the Oxnard area as a result of the training camp, a survey was developed by the UCSB Economic Forecast Project (EFP), the Oxnard Convention and Visitors Bureau, and the City of Oxnard (see Figure 1 in the Appendix to view the survey). The survey asked visitors to report spending in four main categories: accommodation, entertainment, food and beverage, and gasoline. These categories were chosen to be representative of a Ventura County visitor's major purchases.

Four main training camp days were selected to distribute the surveys (opening day, the day of the Blue-White scrimmage, and one other weekday and weekend day). On each of these days, a table was set up next to the Oxnard Convention and Visitors Bureau booth with a sign that read, "Win a Signed Football". This table was manned by volunteers and served as a geographic focal point where volunteers returned after administering surveys. Although some surveys were filled out by respondents approaching the table, the bulk of the surveys were administered by individual volunteers from the UCSB EFP and the City of Oxnard who walked around the training camp and asked individuals if they would be willing to take a short survey for a chance to win an autographed football. Each volunteer read the survey to the respondent and recorded their responses. This approach was taken to minimize errors and ensure that each survey was filled out completely.

On the remaining event days when there were no volunteers walking through camp and administering surveys, a box was set up at the Oxnard Convention and Visitors Bureau booth to collect surveys. Surveys collected in this way were filled out directly by respondents.

Surveys were collected from both residents of the City of Oxnard and visitors, but spending information was collected from visitors only. Although it is entirely possible that residents spent more as a result of the Cowboys' training camp, it is difficult to say whether residents would have already been dining out or spending money on entertainment.

Although there were 14 days that training camp was open to the public, volunteers collected surveys on 4 days. Spending patterns of visitors on these four days were used as representative for the remaining days. Data from surveys collected on opening day were only used to provide estimates for opening day. Similarly, data from surveys collected on Sunday, the day of the Blue-White scrimmage, were only used to provide estimates for Sunday. These days had the greatest chance of attracting visitors with different spending patterns than other days of training camp, and were therefore treated as unique. For the remainder of the weekdays, an average of the data from surveys collected on Friday and surveys in which the day could not be classified were used. Surveys collected on 'unclassified days' were surveys that were collected in the box at the Oxnard Convention and Visitors Bureau and not collected by volunteers on a particular day. For the remainder of the weekend days, an average of the data from surveys collected on Saturday and unclassified days were used.

## **2.1 Sample Size**

It was essential that the sample we surveyed be representative of the population of visitors attending the Dallas Cowboys' Training Camp. We followed Bartlett, Kotrlik, and Higgins (2001) to determine the sample size needed for a population of 50,000. A sample size of 1,087 respondents was needed to be representative of the population with a 95% confidence level. We exceeded the number of surveys needed to obtain this confidence level and collected a total of 1,383 surveys. A 95% confidence level means that we are sure that 95% of the time a respondent chose an answer that would have been chosen by a similar proportion of the population if the entire population had been surveyed. At this confidence level, our spending averages have a margin of error of 3%.

## **3. Visitor Demographics**

In addition to collecting information about visitor spending, the survey also asked demographic questions to determine general characteristics of the visitors to training camp. This information provides an interpretive framework that describes the average attendee. It is also useful for future advertising and event planning. Each survey question and the resulting responses are presented in the Appendix. We discuss highlights here.

An overwhelming majority (88%) of respondents were visitors to the Oxnard area. Of these, 93% listed that their primary reason for coming to the area was to attend the training camp. The 2012 training camp was the first training camp attended by a little over half of the respondents (55%). Visitors who had attended previous training camps had often attended more than one; 35% of respondents had attended at least two previous camps.

Many of the visitors to the area were die-hard fans of the Dallas Cowboys. Roughly half of the respondents (49%) heard about the training camp through the Dallas Cowboys' website. Most of the visitors came from the state of California (91%), while 3% came from Texas and 3% came from Arizona. Of the California visitors, 49% came from Ventura and Los Angeles Counties. Other counties with significant representation were Orange (7%), Santa Barbara (4%), San Bernardino (6%), Riverside (8%), Kern (8%), Fresno (5%), and San Diego (4%).

Approximately 70% of respondents planned to attend the camp only one or two days. Visitors were classified according to where they planned to spend the night. Day

visitors commuted to the training camp each day they attended and represented 46% of respondents. The remaining respondents stayed in a hotel (39%) or with family and friends (12%). A small percentage camped or stayed in a vacation rental.

While visitors were in the Oxnard area, many spent money on accommodations, gasoline, food, and entertainment. On average, overnight visitors spent more than day visitors in every category. 87% of overnight visitors planned to buy gasoline in the area; the average total amount spent was \$80. 66% of day visitors planned to buy gasoline in the area; the average amount spent was \$62. Approximately 93% of total respondents said they planned to eat out while they were in the area. 90% of day visitors said they planned to eat out; the average spent by day visitors was \$69. 96% of overnight visitors said they planned to eat out; the average spent by overnight visitors was \$100. 63% of total respondents said they would spend money on entertainment while they were in the area. 55% of day visitors said they would spend money on entertainment; the average spent by day visitors was \$162. 74% of overnight visitors said they would spend money on entertainment; the average spent by overnight visitors was \$347.

The sample of respondents tended to come from older ages. 65% of respondents were aged 40 or older. It is important to note that we attempted to ask the group head to complete the survey because of the focus on expense questions. This fact is undoubtedly reflected in the age distribution seen in the Appendix. In terms of family status, most of the respondents (52%) were married or had a partner with children. 25% of respondents were single without children, while 16% were single with children. The remaining 7% were married or had a partner without children.

In general, respondents indicated they did not have a college degree. Roughly 68% of respondents had attended some college or had a high school degree/GED. The remaining 32% of respondents held either a Bachelor's, Associate's, or Graduate degree. In terms of annual family income, 30% of respondents reported earning between \$40,000 and \$74,000 annually. Overall, 64% of respondents said they earned an annual family income of \$74,000 or less. The remaining 36% earned \$75,000 or more.

Hispanics or Latinos were represented more than any other race/ethnicity; around 59% of respondents reported that they considered their race/ethnicity to be Hispanic or Latino. 28% of respondents said they were White, while 6% said they were Black. The remaining 7% responded that their race/ethnicity was Asian or Pacific Islander, Native American, or Other.

## 4. Data Description

A total of 1,383 people completed a survey. The final number of surveys used for each question varied and can be seen in the Appendix. The number of surveys used fluctuated based on survey response; surveys that were incomplete usually had only one or two questions missing. These surveys were still used in the analysis except for the questions for which data was missing. A total of 31 observations were dropped from the entire dataset because of inconsistent answers; specifically, some respondents reported that they were staying with family and friends but also reported positive expenditures on accommodations. It was unclear whether these respondents were actually staying in hotels with friends and family and circled the wrong response or misunderstood what accommodations included.

Turnstiles were used at the entrance to camp to count the number of people entering the camp each day. To obtain an estimated visitor count, the proportion of visitors to camp was multiplied by the daily turnstile count. This number was further adjusted to exclude visitors who were attending the training camp but in the Oxnard area for other reasons (such as business or vacation). Our goal was to capture the total economic benefit resulting from increased visitor spending *because* of the training camp; for this reason we exclude those who say their primary reason for visiting Oxnard was something other than the training camp. Table 1 shows the number of people attending camp each day, as well as the proportion of attendees who were visitors (i.e. not residents of the City of Oxnard). These counts were used to calculate total estimates of spending on accommodations, food and beverages, gasoline, and entertainment.

### 4.1 Day Visitors and Overnight Visitors

Several assumptions were made to adjust the data and obtain spending estimates. A large proportion of the people attending the training camp were day visitors who were commuting to Oxnard each day they attended camp. Day visitors spent differently in the four main categories (hotels, food, gasoline, and entertainment) when compared to overnight visitors. When the difference between spending by day visitors and overnight visitors was statistically significant, averages were computed for each group and used to estimate total expenses. When the difference was not statistically significant, a total average for day visitors and overnight visitors was used instead.



