National Park Visitor Spending and Payroll Impacts, 2007

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Executive Summary

The National Park System received 275.6 million recreation visits in 2007. Park visitors spent $11.79 billion in local gateway regions (within roughly 50 miles of the park). Visitors staying outside the park in motels, hotels, cabins and B&B's accounted for 55% of the total spending. Over half of the spending was for lodging and meals, 16% for gas and local transportation, and 14% for souvenirs. Local economic impacts were estimated after excluding spending by visitors from the local area (9.5% of the total). Combining local impacts across all parks yielded a total impact, including direct and secondary effects, of 209,000 jobs, $4.5 billion in labor income, and $7.0 billion value added. The four economic sectors most directly affected by visitor spending were lodging, restaurants, retail trade, and amusements. Visitor spending supported roughly 56,000 jobs in each of the hotel and restaurant sectors, and over 22,000 jobs each in the retail trade and the amusements sectors.

Parks also impact the local region through the NPS payroll. In FY 2007, the NPS employed 23,853 people, with a total payroll of $1,142 million in wages and salaries and $300 million in payroll benefits. The local economic impact of the NPS payroll was $1.8 billion in labor income, $2.0 billion in value added, and 35,000 total jobs (including NPS jobs). The combined impact of visitor spending and park payrolls was $6.29 billion in labor income, $9.02 billion in value added, and 244,000 local jobs. Visitor spending accounted for 86% of the total jobs and 78% of the total value added

Introduction

This report provides updated estimates of NPS visitor spending for 2007 and estimates the economic impacts of visitor spending and the NPS payroll on local economies. Visitor spending and impacts were estimated using the MGM2 model (Stynes et al., 2000) based on calendar year 2007 park visits, spending averages from park visitor surveys, and local area economic multipliers. Impacts of the NPS payroll were estimated based on fiscal year 2007 payroll data for each park.

Visitor spending impacts were estimated for all park units with visitation data. Payroll impacts were estimated for all parks, including administrative units and parks without visit count data. Impacts measure the direct and secondary effects of visitor spending and park payrolls on local economies in terms of jobs, income, and value added[1]. Impacts of

[1] Jobs include full-time and part-time jobs. Seasonal positions are adjusted to an annual basis. Personal income covers wages and salaries, including income of sole proprietors and payroll benefits. Value added is the sum of personal income, profits and rents, and indirect business taxes. It can also be defined as total sales net of the costs of all non-labor inputs. Value added is the preferred economic measure of the contribution of an industry or activity to the economy.

construction activity and park purchases of goods and services from local firms are not included. Local regions are defined as a 50-mile radius[2] around each park.

Direct effects cover businesses selling goods and services directly to park visitors. Secondary effects include indirect and induced effects resulting from sales to backward-linked industries within the local region and household spending of income earned directly or indirectly from visitor spending. Sales in retail and wholesale trade sectors represent the margins accruing to local firms on goods sold to park visitors.

Systemwide totals are estimated by summing the spending and impact estimates for all park units. Results for individual park units are reported in the appendix.

Visitor Spending

The National Park System received 275.6 million recreation visits in 2007. Visitor spending was estimated by dividing visitors to each park into segments with distinct spending patterns and applying spending averages based on surveys of park visitors at selected parks. As spending averages are measured on a party-day basis (party nights for overnight trips), the NPS counts of recreation visits are converted from person entries to a park to party days in the area by applying average party size, length of stay, and park re-entry factors. This adjusts for some double counting of visits. To the extent possible, spending not directly related to a park visit is excluded[3].

In 2007, there were 14 million recreation overnight stays in the parks representing 3.2% of all visits. Twenty-eight percent of park visits were day trips by local residents, 42% were day trips from 50 miles or more[4], and 30% involved an overnight stay near the park. Visitor spending depends on the number of days spent in the local area and also the type of lodging on overnight trips. Non-local day trips accounted for 35% of the party days spent in the local area, local day trips 27%, and overnight stays 38%. Two-thirds of all overnight stays by park visitors were in motels, lodges, or B&B's outside the park, another 19% are in campgrounds outside the park, and 12% are inside the park in NPS campgrounds, lodges, or backcountry sites.

NPS Systemwide spending averages for 2007 are given in Table 1 for seven distinct visitor segments. A typical park visitor party on a day trip spends $40 if a local resident and $71 if non-local (Table 1). Spending averages do not include park entry fees.

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[2] The 50-mile radius is a general average representing the primary impact region around most parks. The radius is closer to 30 miles for parks in urban settings and as large as 100 miles for some western parks. Economic multipliers are based on regions defined as groupings of counties to approximate a 50-mile radius of the park.

[3] For example, spending during extended stays in an area visiting relatives, on business, or when the park visit was not the primary trip purpose. For most historical sites and parks in urban areas, spending for one day or night is counted for each park entry. Where several park units are within a 50-mile radius, adjustments are made for those visiting more than one park on the same day.

[4] Day trips include pass-through visitors not spending a night within 50 miles of the park, as well as stays with friends and relatives and in owned seasonal homes.

Table 1. National Park Visitor Spending in the Local Area by Segment, 2007 ($ per party per day/night).

	Visitor Segment						
Spending Category	Local Day Trip	Non-local Day Trip	NPS Lodge	NPS Campgd	Back-country	Motel-Outside Park	Camp-Outside Park
Motel, hotel, B&B	0.00	0.00	180.47	0.00	8.14	115.36	0.00
Camping fees	0.00	0.00	0.00	19.49	3.62	0.00	25.43
Restaurants & bars	12.73	20.32	65.60	12.37	10.40	55.66	14.09
Amusements/Entert.	4.16	8.71	20.79	7.27	5.64	17.22	14.95
Groceries	6.19	7.41	11.26	15.64	7.24	14.24	10.27
Gas & oil	8.02	19.21	26.27	20.59	18.14	19.94	19.54
Local transportation	0.52	1.25	3.81	1.22	0.76	2.89	1.16
Souvenirs	8.41	14.13	28.16	11.05	15.28	25.00	20.04
Total	**40.02**	**71.02**	**336.36**	**87.63**	**69.23**	**250.31**	**105.48**

On a party-night basis, spending by visitors on overnight trips varied from $69 for backcountry campers to $336 for visitors staying in park lodges. Campers spent $105 per night if staying outside the park and $88 if staying inside the park. Spending averages at individual parks varied from these Systemwide averages due to differences in local prices and spending opportunities. For example, while non-local visitors on day trips spent $26 per party at John Day Fossil Beds National Monument, their counterparts at Grand Canyon spent $138. Visitors staying in park lodges spent over $500 per party per night at Grand Teton National Park.

In total, park visitors spent $11.79 billion in the local region surrounding the parks in 2007[5]. Local residents accounted for 9.5% of this spending (Table 2). Visitors staying in motels and lodges outside the park accounted for over half of the total spending, while non-local visitors on day trips contributed 22% of all spending. Over half of the visitor spending was for lodging and restaurant meals (Figure 1).

[5] Spending figures exclude airfares and other trip spending beyond 50 miles of the park. Purchases of durable goods (boats, RV's) and major equipment are also excluded. Special expenses for commercial rafting trips, air overflights, and other special activities are not fully captured for all parks.

Table 2. National Park Visitor Spending by Segment, 2007.

Segment	Total Spending $Millions	Pct of Spending
Local day trip	1,124	9.5%
Non-local day trip	2,600	22.1%
Lodge–In park	408	3.5%
Camp–In park	254	2.2%
Backcountry campers	42	0.4%
Motel–Outside park	6,470	54.9%
Camp–Outside park	798	6.8%
Other overnight visitors	90	0.8%
Total	**11,786**	**100.0%**

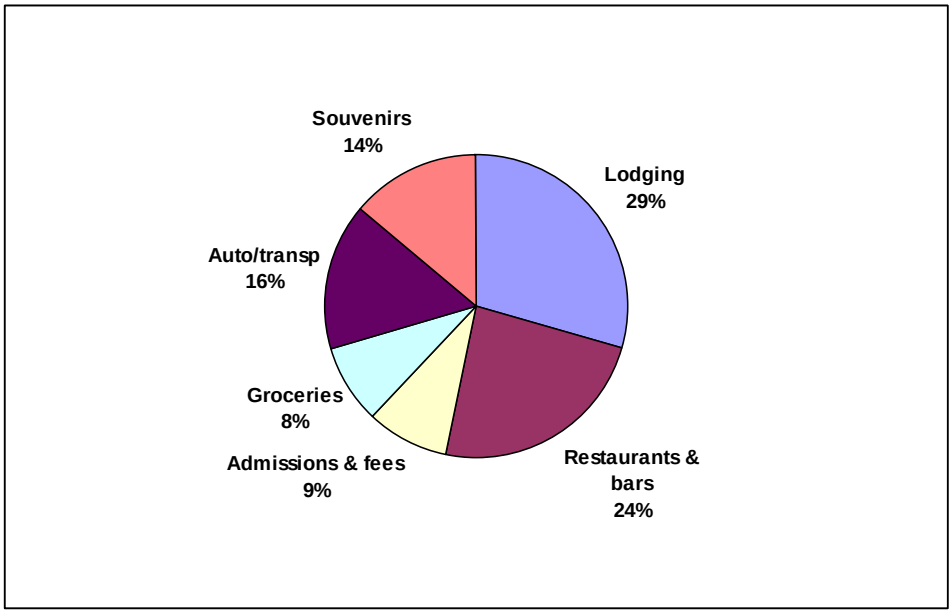

Figure 1. Distribution of National Park Visitor Spending.

Impacts of Visitor Spending

Economic impacts of visitor spending were estimated in the MGM2 model using multipliers for local areas around each park[6]. Multipliers capture both the direct and secondary economic effects in gateway communities around the parks in terms of jobs,

[6] Sets of sector-specific multipliers in the MGM2 model were estimated with the IMPLAN system for four types of regions varying in population size and levels of economic development. A region type is assigned to each park based on surrounding populations. MGM2 multipliers are based on IMPLAN's Type II multipliers estimated with 2001 IMPLAN data for over 500 distinct regions. Job-to-sales ratios were adjusted to 2007 using the consumer price index.

personal income, and value added. National totals were the sum of the local impacts for 355 park units that have counts of visitors.

Both economic significance and economic impacts were estimated. The economic *significance* estimates in Table 3 measure the impacts of all visitor spending ($11.8 billion), including that of local visitors. Economic *impacts* in Table 4 exclude spending by local residents, estimating the impacts of the $10.7 billion spent by visitors who do not reside within the local region.

Economic impact measures attempt to estimate the likely losses in economic activity to the region in the absence of the park. Should the park opportunities not be available, it is assumed that local residents would spend the money on other local activities, while visitors from outside the region would not have made a trip to the region[7]. Spending by local residents on visits to the park do not represent "new money" to the region and are generally excluded when estimating impacts. Local resident spending is included in the economic significance measures, as these capture all economic activity associated with park visits, including local and non-local visitors.

Economic Significance

The $11.8 billion spent by all park visitors within 50 miles of the park (Table 2) had a total economic effect (significance) of $14.4 billion in sales, $5.0 billion in labor income, and $7.8 billion in value added. Visitor spending supported about 232,000 jobs in gateway regions. Total effects may be divided between the direct effects that occur in businesses selling goods and services directly to park visitors and secondary effects that result from the circulation of this money within the local economy[8].

Direct effects were $9.6 billion in sales, $3.7 billion in labor income, $5.4 billion in value added, and 188,000 jobs. The local region captured 77% of all visitor spending as direct sales. Note that direct sales of $9.6 billion was less than the $11.8 billion in visitor spending, as the manufacturing share of retail purchases (groceries, gas, sporting goods, souvenirs) was not included. It is assumed that most of the producer price of retail purchases immediately leaks out of the region to cover the cost of goods sold. Sales figures for retail and wholesale trade are the margins on these purchases.

The average sales multiplier across all local park regions was 1.50, which means for every dollar of direct sales another $ .50 in sales was generated in the region through secondary effects.

[7] To the extent possible, spending not directly associated with a park visit is also excluded. For example, only one night's expenses are counted for visitors in the area primarily on business, visiting relatives, or visiting other attractions. For parks with visitor surveys, spending attributed to a park visit was estimated based on the percentage of visitors identifying the park visit as the primary purpose of the trip.

[8] Secondary effects include indirect effects of businesses buying goods and services from backward-linked local firms and induced effects of household spending of their earnings.

Table 3. Economic Significance of National Park Visitor Spending to Local Economies, 2007.