**Table 1.**

Day	Turnstile Count	Day Type	% of Visitors	Adjusted Visitor Count*
July 30	5,266	Opening Day	86.9%	4,317
July 31	3,201	Weekday	81.1%	2,289
August 1	3,358	Weekday	81.1%	2,401
August 3	3,527	Weekday	81.1%	2,522
August 4	5,918	Weekend	85.6%	4,614
August 5	12,000+	Scrimmage	93.8%	10,927
August 6	2,657	Weekday	81.1%	1,900
August 7	3,195	Weekday	81.1%	2,285
August 9	2,645	Weekday	81.1%	1,891
August 10	2,810	Weekday	81.1%	2,009
August 11	4,574	Weekend	85.6%	3,566
August 12	1,232	Weekend	85.6%	961
August 15	1,402	Weekday	81.1%	1,002
August 16	356	Weekday	81.1%	255
<b>Total</b>	<b>52,141</b>			<b>40,940</b>

\* Adjusted visitor counts exclude those who attended the training camp but were in the Oxnard area for business or vacation (see Section 4 on page 8 for more details).

#### **4.2 Obtaining Per Day Spending Estimates**

Many people visiting Oxnard were staying in the area for several days. When determining visitors' expenses *by day*, we use the question "How long are you staying in the Oxnard area?" (This question was answered in number of days.) In the survey, visitors were asked what their *total* expenses were on gasoline and entertainment. To calculate the *per day* estimate of entertainment (gasoline) spending, we take the total amount spent on entertainment (gasoline) and divide it by the number of days the respondent was staying in Oxnard. Visitors were directly asked how much they were spending on food per day so it was unnecessary to adjust those expenditures by day.

#### **4.3 Hotel Spending**

To determine hotel spending, we first determine the number of nights a respondent was staying in Oxnard. We use the question "How long are you staying in the Oxnard area?" and subtract 1 to obtain the number of *nights* a visitor was staying. If respondents failed to answer this question in the survey, but answered the question "How many days do you plan to attend training camp?", the answer to this question was used instead. Again, we subtracted 1 to obtain the number of nights a visitor was staying. We multiply the number of nights people were staying in the Oxnard area by the amount they were spending on hotels per night. This total was then divided by the

number of *days* a respondent stayed in Oxnard to obtain a per day estimate of hotel spending.

For expenses on hotels, entertainment, food, and gasoline, an average amount spent per visitor per day was calculated. Visitors who did not spend anything were also included in this total average. The averages by category can be seen in Table 2.

**Table 2.**

<b>Amount spent on: Type of Visitor</b>	<b>Hotels Overnight</b>	<b>Entertainment Overnight</b>	<b>Entertainment Day</b>
Sunday	87.10	91.54	55.52
Monday	97.77	104.44	45.57
Friday and Unclassified	99.42	88.57	88.57
Saturday and Unclassified	86.41	84.56	84.56

<b>Amount spent on: Type of Visitor</b>	<b>Food Overnight</b>	<b>Food Day</b>	<b>Gasoline Overnight</b>	<b>Gasoline Day</b>
Sunday	96.70	61.66	32.96	32.96
Monday	112.78	55.71	28.45	21.20
Friday and Unclassified	101.87	59.29	34.73	34.73
Saturday and Unclassified	89.89	65.64	32.52	32.52

The differences in spending by day and visitor type can also be seen in Table 2. On Sunday and Monday, overnight visitors spent substantially more on entertainment compared to day visitors, while on Friday, Saturday, and unclassified days, there was no statistical difference between day visitors and overnight visitors. Similarly, overnight visitors spent substantially more on food compared to day visitors. On all days, overnight visitors spent an average of at least \$20 more on food than day visitors. On most days, there was no statistical difference between day visitors and overnight visitors in terms of spending on gasoline. Monday was the only day that there was a statistically significant difference, with overnight visitors spending an average of \$7 more than day visitors. The remainder of the days, the average spent on gasoline was around \$33 per day. For those staying in hotels, visitors had the highest averages (\$99, \$97) on weekdays (Monday, Friday, and unclassified days), while the weekend averages were around \$90.

#### **4.4 Adjusting for Group Size**

Table 3 below shows averages for each spending category after accounting for group size. It was necessary to adjust our estimates for group size because many

respondents were answering the survey for themselves and their family or group. Several respondents noted that how much they would spend would be a direct result of what their family wanted to do. To estimate group size, we asked a sub-sample of 242 respondents how many people were in their group. This question was asked 3 of the 4 days that volunteers administered surveys. There was no statistical difference between average group size on different days, so an overall group size average of 3.07 was used. This means that the average group consisted of about 3 people. After per day estimates were computed, the average amount spent on each of the categories was divided by the average group size to obtain an estimate of how much was spent by *each person*.

**Table 3. Per visitor spending adjusting for group size**

Amount spent per visitor on: Type of Visitor	Hotels Overnight	Entertainment Overnight	Entertainment Day
Sunday	28.33	29.77	18.06
Monday	31.80	33.97	14.82
Friday and Unclassified	32.34	28.81	28.81
Saturday and Unclassified	28.10	27.50	27.50

Amount spent per visitor on: Type of Visitor	Food Overnight	Food Day	Gasoline Overnight	Gasoline Day
Sunday	31.45	20.05	10.72	10.72
Monday	36.68	18.12	9.25	6.90
Friday and Unclassified	33.13	19.28	11.30	11.30
Saturday and Unclassified	29.24	21.35	10.58	10.58

#### 4.5 Total Spending Estimates

To obtain *total* spending estimates on entertainment, food, and gasoline, the averages in Table 3 were multiplied by the visitor counts in Figure 1.

Obtaining total spending estimates on hotels required another step. Visitors coming to the training camp were often staying in the Oxnard area longer than they were attending the training camp. For example, a visitor might have planned to attend camp 2 days, but stayed in the Oxnard area 4 days. In this example, if we use turnstile counts to directly calculate the amount this visitor spent on hotels, we will underestimate their total spending by two days since the respondent will only go through the turnstile twice, but will actually be spending on hotels other days. To adjust for this, we create a measure of a ‘multiplier effect’ by dividing the answer to the question “How long are you staying in the Oxnard area?” by the answer to the

question “How many days do you plan to attend camp?”. If visitors are staying in Oxnard the same number of days they are attending camp, this ratio will be one. If they are staying in the Oxnard area longer, the ratio will be greater than one. We take an average of this ratio across all people staying in hotels and obtain the multiplier effect of 1.232. In other words, on average, for each day a visitor attended training camp, they stayed in the Oxnard area 1.2 days.

Total spending on hotels was obtained by first multiplying the percentage of respondents who stayed in a hotel by visitor counts and then multiplying this number by the average spent on hotels. Finally, this number was multiplied by 1.232 (the multiplier effect described above) to obtain an estimate of total spending on hotels.

Total spending estimates for all categories are shown in Table 4.

**Table 4.**

<b>Total amount spent on:</b>	
<b>Entertainment</b>	
Day Visitors	\$ 502,066.71
Overnight Visitors	\$ 584,558.93
<b>Food</b>	
Day Visitors	\$ 416,465.66
Overnight Visitors	\$ 642,937.61
<b>Gasoline</b>	
Day Visitors	\$ 220,954.25
Overnight Visitors	\$ 214,838.04
<b>Hotels</b>	
Overnight Visitors	\$ 576,772.44
<b>Total Spending:</b>	<b>\$ 3,158,593.62</b>

## 5. IMPLAN Analysis

The total visitor spending in each of the four main categories (entertainment, food, gasoline, and hotels) was used in IMPLAN, an input-output matrix software, to determine the total economic impact of hosting the Dallas Cowboys' Training Camp. Before presenting the model results, we note a few important caveats of the analysis.

First, the Dallas Cowboys spent a substantial amount of money bringing their entire team and staff to Oxnard and staying in Oxnard for a little over two weeks. We were able to obtain the total amount the Cowboys spent on everything related to the training camp: \$1,755,176; however, we were not able to break this number down into any industry categories. As a result, we could not include this information in our models and are unable to assess indirect or induced impacts that resulted from the Cowboys' spending. We also cannot say that all of this money was spent in Ventura County; it is likely that the bulk of the money was spent in the county, but the Cowboys included all of their expenses in this number, including an air charter into Point Mugu airfield, hotel rooms for players and staff, food and transportation during the training camp, dry cleaning of the football uniforms, and other expenses related to the training camp. As a result, the total economic impact does not include the Cowboys' spending and will underestimate the true economic impact of hosting the training camp.