Sector/Spending Category	Sales $Millions	Jobs	Labor Income $Millions	Value Added $Millions
Direct Effects				
Motel, hotel cabin, or B&B	$ 3,389	57,190	$ 1,420	$ 2,337
Camping fees	265	2,982	32	76
Restaurants & bars	2,946	64,884	1,107	1,267
Amusements & entertainment	1,111	25,656	390	663
Other vehicle expenses	126	1,632	23	54
Local transportation	37	894	17	19
Grocery stores	260	5,006	101	137
Gas stations	404	5,282	150	198
Other retail	826	16,460	370	524
Wholesale trade	212	8,034	99	112
Total Direct Effects	9,577	188,018	3,709	5,388
Secondary Effects	4,806	44,224	1,323	2,420
Total Effects	**14,383**	**232,242**	**5,031**	**7,808**

Notes: Economic significance covers all $11.8 billion in spending of park visitors in the local region, including that of local visitors. Jobs include full-time and part-time jobs, with seasonal positions adjusted to an annual basis. Personal income covers wages and salaries, including income of sole proprietors and payroll benefits. Value added is the sum of personal income, profits and rents, and indirect business taxes.

Economic Impacts

Excluding $1.1 billion dollars spent by local residents on park visits reduces the total spending to $10.6 billion (Table 2) for the impact analysis. Local visitors represented about 28% of all visits, but less than 10% of all visitor spending. The total effects of visitor spending, excluding locals, is $12.9 billion in sales, $4.5 billion in labor income, $7.0 billion in value added, and over 209,000 jobs. The four economic sectors most directly affected are lodging, restaurants, retail trade, and amusements. Visitor spending supports roughly 56,000 jobs in each of the hotel and restaurant sectors and over 22,000 jobs each in the retail trade and the amusements sectors.

Table 4. Economic Impacts of National Park Visitor Spending on Local Economies, 2007.

Sector/Spending Category	Sales $Millions	Jobs	Labor Income $Millions	Value Added $Millions
Direct Effects				
Motel, hotel cabin, or B&B	$3,318	56,536	$1,388	$2,265
Camping fees	260	2,948	31	74
Restaurants & bars	2,515	55,916	943	1,071
Amusements & entertainment	967	22,547	339	572
Other vehicle expenses	109	1,414	20	46
Local transportation	36	883	17	19
Grocery stores	209	4,064	81	109
Gas stations	344	4,536	127	166
Other retail	692	13,914	309	435
Wholesale trade	177	6,783	83	93
Total Direct Effects	8,626	169,541	3,337	4,851
Secondary Effects	4,298	39,730	1,185	2,168
Total Effects	**12,924**	**209,271**	**4,522**	**7,018**

Note: Economic impacts cover the $10.6 billion spent by non-local visitors.

Impacts of NPS Payrolls

National Park System units also impact local economies through their own spending, especially NPS payrolls. Payroll impacts were estimated for fiscal year (FY) 2007. In FY 2007 the National Park Service employed 23,853 people[9], with a total payroll of $1,142 million in wages and salaries and $300 million in payroll benefits (Table 5). The local economic impacts of park payrolls were $1.77 billion in labor income, $2.0 billion in value added, and 35,143 jobs.

Impacts of park payrolls for each park unit were estimated by applying economic multipliers to wage and salary data to capture the induced effects of NPS employee spending on local economies. As with the MGM2 model, distinct multipliers were used for parks in rural areas, parks in or near small cities, and parks in larger metropolitan regions[10]. The overall employment multiplier for NPS jobs is 1.5. For every two NPS jobs, another job is supported through the induced effects of employee spending in the local region. There are additional local economic effects from NPS purchases of goods and services from local suppliers and from construction activity. These impacts were not estimated.

[9] The number of employees is estimated as an annual average for each park, so that seasonal positions are converted to annual equivalents. However, the job estimates include both full-time and part-time positions.
[10] Multipliers for household spending were estimated in IMPLAN using the spending patterns of households with incomes of $50,000 -$75,000.

Table 5. NPS Payroll Impacts on Local Economies, 2007.

Payroll	Salary $Millions	Payroll Benefits $Millions	Jobs
Park units with visit data	797	213	17,866
Other units	345	87	5,987
Total	**1,142**	**300**	**23,853**

Local Impacts	Labor Income $Millions	Value Added $Millions	Jobs
Park units with visit data	1,229	1,390	25,490
Other units	542	616	9,653
Total	**1,771**	**2,006**	**35,143**

The visitor spending and payroll impacts may be combined, as park admission fees and most other visitor spending accruing to the National Park Service were omitted from the visitor spending figures to avoid double counting[11]. Using the visitor spending impact estimates from Table 4, which exclude spending of local visitors, the combined impacts are $6.25 billion in labor income, $9.02 billion in value added, and 244,414 local jobs. Visitor spending accounts for 86% of the total jobs and 78% of the total value added (Table 6).

Table 6. Combined Impacts - Visitor Spending and Payroll, 2007.

Impact Measure	Visitor Spending Impacts[a]	NPS Payroll Impacts	Combined Impacts	Visitor Spending Share
Direct Effects				
Labor income ($Millions)	$3,337	$1,443	$4,780	70%
Value added ($Millions)	$4,851	$1,443	$6,294	77%
Jobs	169,540	23,853	193,393	88%
Total Effects				
Labor income ($Millions)	$4,522	$1,771	$6,293	72%
Value added ($Millions)	$7,018	$2,006	$9,024	78%
Jobs	209,271	35,143	244,414	86%

a. Excludes spending by local visitors.

State-by-State Impact Estimates

Economic impacts of individual parks can be aggregated to the state level with a few complications. While most parks are located within a single state, there are 20 park units with facilities in more than one state. For these parks, shares of visits were assigned to each state based on percentages provided by the NPS Public Use Statistics Office. It was assumed that spending and economic impacts were proportional to where recreation visits are assigned.

[11] There will be some double counting of camping fees as payments to concessionaires could not be fully sorted out from payments to the NPS.

Estimates of recreation visits, spending, and local economic impacts for each state and U.S. territory are given in Table A-5 in the appendix. Jurisdictions receiving the greatest economic effects were California, the District of Columbia, Arizona, and North Carolina. National Park Service region totals are given in Table A-6 of the appendix.

State totals reported here represent an accumulation of local impacts within roughly 50 miles of each park. The total economic effects on each state would be much larger if all spending of NPS visitors that takes place within each state were estimated and statewide multipliers, instead of local ones, were used to capture secondary effects. As noted earlier, impacts reported here do not include long-distance travel, airfares, or purchases made at home for items that may be used on trips to National Park System units.