Second, the Cowboys sold a substantial amount of merchandise while they were in Oxnard. Sales tax was paid on this merchandise and was likely a significant amount since the Cowboys' unofficially claim that they usually break even between what they spend on training camp and their merchandise sales. We were unable to obtain this information and it is also excluded from this analysis. It should be noted that visitors may have included money they spent on merchandise in the survey question "How much will you spend on entertainment during your entire stay in the Oxnard area?". To the extent that this is true, the sales tax collected as a result of these sales is accounted for in the analysis.

Third, parking revenue (\$92,140), concession revenue (\$58,020), and Fun Zone revenue (\$6,578) generated as a result of the training camp were not included in the analysis. This money went directly to local community groups including the Oxnard Police Department Explorer's Program, Oxnard City Corps, local high schools, and local youth sports teams. While these amounts were excluded from the economic analysis because there was no industry breakdown of where this money was spent, it is important to recognize the impact of these funds in the local community. The

programs that were able to raise funds through the training camp focus on providing opportunities for the youth of Oxnard. While this ‘community impact’ cannot be quantified, the ripple effects resulting from the support of youth-oriented programs should not be understated.

To categorize entertainment spending in the appropriate categories, the total amount spent on entertainment was first divided according to the pie chart in Question E. shown on page 24. In particular, movies received 9% of total entertainment spending, while wineries received 4% and museums received 2%. The remainder of total entertainment spending (85%) was split among different retail venues. Using the California Board of Equalization Taxable Sales data, we calculated the percentage of stores in Ventura County in particular retail industries. These percentages were then multiplied by the remaining 85% of total entertainment spending and the resulting numbers used in the models. In doing so, we assume that training camp visitors spent proportionally according to the fraction of retail store types in the area. These percentages can be seen in Table 5. Unfortunately, we did not have sufficient detail in the survey question to be able to categorize entertainment more precisely.

**Table 5.**

<b>Entertainment Expenditure Breakdown: Ventura County</b>	
<b>Type of Business</b>	
Furniture and home furnishings stores	6.6%
Electronics and appliances stores	7.4%
Health and personal care stores	7.7%
Clothing and clothing accessories stores	22.0%
Sporting goods, hobby, book, and music stores	11.1%
General merchandise stores	6.0%
Miscellaneous store retailers	39.1%

<b>Entertainment Expenditure Breakdown: City of Oxnard</b>	
<b>Type of Business</b>	
Furniture and home furnishings stores	7.6%
Clothing and clothing accessories stores	11.7%
General merchandise stores	3.4%
Miscellaneous store retailers	77.3%

## 5.1 Ventura County Model

The total economic impact summary can be seen in Table 6. Three main categories are presented: direct, indirect, and induced impacts. Direct impacts represent the actual amount spent in the local economy. In our models, this includes expenditures on food, gasoline, entertainment, and hotels. Indirect impacts occur because the sectors impacted by direct spending have to obtain their goods from other sectors. For example, a restaurant has to purchase food from wholesale distributors to make the food that is sold in the restaurant. Induced impacts are the impacts that result from workers spending the money they earn in various sectors. For example, a worker in a restaurant needs to purchase groceries and pay rent among other expenses. These terms are defined further in the glossary.

**Table 6.**

Type of Impact	Employment	Output
Direct Effect	29.2	\$ 2,233,313
Indirect Effect	4.5	\$ 653,969
Induced Effect	5.4	\$ 695,200
Total Effect	39.0	\$ 3,582,482

The total economic impact of hosting the Dallas Cowboys' Training Camp was \$3.6 million. Of this total impact, \$2.2 million came from direct effects, while \$654,000 resulted from indirect effects and \$695,000 came from induced effects. This means that every dollar a visitor spent in the area while visiting the training camp had a total impact of 1.13 dollars.

Overall, a total of 39.0 jobs (both part-time and full-time) were supported by hosting the training camp. 29.2 of these jobs were a result of direct effects, while 10.9 were a result of indirect and induced effects. We use the term 'supported' because increased spending during the training camp does not necessarily lead to the creation of new jobs; instead, increased labor income (wages) results from the increased spending and this may be reflected in either new jobs or higher wages for existing jobs.

Different sectors were impacted differently by hosting the training camp. The two sectors that were impacted the most were the 'Food services and drinking places' and 'Hotels and motels' sectors. The training camp expenditures supported almost 19 jobs in the food services sector and 5 jobs in the hotels and motels sector. Table 7 shows the top 10 industries affected by the training camp; employment represents the number of full and part-time jobs supported by the training camp.

**Table 7.**

<b>Sector</b>	<b>Employment</b>
Food services and drinking places	18.2
Hotels and motels, including casino hotels	5.1
Retail Stores – Miscellaneous	2.8
Retail Stores - Clothing and clothing accessories	1.6
Real estate establishments	0.8
Retail Stores - Sporting goods, hobby, book and music	0.7
Services to buildings and dwellings	0.5
Employment services	0.5
Retail Stores - Gasoline stations	0.5
Retail Stores - General merchandise	0.4

## **5.2 City of Oxnard Model**

The model for Ventura County was the most accurate in capturing total economic impacts of the Dallas Cowboys’ Training Camp. However, the City of Oxnard is the locality that actually hosts the training camp. To investigate the impact of the training camp on the City of Oxnard, we develop two models. In models for the City of Oxnard, our goal is to capture *only the spending that occurs in Oxnard*. In particular, this means that spending by visitors who are staying in Ventura, Camarillo, or some other place nearby will not be included in these models.

To estimate spending in Oxnard, we make several assumptions. First, we assume that a visitor spends all of their money where they spend the night. For example, if a visitor spends the night in Oxnard, we assume the money they spent on food, gasoline, and entertainment was spent in Oxnard. As part of the survey, visitors reported the location of their hotel; of respondents who reported staying in a hotel, roughly 45% stayed in Oxnard. We multiply this percentage by the total spending for overnight visitors displayed in Table 4 to estimate total spending for each category.

Second, we assume in the first model that day visitors spend all of their money in Oxnard. This will certainly overestimate the amount spent by day visitors in the City of Oxnard as it is highly likely that day visitors spent a fraction of their expenditures in other nearby cities. The other extreme is to assume that day visitors do not spend any of their money in Oxnard. This is the assumption we make in the second Oxnard model. This will underestimate the amount spent by day visitors in Oxnard as day visitors likely spent some of their money there. *The true estimate will be somewhere in between these two estimates*. Table 8 shows the summary results for these two models.



**Table 8.****City of Oxnard: Overnight visitors staying in Oxnard and day visitors**

Type of Impact	Employment	Output
Direct Effect	19.2	\$ 1,387,575
Indirect Effect	2.1	\$ 313,763
Induced Effect	2.5	\$ 328,069
Total Effect	23.9	\$ 2,029,407

**City of Oxnard: Overnight visitors staying in Oxnard**

Type of Impact	Employment	Output
Direct Effect	8.8	\$ 690,441
Indirect Effect	1.1	\$ 160,004
Induced Effect	1.2	\$ 158,017
Total Effect	11.2	\$ 1,008,461

The total economic impact generated by overnight visitors staying in Oxnard is \$1.0 million. This number does not include day visitors. The total economic impact generated by overnight visitors and day visitors (assuming that day visitors spend all of their money in Oxnard) is \$2.0 million.

In terms of employment, the training camp supported a range of 11.2-23.9 total jobs. Of these, 5.0-12.0 jobs were in the “Food services and drinking places” sector. Other sectors impacted by the increased spending as a result of the training camp were “Hotels and motels” and “Retail Stores – Miscellaneous”. Table 9 provides more information.

**Table 9. Employment Impacts in the City of Oxnard****Overnight visitors staying in Oxnard and Day Visitors (Model 1)**

Sector	Employment
Food services and drinking places	12.0
Retail Stores – Miscellaneous	3.9
Hotels and motels, including casino hotels	2.3
Retail Stores - Clothing and clothing accessories	0.6
Real estate establishments	0.4
Retail Stores - Gasoline stations	0.3
Motion picture and video industries	0.3
Retail Stores - Furniture and home furnishings	0.3
Wholesale trade businesses	0.2
Services to buildings and dwellings	0.2

### Overnight visitors staying in Oxnard (Model 2)

Sector	Employment
Food services and drinking places	5.0
Hotels and motels, including casino hotels	2.3
Retail Stores – Miscellaneous	1.3
Retail Stores - Clothing and clothing accessories	0.2
Real estate establishments	0.2
Services to buildings and dwellings	0.1
Wholesale trade businesses	0.1
Retail Stores - Gasoline stations	0.1
Employment services	0.1
Retail Stores - Furniture and home furnishings	0.1

## 6. Conclusions

The Dallas Cowboys' Training Camp brings a substantial number of visitors to the Oxnard area. With the increased visitors comes increased spending. Over 93% of people attending the training camp said they were in the Oxnard area because of the training camp. Moreover, on average, 88% of people who attended the training camp were visitors to the Oxnard area.

Visitors spent approximately \$3.2 million on hotels, food, gasoline, and entertainment while staying in Ventura County. When indirect and induced impacts were taken into account, the total economic impact of the Dallas Cowboys' Training Camp was \$3.6 million.

Estimates were more difficult to obtain for the City of Oxnard because we had to assume visitors were spending their money in Oxnard and not nearby places such as Ventura or Camarillo. The total economic impact of the Dallas Cowboys' Training Camp on the City of Oxnard ranges from \$1.0 million (assuming day visitors spent no money in Oxnard) to \$2.0 million (assuming day visitors spent all of their money in Oxnard). The true estimate lies somewhere between these two numbers.

In terms of employment, the training camp supported a total of 39.0 full-time and part-time jobs in Ventura County. In the Oxnard area, a range of 11.2 to 23.9 jobs were supported by the training camp.

## 7. Glossary

**Direct impact (direct effect)** – In input-output terminology, an initial expenditure (such as a payment to a local restaurant by a visitor) is referred to as a direct impact.

**IMPLAN** – Input-output model first developed by the U.S. Forest Service, the Bureau of Land Management and the Federal Emergency Management Agency for use in land planning and resource management. IMPLAN is based on matrix algebra and uses information about the types and amounts of production factors needed to produce any given output. IMPLAN uses dollar valuations of these inputs, and traces the currency flows from the original purchases of goods as they work their way through the economy of the study area.

**Indirect impact (indirect effect)** – Purchases made by entities directly impacted (see Direct impact above) attributable to the increase in business generated by the initial expenditure.

**Induced impact (induced effect)** – Local spending by employees of impacted firms (see Direct impact and Indirect impact) attributable to changes in income related to the impacts (direct and indirect) of the initial expenditure.

**Input-output** – Defined by the Economic Development Research Group (1997) as accounting tables tracing the linkages of inter-industry purchases and sales in a specific study area. Used to calculate the effects per dollar of spending on jobs, income, and output in that specific area.

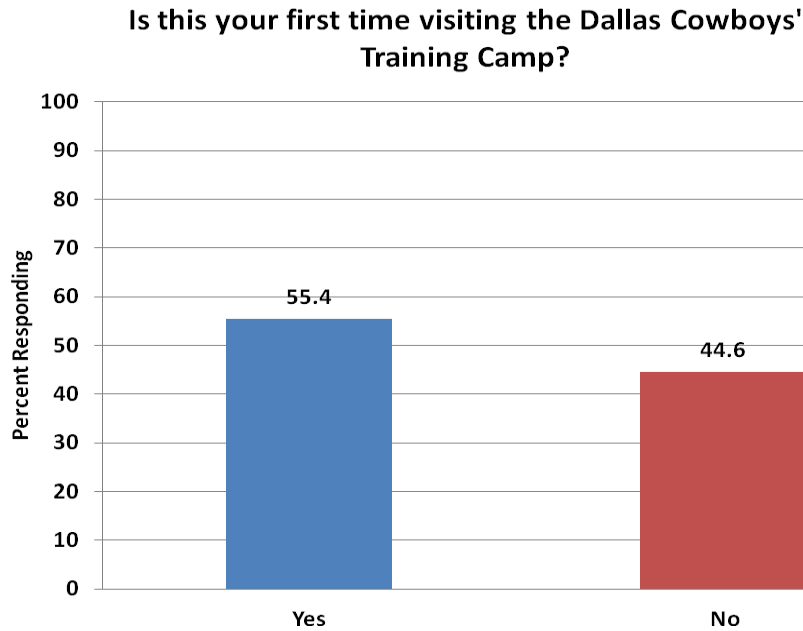
## 8. References

Bartlett, J. E. II, J. Kotrlik, and C. Higgins, “Organizational Research: Determining Appropriate Sample Size in Survey Research,” *Information Technology, Learning, and Performance Journal* 19:1 (Spring 2001), 43-50.

## 9. Appendix

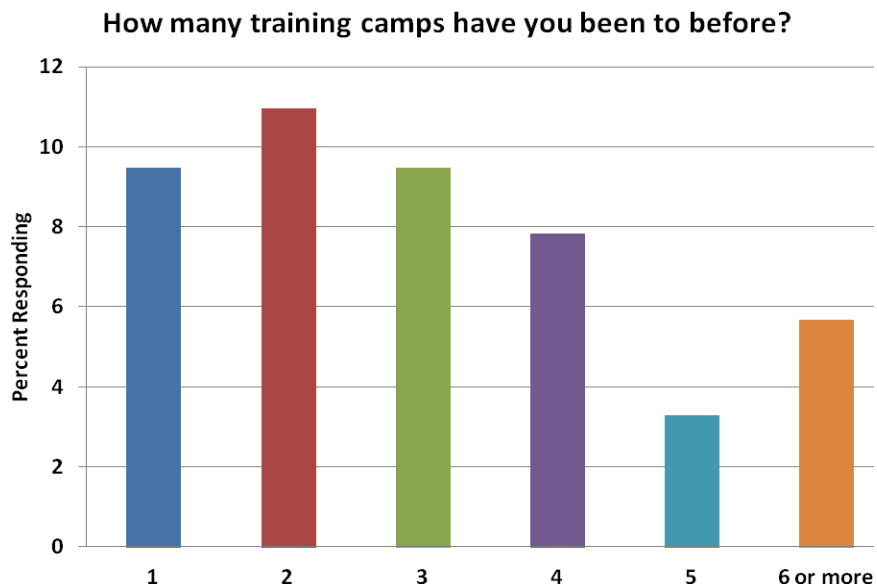
Question 1. 1,381 respondents.

55 percent of respondents indicated that this year's training camp was the first they had ever attended.



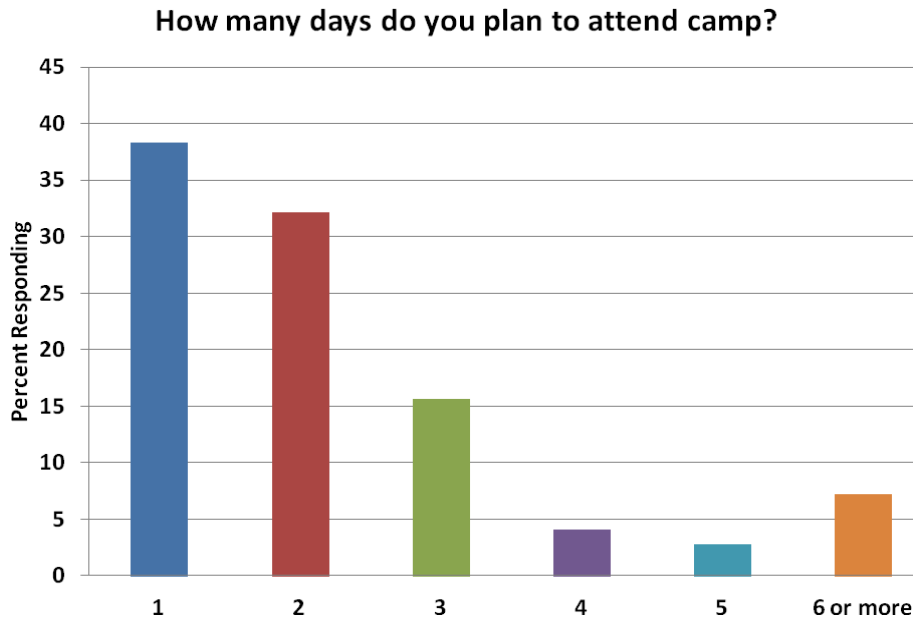
Question 2. 1,340 respondents.