Trends from 2003–2007

Recent trends in National Park System visits, spending, and impacts are summarized in Table 7. Spending and economic impacts follow the trends in recreation visits. Recreation visits increased by one percent in 2007, while average spending increased by 8.7%, to yield an increase in overall visitor spending of 10%. For consistency with prior years, spending and impact figures in this table include local visitors. Impacts excluding local visitors are about 10% lower than when local visitors are included.

Methods

Spending and impacts were estimated using the Money Generation Model version 2 (MGM2). NPS public use statistics for calendar year 2007 provided estimates of the number of recreation visits and overnight stays at each park. For each park, recreation visits were allocated to the seven MGM2 segments[12], converted to party days/nights in the local area, and then multiplied by per-day spending averages for each segment. Spending and impact estimates for 2007 were made individually for each park and then summed to obtain Systemwide totals. The system totals are therefore a sum of local impacts at each park, not an overall estimate of the impacts on the national economy[13].

Spending averages for seven distinct visitor segments were based on visitor surveys at selected parks over the past six years and were price-adjusted to 2007 using Bureau of Labor Statistics (BLS) price indices. Spending averages covered all trip expenses within roughly 50 miles of the park. Therefore, they exclude most en route expenses on longer

[12] Visits are classified as local day trips, non-local day trips, and overnight trips staying in campgrounds or hotels, lodges, cabins, and B&B's. For parks with lodging facilities within the park, visitors staying in park lodges, campgrounds, or backcountry sites are distinguished from those staying outside the park in motels or non-NPS campgrounds. Visitors staying with friends or relatives, in owned seasonal homes, or passing through without a local overnight stay are generally treated as day trips.

[13] Applying park visitor spending to a national model/set of multipliers would capture 98% of visitor spending as direct sales (instead of the 80% that accrues to firms in the local regions around each park) and would also yield significantly larger secondary effects. National sales multipliers for tourism spending are about 2.5, while the average sales multiplier for local regions around parks is only 1.5.

trips, as well as airfares and purchases made at home in preparation for the trip, including costs of durable goods and equipment.

Table 7. NPS System Recreation Visits, Spending and Impacts 2003-2007 [a].

	2003	2004	2005	2006	2007
Recreation visits (Millions)	266.1	276.9	272.6[e]	272.3[e]	275.2[e]
Party days/nights (Millions)[b]	103.2	107.3	105.6	103.4	103.9
Spending per party-day	$91	$96	$99	$104	$113
Total spending ($Millions)	$9,403	$10,281	$10,423	$10,727	$11,786
Direct Effects					
Direct[c] sales ($Millions)	$7,741	$8,407	$8,387	$8,679	$9,577
Direct jobs	183,767	193,478	186,807	173,292	188,018
Direct income ($Millions)	$2,737	$2,973	$2,992	$3,348	$3,709
Direct value added ($Millions)	$4,148	$4,506	$4,535	$4,857	$5,388
Total Local Effects[d]					
Total sales ($ Millions)	$11,240	$12,206	$12,238	$13,013	$14,383
Total jobs	231,102	243,398	234,803	212,807	232,242
Total income ($Millions)	$4,004	$4,349	$4,381	$4,516	$5,031
Total value added ($ Millions)	$6,336	$6,884	$6,943	$7,006	$7,808

Note: All dollar figures are actual dollars, not adjusted for inflation.
a. Spending and impact figures include visitors from the local area.
b. Adjusts visits for park re-entries, party sizes, and length of stay in the region. Measured in days for day trips and nights for overnight trips. To the extent possible, only days/nights in the local area directly related to the park visit are counted. Average party sizes range from 2.0 - 3.0 across parks and visitor segments. Systemwide, the average party size is 2.6.
c. Direct effects accrue to tourism-related businesses selling goods and services directly to park visitors. Jobs include full-time and part-time jobs. Seasonal jobs are adjusted to an annual basis. Income is personal income, including wages and salaries, income of sole proprietors, and payroll benefits. Value added includes all personal income, rents and profits, and indirect business taxes.
d. Total local effects include direct, indirect, and induced effects in the local regions around NPS units.
e. Beginning in 2005, visits to Kings Canyon and Sequoia national parks were combined for the economic analysis, and the combined visits for the two units were reduced to account for some double counting. Visit figures for these years are therefore slightly lower than those in the NPS *Statistical Abstract.*

Spending averages vary from park to park based on the type of park and the regional setting (low, medium, or high spending area). For parks with recent visitor surveys, spending averages were estimated directly from the survey data with, some adjustments for off-season use[14]. Parks without recent visitor spending studies were assigned the MGM2 high, medium, or low spending profiles based on manager or researcher judgments.

The segment mix is very important in estimating visitor spending, as spending varies considerably across the MGM2 segments. Segment shares were estimated based on park overnight stay data and, where available, park visitor surveys. For park units that lack recent visitor surveys, estimates are made by generalizing from studies at similar parks or based on manager or researcher judgment.

[14] Most park surveys are conducted during the peak season, so estimates of segment shares and spending must be adjusted for seasonal differences.

For parks with Visitor Services Project (VSP) studies over the past seven years, spending averages were estimated from the survey data at each park[15]. Averages estimated in the surveys were price-adjusted to 2007 using BLS price indices for each spending category. Sampling errors for the spending averages in VSP studies are generally 5-10% overall, but can be as high as 20% for individual visitor segments.

The observed spending patterns in park visitor studies were then used to estimate spending averages for other parks that lack visitor-spending surveys. This procedure does not capture some spending variations attributable to unique characteristics of a given park or gateway region. Examples include the greater use of public transportation at Alaska parks or extra expenses for special commercial attractions in or around some parks, such as rafting trips, flightseeing, and other tours. When visitor studies are conducted at individual parks, these unique situations are taken into account. For example, river runners were treated as a distinct segment at Grand Canyon National Park (Stynes and Sun 2005).

Multipliers for local regions around national parks[16] were applied to the spending totals to translate spending into jobs, income, and value added, and also to estimate secondary effects. All MGM2 multipliers were re-estimated in 2006 using 2001 IMPLAN data and based on the North American Industrial Classification System.