The 44.6 percent of people surveyed who said this was not their first time attending the training camp in Question 1 reported how many camps they had attended prior to this year's camp. 11 percent said they had attended 2 other camps and almost 6 percent said they had attended 6 or more camps.



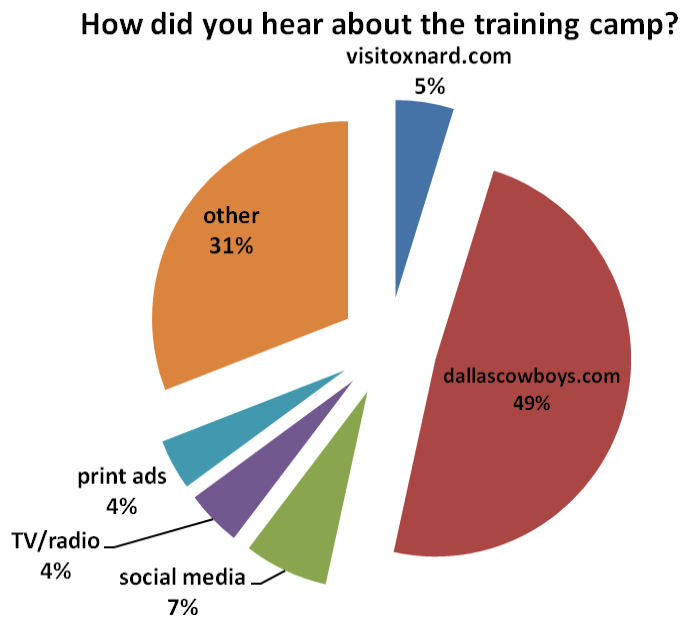
Question 3. 1,328 respondents.

38 % of respondents said they planned to attend 1 day of training camp. 32% of respondents said they would attend 2 days, while 7 % said they would attend 6 or more days of training camp.



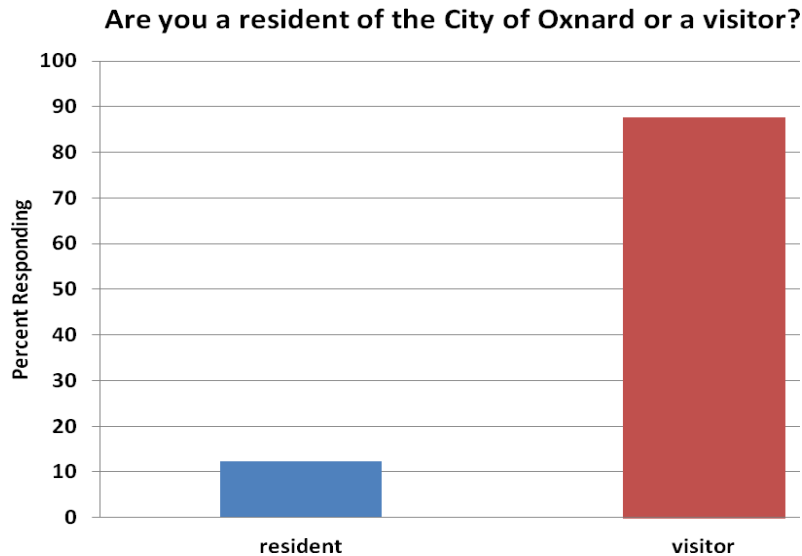
Question 4. 1,351 respondents.

49% of respondents indicated that they heard about the training camp from the Dallas Cowboys' website. 31% of respondents said they heard about the training camp from other sources, including friends and family.



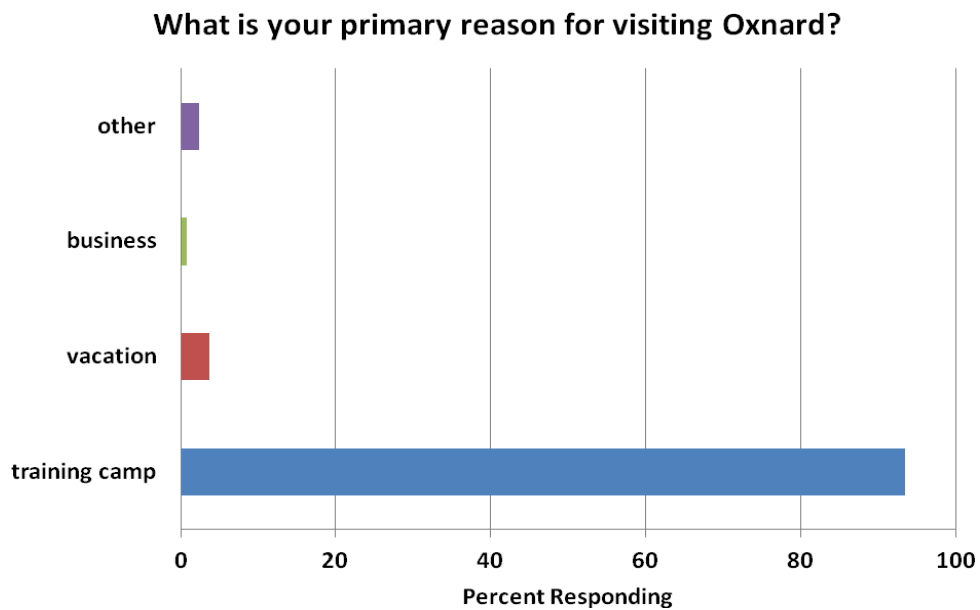
Question 5. 1,383 respondents.

88% of respondents indicated that they were not a resident of the City of Oxnard and were travelling to the Cowboys' Training Camp.



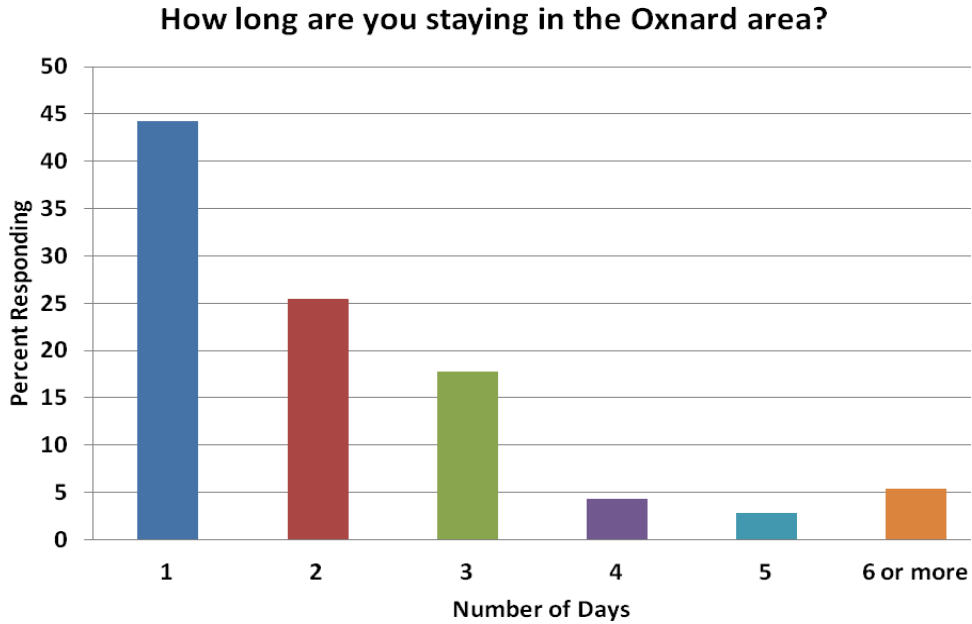
Question A. 1,185 respondents.

An overwhelming number of respondents (93%) said they were coming to Oxnard for the Cowboys' training camp. A small percentage (4%) came for vacation, while 2% came for other reasons.



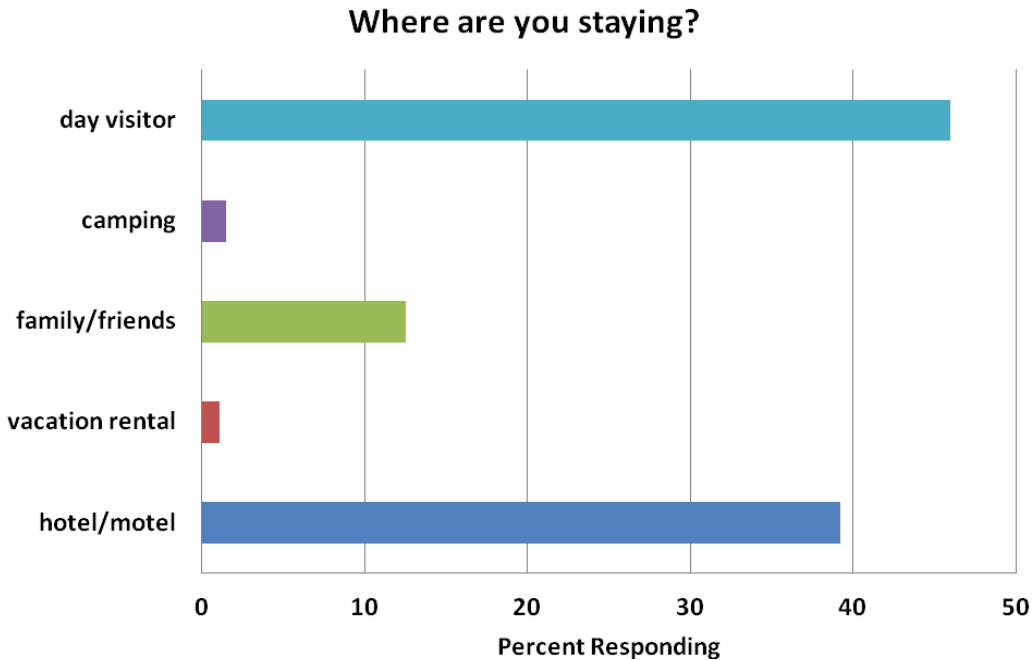
Question B. 917 respondents.

44% of people said they were staying just one day in the Oxnard area. 25% planned to stay 2 days, while 18% planned to stay 3 days.



Question C. 1,042 respondents.

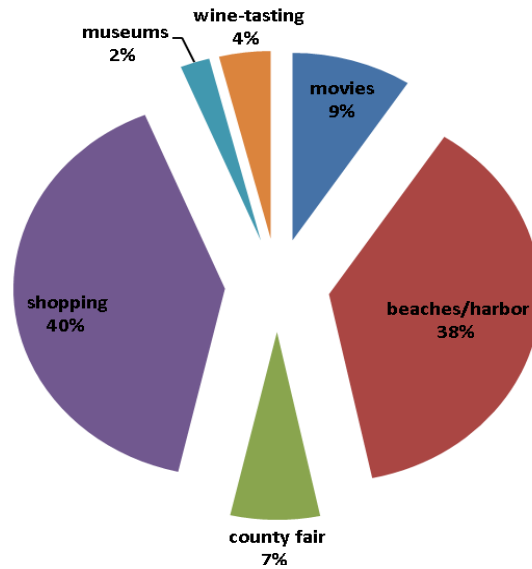
46% of people came only to Oxnard for the day, while 39% stayed in a hotel. 12% of people stayed with family and friends and the rest of the people either camped or stayed in a vacation rental.



Question E. 726 respondents.

Shopping was the most popular activity that visitors planned to do in the area (40%). Beaches/Harbor was the next most popular activity (38%), while others planned to go to the movies or county fair. Many respondents planned to do more than one of the activities in the area.

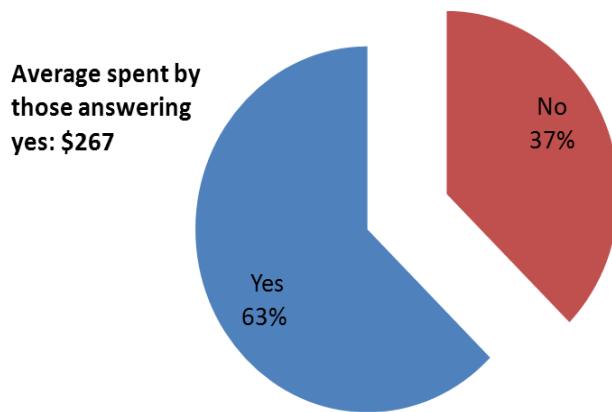
**What activities do you plan to do in the area?**



Question F. 1,143 respondents

63% of total respondents said they would spend money on entertainment while they were in the area. 55% of day visitors said they would spend money on entertainment; the average spent by day visitors was \$161.86. 74% of overnight visitors said they would spend money on entertainment; the average spent by overnight visitors was \$347.11.

**Will you spend money on entertainment in the area?**

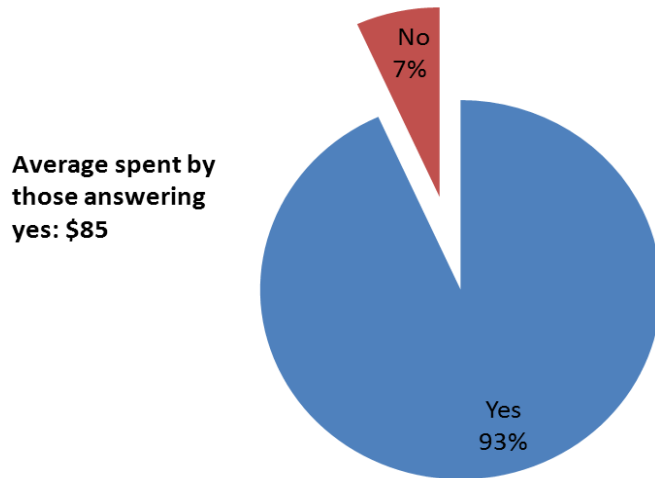




Question G. 1,172 respondents.

93% of total respondents said they planned to eat out while they were in the area. 90% of day visitors said they planned to eat out; the average spent by day visitors was \$69. 96% of overnight visitors said they planned to eat out; the average spent by overnight visitors was \$100.

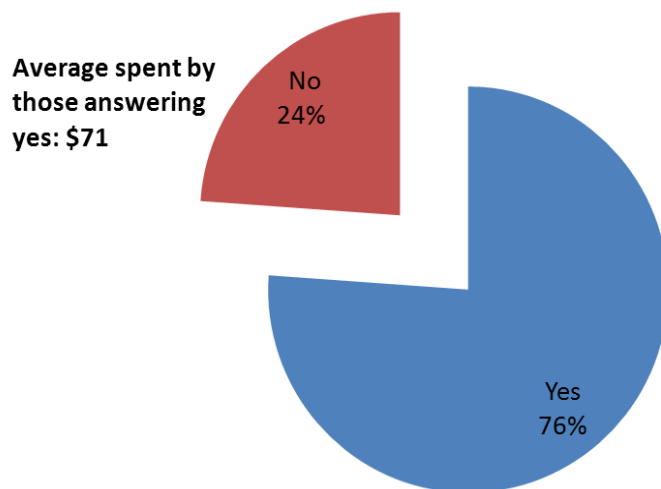
### Do you plan on eating out during your stay?



Question I. 1,160 respondents.

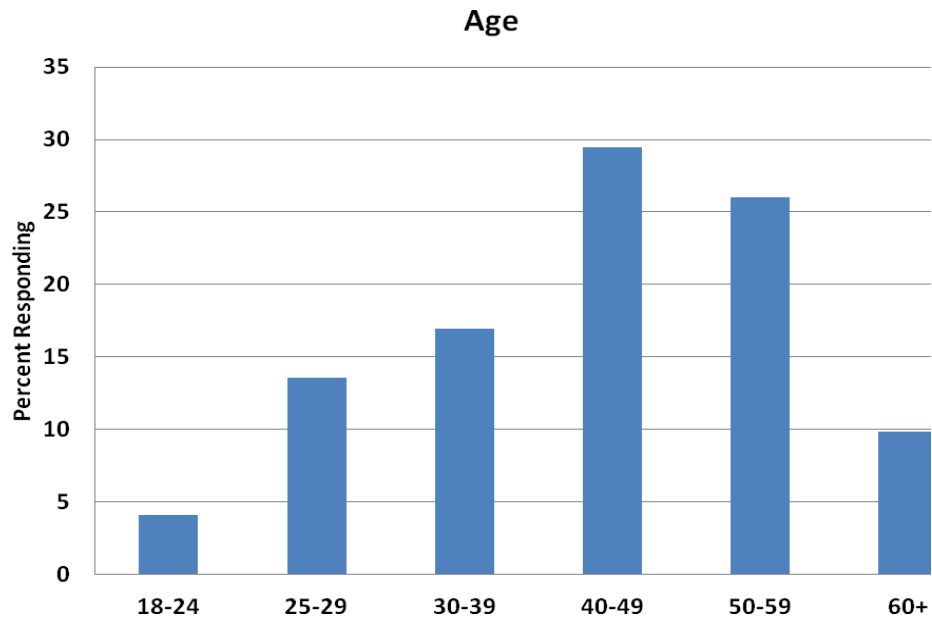
76% of total respondents said they planned to purchase gasoline in the area. 87% of overnight visitors planned to buy gasoline in the area; the average amount was \$80. 66% of day visitors planned to buy gasoline in the area; the average amount was \$62.