For most parks, generic multipliers built into the MGM2 model were applied (Stynes and Sun 2000)[17]. The appropriate generic multipliers for each park were selected based on the population of the surrounding region. Generic multipliers were estimated as averages across over 100 distinct IMPLAN models for each type of region. The maximum observed absolute deviations between the IMPLAN multipliers for individual regions and the corresponding generic multiplier for that region were generally 10% or less; on average, the differences were less than five percent (Chang 2001). The larger deviations, typically in job-to-sales ratios, could be due to errors in the underlying IMPLAN data. In this respect, the generic multipliers may average out some errors in IMPLAN data for individual regions.

The generic approach to multipliers works well for tourism-related applications because the vast majority of visitor spending accrues to service industries. These sectors are quite labor intensive, and the other inputs to production are primarily utilities and services that tend to exist in an area in direct proportion to population size. Hence, secondary effects are predicted fairly well based on the local population size.

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[15] Detailed impact reports for parks that have included economic questions in their VSP studies are available at the MGM2 (http://web4.canr.msu.edu/mgm2/) or the NPS Social Science Program website, (http://www.nature.nps.gov/socialscience/products.cfm#MGM2Reports).

[16] Multipliers are developed using the IMPLAN input-output modeling system (MIG, Inc.).

[17] For some parks, custom IMPLAN models estimated for the county or counties around the park were used to derive the multipliers. In all of these cases, the impact results with the custom multipliers were not significantly different than with the appropriate generics.

Note that the IMPLAN estimates of the ratios of income and value added to sales for each sector are essentially constant across regions because IMPLAN uses a national average production function for each sector. Only the IMPLAN estimates of job-to-sales ratios and secondary effects vary significantly between regions, and these variations are captured quite well for service and retail sectors by the population of the region.

With the exception of parks with new visitor surveys in 2006[18], no changes were made in party sizes, lengths of stay, or re-entry factors between 2006 and 2007. Local economic ratios and multipliers were also assumed to be constant, except for job-to-sales ratios, which were adjusted to 2007 based on the consumer price index. MGM2 model parameters for individual parks are adjusted over time as new park visitor studies are conducted or other relevant information becomes available.

Impacts of park payrolls were estimated for each park by applying local area multipliers to NPS wage and salary figures for FY 2007. Multipliers capture the induced effects of park employee spending by re-circulating their income as household spending within the local economy. Payroll benefits were not re-circulated in estimating secondary effects of park employee spending, but the direct payroll benefits were included in total value added. Four sets of household spending multipliers were estimated to capture variations in impacts across regions based on population size[19]. Local impacts of park purchases of supplies and services or construction activities were not included in the analysis.

The number of employees for each park was estimated by totaling the number of distinct social security numbers in each pay period and dividing by the number of pay periods. The figure is therefore an annual average. Four seasonal jobs for three months counts as one job. Hence, no distinction is made between part-time and full-time employees.

Jobs, salary, and payroll benefits were assigned to the park where the employees' time was charged, which may differ from their duty stations. Where possible, the NPS's unit "org codes" were used to separate out payroll data for parks that are administered under a another park unit.

Spending and impact totals for states were developed from the 2007 estimates by simply summing the results for all units in a given state, using the mailing address for the park to identify the state. For 2007, 20 parks were identified with facilities in more than one state. For these parks, visitors and spending were allocated to individual states based on shares used by the NPS Public Use Statistics Office for allocating visits to states *(see Table A-7 in the appendix)*. For example, visits to Great Smoky Mountains National Park were split 44% to North Carolina and 56% to Tennessee. It should be noted that these

[18] New VSP surveys were conducted in 2006 at Golden Spike National Historic Site, Katmai National Park, Kings Mountain National Military Park, Monocacy National Battlefield, Yellowstone National Park, and Zion National Park. Adjustments also were made to estimates at Eleanor Roosevelt, Home of Franklin D. Roosevelt, and Vanderbilt Mansion national historic sites based on inputs from park staff. Estimates for all Alaska parks were updated based, in part, on the Katmai survey. Alaska state multipliers were used for all Alaska parks.

[19] IMPLAN's spending patterns for households averaging $50,000- $75,000 were used to estimate the multipliers.

allocations may not fully account for where the spending and impacts occur. In addition, there are many other parks with facilities in a single state, but located within 50 miles of a state border. A portion of the spending and impacts for these parks may accrue to nearby states. For example, the local region for Saint-Gaudens National Historic Site includes counties in both Vermont and New Hampshire (Stynes 2007a); however, all impacts in this report were assigned to New Hampshire, because the visitor surveys do not identify exactly where spending may have occurred within the local region.

Errors and Limitations

The accuracy of the spending and impact estimates rests largely on the input data, including: 1) public use recreation visit and overnight stay data; 2) party size, length-of-stay, and park re-entry conversion factors; 3) visitor segment shares; 4) spending averages; and 5) local area multipliers.

Public use data provide reasonably accurate estimates of visitor entries for most parks. Some visitors may be missed by the counting procedures, while others may be counted multiple times when they re-enter a park more than once on a single trip. Accurate estimates of park re-entries, party sizes, and lengths of stay in the area are needed to convert park entries to the number of visitor or party days in the region. Visitors staying overnight outside the park pose significant problems, as they tend to be the greatest spenders and may enter the park several times during their stay. Similarly, visitors staying inside the park may enter and leave several times during their stay and be counted each time as a distinct visit. Re-entry factors adjust for these problems to the extent possible.

For multi-purpose trips, it is difficult to determine what portion of the spending should be attributed to the park visit. This is especially a problem for historic sites and parks in urban areas or parks in multiple-attraction destinations. For parks with visitor surveys, the proportion of days and spending counted was decided based on stated trip purposes and the importance of the park in generating the trip to the region.

Parkways and urban parks pose special difficulties for economic impact analyses. These units have some of the highest number of visits, while posing the most difficult problems for estimating visits, spending, and economic impacts. The majority of visits to these types of units were assumed to be local or non-local day trips, and only one night of spending was counted for overnight trips. Due to the high numbers of visits at these units, small changes in assumed spending averages or segment mixes can swing the spending estimates by substantial amounts.

Clusters of parks within a single 50-mile area pose additional difficulties. For example, the many monuments and parks in the Washington, D.C. area each count visitors separately. To avoid double counting of spending across many National Capital Region parks, how many times a visitor has been counted at park units during a trip to the Washington, D.C. area must be known. For parks in the National Capital Region, it's currently assumed that an average of 1.7 park visits are counted for local day trips, 3.4

visits for non-local day trips, and 5.1 park visits on overnight trips. Similar difficulties exist for clusters of parks in Boston, New York, and San Francisco.