### Do you plan to purchase gas in the area?



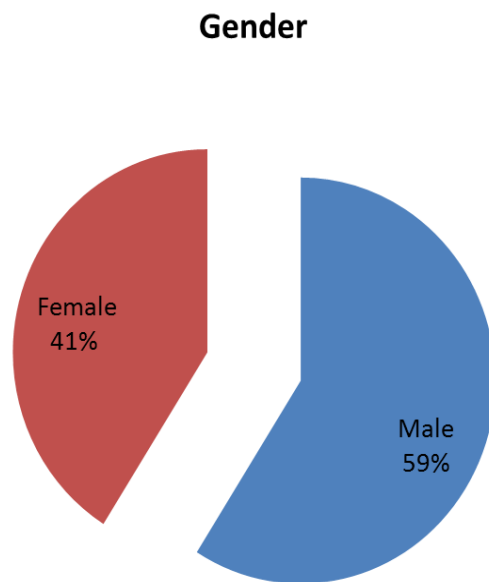
Question Age. 1,260 respondents.

29% of those surveyed were between the ages of 40-49, while 26% of respondents were between 50-59. Overall, 65% of respondents were aged 40 or older, while 35% of respondents were younger than 40.



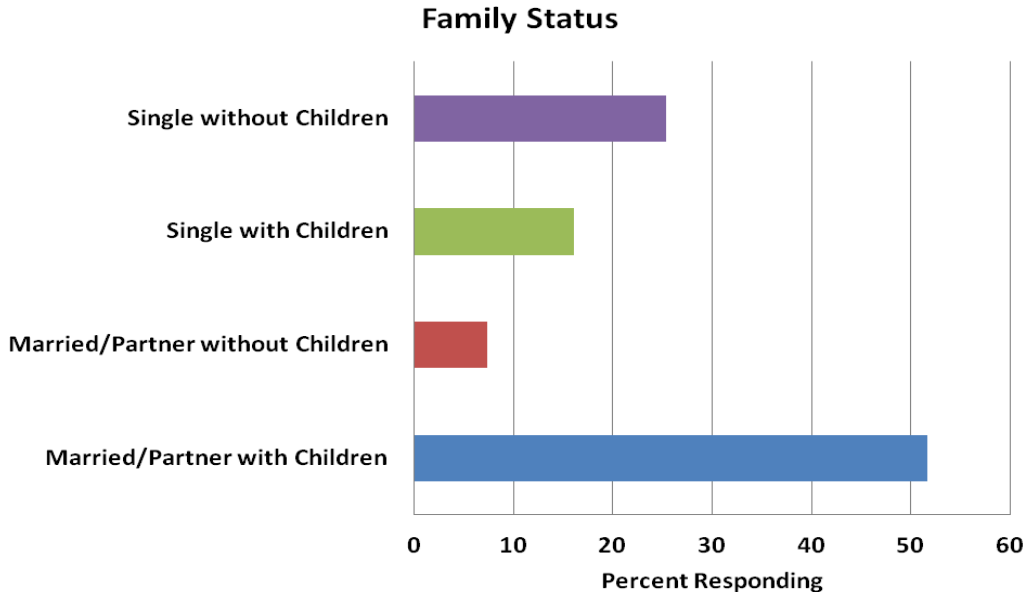
Question Gender. 1,309 respondents.

59% of respondents were male, while 41% of respondents were female.



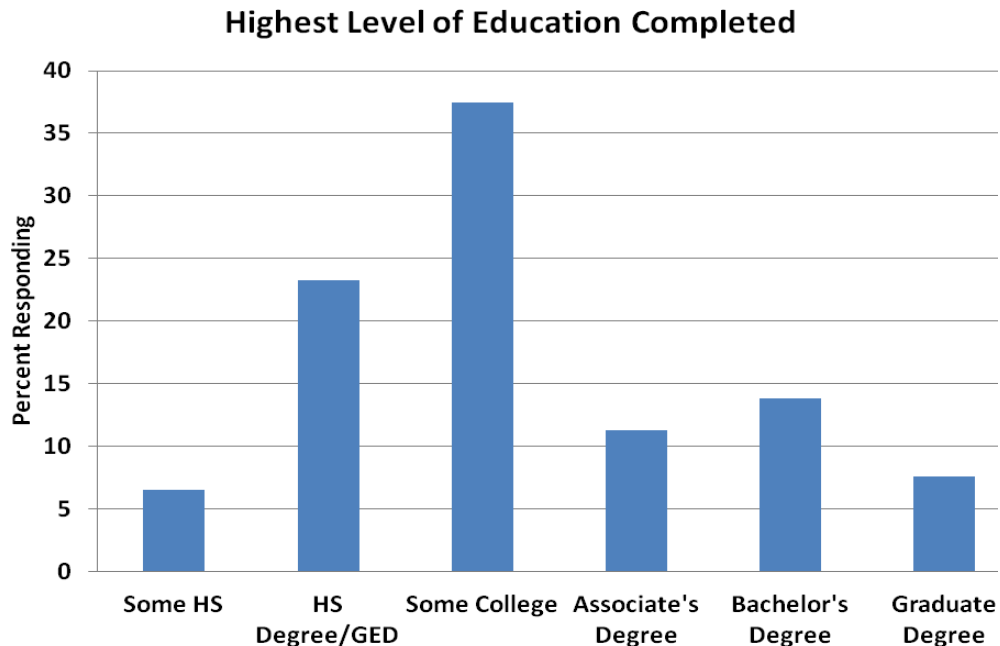
Question Family Status. 1,277 respondents.

52% of respondents reported that they were married or had a partner with children. 25% of respondents were single without children, while 16% were single with children. The remaining 7% were married or had a partner without children.



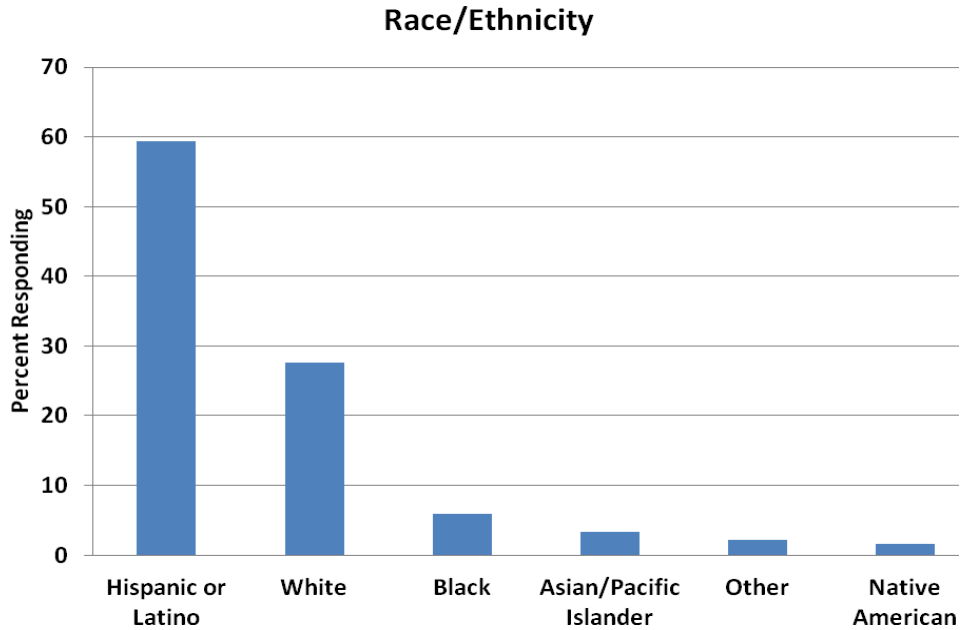
Question Education. 1,288 respondents.

30% of respondents completed a high school degree or less. 38% of respondents reported having attended college for some period of time, while 32% of respondents completed an Associate's, Bachelor's, or Graduate degree.



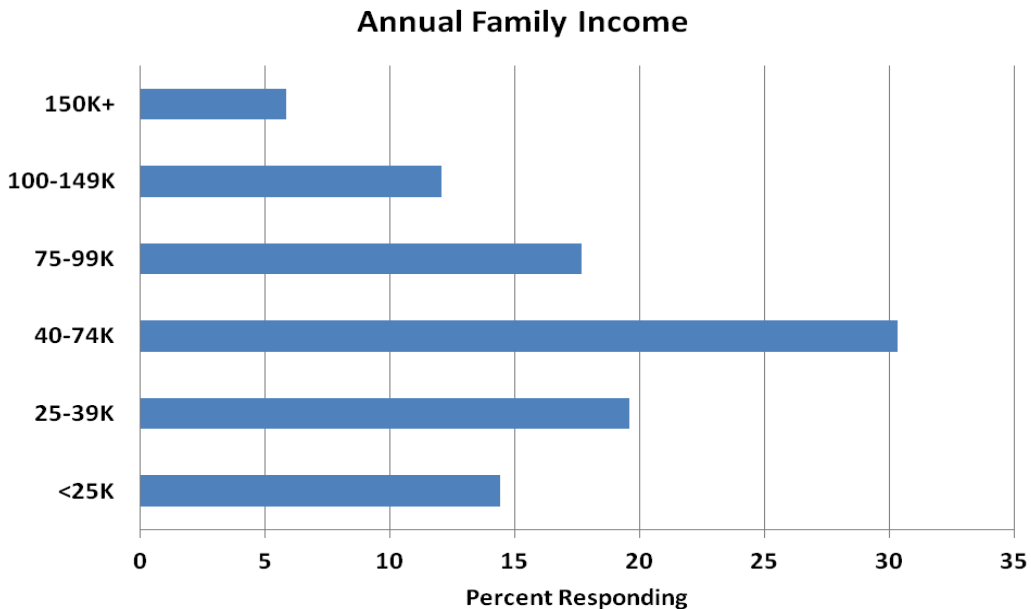
Question Race/Ethnicity. 1,298 respondents.

The majority of respondents (59%) reported that they were Hispanic or Latino. 28% of respondents said they were White, while 6% said they were Black. The remaining 7% responded that their race/ethnicity was Asian or Pacific Islander, Native American, or Other.



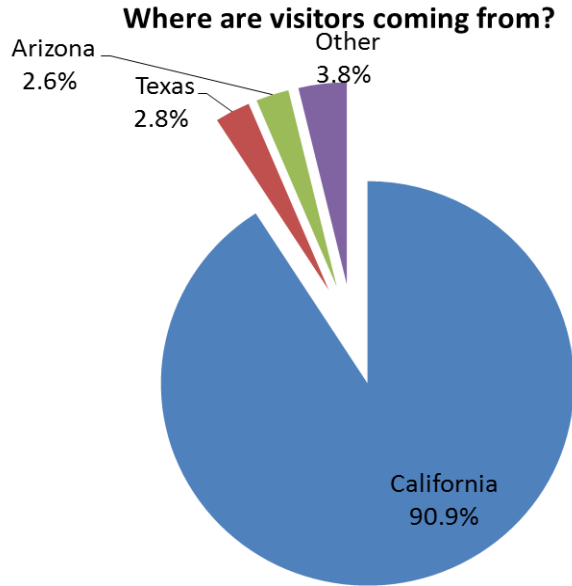
Question Annual Family Income. 1,226 respondents.

30% of respondents reported earning between \$40,000 and \$74,000 annually. Overall, 64% of respondents said they made an annual family income of \$74,000 or less. The remaining 36% earned \$75,000 or more.



Question Zip Code. 1087 respondents

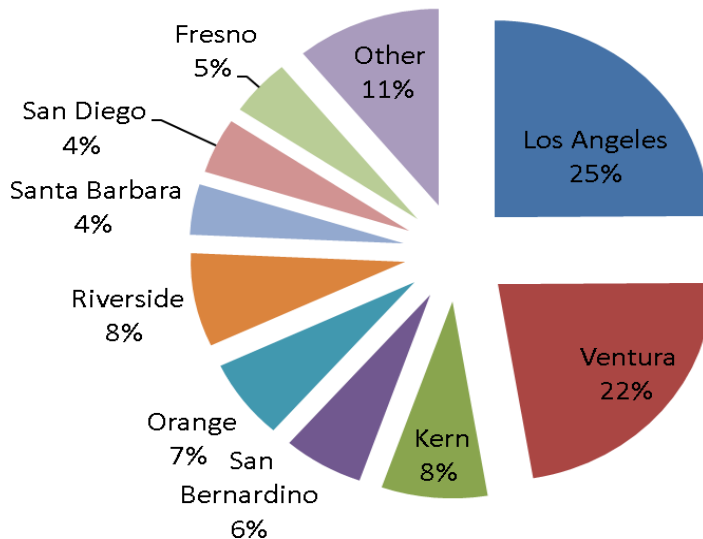
The overwhelming majority of people visiting the Cowboys' training camp were from California. The main other states represented were Texas (home of the Dallas Cowboys) and Arizona.



Question Zip Code. 988 respondents.

More visitors came from Los Angeles County (25%) than any other county in California. Visitors from Ventura County also made up a significant portion of respondents (22%). Other counties include: Tulare, Stanislaus, Santa Clara, San Joaquin, Sacramento, Monterey, Merced, and others.

**What counties are visitors coming from in California?**



**Figure 1. The Survey**



1. Is this your first time visiting the Dallas Cowboys' Training Camp							Yes	No
2. How many training camps have you been to before?								
3. How many days do you plan to attend camp?								
4. How did you hear about the training camp?	Visitoxnard.com	DallasCowboys.com	Social Media	TV/Radio	Print Ads	Other		
5. Are you a resident to the City of Oxnard, or a visitor?							Resident	Visitor

If answered VISITOR to question 5...

a. What is your primary reason for visiting the Oxnard area?		Training Camp	Vacation	Business	Other			
b. How long are you staying in the Oxnard area? (answer should be in # of days)								
c. Where are you staying?	Hotel/motel _____	Vacation rental	Family/friends	Camping	Day Visitor			
d. Approximately, how much will you spend each night on accommodations?								
e. What other activities do you plan to do in the area?		Movies	Beaches/Harbor	County Fair	Shopping	Museums	Wine-tasting	
f. Approximately, how much will you spend on entertainment during your entire stay in the Oxnard area?								
e. Do you plan on eating out during your stay?							Yes	No
g. Approximately, how much will you spend on food and drink per day?								
f. Do you plan to purchase gas in the area during your stay?							Yes	No
h. Approximately, how much will you spend on gasoline in the area?								

Name:		Email*:				Phone Number:		
Age:	<18	18 - 24	25 - 29	30 - 39	40 - 49	50 - 59	60+	
Gender:	Male	Female		Zip code (Primary Residence):				
Family Status:	Married/Partner with Children		Married/Partner without Children		Single with Children		Single without Children	
Education:	Some HS	HS Degree or GED	Some College	Associate's Degree	Bachelor's Degree	Graduate Degree		
Race / Ethnicity:	Black	Asian / Pac. Isl.	White	Hispanic or Latino	Native American	Other		
Annual Family Income:	<25K	25 - 39K	40 - 74K	75 - 99K	100 - 149K	150K+		
*Check if you would like to be included in future emails: <input type="checkbox"/> visitoxnard.com monthly email newsletter <input type="checkbox"/> Future Dallas Cowboys' Training Camp news								