NPS units in Alaska pose special problems for economic analysis. Spending opportunities near Alaska parks are limited, and for many visitors the park visit is part of a cruise or guided tour, frequently purchased as a package. Most visitors are on extended trips to Alaska, making it difficult to allocate expenses to a particular park visit. Lodging, vehicle rentals, and air expenses frequently occur in Anchorage, many miles from the park. Many Alaska parks are only accessible by air or boat, so spending profiles estimated from visitor surveys at parks in the lower 48 states do not apply well. Due to the prominence of cruise lines and package tours, special studies would be required to estimate the proportion of visitor spending that stays in the local regions around National Park System units in Alaska.

Estimates for Alaska parks were updated this year based on a visitor survey at Katmai, but there remain problems with visit counts, handling of package tours, and isolating the share of spending to allocate to park visits in Alaska. A visit to one or more national park units is an important part of the trip for most Alaska visitors. One could therefore argue to count most tourism spending in Alaska as related to national park visits. The Travel Industry Association estimated tourist spending in Alaska at $1.6 billion in 2005 (TIA 2008). This is more than ten times what this analysis has included as spending in the local regions around Alaska's national parks.

Suggestions for Further Research

Refinements to the impact estimates should focus first on the visitation data, as the number of visits drives changes in spending and impact estimates over time. Analysts using NPS recreation visit data frequently interpret estimates of recreation visits as if these represent distinct trips, rather than simply entries to the park. This confusion has resulted in many inflated estimates of visitor spending when trip spending averages are applied to recreation visits without adjustments for re-entries. The extent of potential double counting of visitors (due to re-entries to parks and parks in close proximity to one another) is not well-known for many parks. It would be useful to more fully sort out the double-counting problem at each park and to report both park entries and the number of distinct person-trips.

In estimating spending, it is quite important to be able to divide visitors into distinct segments with different spending patterns. Day visitors and locals spend much less than visitors on overnight trips. Spending of overnight visitors varies across lodging types. For parks lacking recent visitor surveys, the visitor segment mix is not well-known. The mix of visitors may also change over time due to changes in populations surrounding the park and park use patterns. While overnight stay data provide good estimates of overnight visitors who stay in the park, all other visitors are generally treated as day visitors (to the park), even though many are staying overnight in gateway communities.

Visitors staying overnight outside the park usually have the greatest economic impacts on the local economy. Therefore, it is important to distinguish between local residents, day trips from beyond 50 miles, and overnight stays in area motels, campgrounds, or private homes. These segment shares can be estimated in visitor surveys. Parks, perhaps in cooperation with regional tourist organizations, could track lodging capacities and occupancy rates in gateway communities in order to better understand the mix of visitor accommodations inside and outside the park.

Deciding what proportion of trips and spending to attribute to a park visit is a difficult issue, particularly for smaller parks and historic sites that may not be the primary reason for many trips, but instead are something for tourists to do while in an area. Attributing spending to the park visit requires more complete information about visitors, including their trip purposes and other activities in the area. This information has been gathered in recent VSP studies, but it is not available for most parks. For visitors on multi-purpose trips, the share of trip expenses to be attributed to the park visit is somewhat arbitrary. Theoretically, it should be known which trips would not have been made in the absence of the park and/or what additional spending resulted from the park visit. These are sometimes difficult questions for visitors to answer.

The VSP program of conducting visitor surveys at a dozen or more parks each year should be continued. In addition to providing basic information about visitor characteristics, attitudes, and park use patterns, VSP data supports the analysis of economic impacts of park visitors on local regions. Visitor spending averages used in the MGM2 model are refined each year as new visitor surveys are completed. The great diversity in NPS units, visitors, and spending opportunities poses difficulties in generalizing from one park to another. While price indices can be used to update spending averages over time, they may not fully account for possible structural changes in trip characteristics and spending patterns.

VSP studies could be supplemented with other studies of particular visitor segments with high or unique spending patterns. These segments might be tackled by sampling at several parks during a single year. Examples include campers and visitors in lodges, backcountry visitors, river runners, visitors on bus tours, and school groups, particularly at historic sites and nature centers. These types of visitors are often missed in VSP studies, or the samples are too small to yield reliable spending averages.

The MGM2 generic multipliers were updated in 2006 using 2001 IMPLAN data sets. The general practice is to develop custom IMPLAN models when estimating impacts in conjunction with a VSP survey and to employ MGM2 generic multipliers for other parks. Unique multipliers for each park could be developed using the IMPLAN system. This requires the identification of counties to be included in the local region for each park.

The problems associated with sorting out impacts for parks that involve more than one state are likely best addressed on a case-by-case basis. Perhaps the best candidates for such studies would be parks in the Washington, D.C. area and the Blue Ridge and Natchez Trace parkways. A regional analysis makes more sense than estimating impacts

park-by-park in the D.C. area. For parkways and other parks involving multiple states, the specific locations of park entrances and commercial development dictate where the economic impacts will occur. Sorting out exactly where the impacts occur requires more detailed spatial analysis of visitor use and spending patterns at these parks. Such studies are best conducted for individual parks, where the additional data collection costs can be justified.

It is useful to ground spending and impact estimates in hard data and to try to triangulate across multiple sources. For parks with significant concession operations, concessioner data could be more fully utilized to validate estimates of spending inside the park. Some parks support significant commercial operations around the park, such as whitewater rafting, flightseeing, horseback operations, and guided tours. These are not fully covered in MGM2 spending estimates, except for selected parks with recent visitor surveys.

Estimates of sales, income, and jobs associated with park visitors can also be compared with overall economic figures for a given area or with tourism impact estimates. However, local tourism estimates are sometimes exaggerated, and one must be careful in comparing studies that may involve distinct methods and coverage. Tourism figures may include airfares and other items not covered in the MGM2 impact figures. Impacts may also be reported in different units (e.g., jobs vs. full-time equivalents) or may cover larger or smaller geographic areas.

Economic impact analyses rest considerably on the definition of the impact region. Cooperative studies with local tourism and regional development interests are recommended to better understand the role of each park in the area economy, especially the park's role in attracting and serving visitors to an area. Visitor studies should cover information sources and patterns of use both within and outside the park, especially the extent and use of lodging facilities near the park.

Additional studies also are recommended to assess the role of National Park System units in Alaska's tourism economy, to better understand the contribution of international visitors to U.S. national parks, and to capture spending and impacts outside of gateway regions that are associated with national park visitors.

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Table A-1. Spending and Economic Impacts of National Park Visitors on Local Economies, CY 2007.							
	Public Use Data		Visitor Spending 2007		Impacts of Non-local Visitor Spending		
Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Abraham Lincoln Birthplace NHS	202,950	0	$8,289	$7,764	155	2,696	4,168
Acadia NP	2,202,228	130,309	$145,276	$142,149	2,859	56,768	87,863
Adams NHS	224,880	0	$17,057	$15,977	300	7,428	11,552
Agate Fossil Beds NM	12,997	0	$531	$497	10	173	267
Alibates Flint Quarries NM	4,028	0	$235	$220	4	88	136
Allegheny Portage Railroad NHS	123,215	0	$7,189	$6,734	135	2,689	4,162
Amistad NRA	1,734,200	28,384	$51,944	$45,272	903	15,718	24,304
Andersonville NHS	153,686	0	$6,277	$5,880	117	2,041	3,156
Andrew Johnson NHS	43,456	0	$2,535	$2,375	48	948	1,468
Antietam NB	337,569	0	$16,721	$15,016	302	5,997	9,281
*Apostle Islands NL	182,396	25,636	$19,389	$15,342	333	6,567	9,296
Appomattox Court House NHP	149,255	0	$8,708	$8,157	164	3,258	5,042
*Arches NP	860,181	50,793	$86,376	$86,376	2,093	32,556	51,370
Arkansas Post NMEM	37,230	0	$1,521	$1,424	28	494	765
Arlington House, Robert E. Lee MEM	466,690	0	$35,398	$33,158	623	15,415	23,973
Assateague Island NS	2,110,918	103,422	$160,596	$152,984	3,077	61,095	94,560
Aztec Ruins NM	39,538	0	$1,304	$1,257	25	502	777
*Badlands NP	886,654	51,310	$20,088	$20,088	432	6,785	10,893
Bandelier NM	224,134	11,690	$10,481	$10,058	202	4,017	6,217
Bent's Old Fort NHS	23,952	0	$978	$916	18	318	492
Bering Land Bridge NPRES	796	283	$168	$168	3	87	149
Big Bend NP	364,856	169,916	$16,041	$15,306	305	5,314	8,217
Big Cypress NPRES	822,864	35,868	$96,603	$94,846	1,356	43,479	72,837
Big Hole NB	55,415	0	$2,263	$2,120	42	736	1,138
Big South Fork NRA	626,751	72,156	$22,951	$19,715	393	6,845	10,583
Big Thicket NPRES	95,285	1,202	$7,257	$6,907	139	2,758	4,269
Bighorn Canyon NRA	213,063	14,320	$6,474	$5,674	113	1,970	3,046
Biscayne NP	517,442	8,585	$32,697	$32,697	579	13,820	21,903
Black Canyon of the Gunnison NP	219,576	15,377	$11,680	$11,131	222	3,864	5,975
Blue Ridge PKWY	17,352,286	162,106	$350,898	$318,204	6,400	127,077	196,683
Bluestone NSR	48,061	0	$2,047	$1,781	36	711	1,101
Booker T. Washington NM	19,410	0	$1,132	$1,061	21	424	656
Boston African American NHS	265,459	0	$20,135	$18,860	354	8,768	13,636
Boston NHP	2,184,889	0	$75,088	$72,267	1,357	33,597	52,249
Brown V. Board of Education NHS	17,536	0	$1,023	$958	18	446	693
Bryce Canyon NP	1,012,563	139,325	$57,051	$54,609	1,089	18,959	29,316
Buck Island Reef NM	46,303	3,920	$3,517	$3,353	67	1,164	1,800
Buffalo National River	1,194,043	118,219	$36,764	$32,333	645	11,226	17,358
Cabrillo NM	739,534	0	$56,092	$52,543	987	24,427	37,988

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Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Canaveral NS	1,038,449	2,900	$79,155	$75,325	1,515	30,081	46,558
Cane River Creole NHP	30,584	0	$1,784	$1,671	33	580	897
Canyon de Chelly NM	825,320	57,201	$49,570	$46,625	938	18,620	28,819
Canyonlands NP	417,560	91,224	$21,935	$20,944	418	7,271	11,243
Cape Cod NS	4,351,609	27,849	$154,060	$114,648	2,286	39,804	61,547
Cape Hatteras NS	2,237,378	96,707	$74,925	$70,530	1,406	24,487	37,863
Cape Krusenstern NM	745	251	$148	$148	2	76	131
Cape Lookout NS	860,602	39,205	$47,521	$45,342	904	15,742	24,341
Capitol Reef NP	554,907	34,830	$29,533	$28,141	561	9,770	15,107
*Capulin Volcano NM	49,182	0	$1,322	$1,322	28	434	699
Carl Sandburg Home NHS	28,820	0	$1,682	$1,575	32	629	974
Carlsbad Caverns NP	409,560	93	$20,439	$19,763	397	7,893	12,216
Casa Grande Ruins NM	76,854	0	$2,428	$2,288	46	794	1,228
Castillo de San Marcos NM	632,048	0	$47,940	$44,906	843	20,877	32,467
Castle Clinton NM	3,509,468	0	$93,107	$83,508	1,569	38,823	60,376
Catoctin Mountain Park	591,191	34,843	$33,518	$31,397	631	12,539	19,407
Cedar Breaks NM	514,871	1,091	$21,007	$19,677	392	6,832	10,563
Chaco Culture NHP	68,211	12,291	$2,330	$2,281	46	911	1,410
Chamizal NMEM	218,195	0	$16,550	$15,502	291	7,207	11,208
Channel Islands NP	360,806	105,592	$35,239	$33,738	634	15,685	24,393
Charles Pinckney NHS	41,393	0	$2,415	$2,262	45	903	1,398
Chattahoochee River NRA	2,836,077	0	$80,751	$54,287	1,020	25,238	39,249
*Chesapeake & Ohio Canal NHP	2,809,968	5,840	$34,872	$22,496	491	11,018	17,112
Chickamauga & Chattanooga NMP	991,645	1,281	$57,822	$54,162	1,089	21,630	33,478
Chickasaw NRA	1,368,806	62,399	$18,805	$14,869	288	5,638	8,475
Chiricahua NM	58,434	8,794	$3,163	$2,963	60	1,183	1,831
Christiansted NHS	101,522	0	$4,146	$3,884	77	1,348	2,085
City of Rocks NRES	79,533	0	$6,064	$5,770	116	2,304	3,567
Clara Barton NHS	10,106	0	$767	$718	13	334	519
*Colonial NHP	3,343,910	0	$48,977	$6,320	146	3,051	4,773
Colorado NM	395,260	14,032	$22,669	$21,235	427	8,480	13,125
Congaree Swamp NM	115,524	2,874	$3,015	$2,110	51	983	1,470
Coronado NMEM	71,702	0	$2,928	$2,743	55	952	1,473
Cowpens NB	197,255	32	$11,508	$10,780	217	4,305	6,663
*Crater Lake NP	468,958	71,095	$34,722	$34,722	817	12,559	20,195
*Craters of the Moon NM	221,672	12,342	$6,292	$5,585	88	2,184	3,120
Cumberland Gap NHP	994,985	16,372	$57,609	$53,963	1,085	21,551	33,355
Cumberland Island NS	72,449	18,803	$5,446	$5,209	105	2,080	3,220
Curecanti NRA	964,640	53,683	$41,776	$36,576	736	14,607	22,608

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Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Cuyahoga Valley NP	2,486,656	5,153	$52,189	$37,651	707	17,504	27,222
*Dayton Aviation Heritage NHP	54,827	0	$2,764	$1,531	36	769	1,137
De Soto NMEM	260,843	0	$19,785	$18,532	348	8,616	13,399
Death Valley NP	704,122	198,067	$39,797	$38,225	762	13,271	20,521
Delaware Water Gap NRA	4,836,229	86,732	$125,617	$110,008	2,213	43,932	67,996
Denali NP & PRES	458,308	95,009	$49,607	$49,607	836	25,602	44,002
Devils Postpile NM	120,758	4,423	$4,845	$4,539	90	1,576	2,436
Devils Tower NM	322,272	10,164	$12,963	$12,142	242	4,216	6,518
Dinosaur NM	230,914	47,066	$8,661	$8,113	162	2,817	4,355
Dry Tortugas NP	60,895	9,762	$5,994	$5,724	108	2,661	4,139
Edgar Allan Poe NHS	14,258	0	$1,081	$1,013	19	471	732
Edison NHS	9,342	0	$709	$664	12	309	480
*Effigy Mounds NM	88,268	0	$4,964	$1,898	39	711	1,057
*Eisenhower NHS	69,747	0	$4,305	$4,305	110	1,662	2,664
El Malpais NM	110,639	535	$4,289	$4,106	82	1,426	2,204
El Morro NM	51,492	3,049	$1,919	$1,834	37	637	985
Eleanor Roosevelt NHS	59,846	0	$1,376	$974	19	338	523
Eugene O'Neill NHS	2,339	0	$177	$166	3	77	120
Everglades NP	1,074,764	46,004	$58,809	$56,744	1,066	26,380	41,026
Federal Hall NMEM	127,432	0	$9,666	$9,054	170	4,209	6,546
Fire Island NS	616,233	53,505	$33,837	$28,130	566	11,234	17,387
First Ladies NHS	10,881	0	$825	$773	16	309	478
Flight 93 NMEM	143,725	0	$8,386	$7,855	157	2,727	4,217
Florissant Fossil Beds NM	55,992	0	$3,267	$3,060	62	1,222	1,891
Ford's Theatre NHS	732,521	0	$25,774	$23,637	444	10,989	17,090
Fort Bowie NHS	10,027	0	$585	$548	11	219	339
Fort Caroline NMEM	250,616	0	$19,009	$17,806	334	8,278	12,874
Fort Davis NHS	51,435	0	$2,101	$1,968	39	683	1,056
Fort Donelson NB	233,205	117	$9,522	$8,920	178	3,097	4,788
Fort Frederica NM	264,586	0	$15,437	$14,460	291	5,775	8,938
Fort Laramie NHS	40,263	0	$1,644	$1,540	31	535	827
Fort Larned NHS	30,471	0	$1,244	$1,166	23	405	626
Fort Matanzas NM	830,672	0	$63,005	$59,018	1,109	27,437	42,670
Fort McHenry NM & HS	574,924	0	$43,607	$40,847	767	18,990	29,533
Fort Necessity NB	353,296	184	$12,125	$10,460	209	3,631	5,615
Fort Point NHS	1,552,141	0	$117,727	$110,277	2,071	51,268	79,730
Fort Pulaski NM	317,349	19	$18,515	$17,343	349	6,926	10,720
Fort Raleigh NHS	321,717	0	$13,139	$12,308	245	4,273	6,607
Fort Scott NHS	22,314	0	$911	$854	17	296	458

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	Public Use Data		Visitor Spending 2007		Impacts of Non-local Visitor Spending		
Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Fort Smith NHS	83,850	0	$4,892	$4,583	92	1,830	2,833
*Fort Stanwix NM	59,643	0	$2,138	$2,138	46	878	1,404
Fort Sumter NM	788,838	0	$19,879	$17,347	326	8,064	12,542
Fort Union NM	10,534	0	$254	$243	5	84	130
Fort Union Trading Post NHS	12,405	0	$507	$475	9	165	255
Fort Vancouver NHS	682,645	0	$39,829	$37,308	750	14,899	23,060
Fort Washington Park	324,660	0	$11,423	$10,476	197	4,870	7,574
Fossil Butte NM	19,853	0	$811	$760	15	264	408
Franklin Delano Roosevelt Memorial	2,751,725	0	$96,820	$88,793	1,668	41,280	64,197
Frederick Douglass NHS	37,468	0	$1,318	$1,209	23	562	874
Frederick Law Olmsted NHS	2,010	0	$152	$143	3	66	103
Fredericksburg & Spotsylvania NMP	469,920	0	$27,417	$25,682	517	10,256	15,874
Friendship Hill NHS	32,576	0	$2,471	$2,314	43	1,076	1,673
Gates of the Arctic NP & PRES	10,942	5,461	$1,833	$1,833	31	946	1,626
Gateway NRA	8,813,204	8,730	$154,519	$62,802	1,180	29,197	45,406
Gauley River NRA	118,169	5,495	$5,104	$4,464	90	1,783	2,759
General Grant NMEM	84,171	0	$6,384	$5,980	112	2,780	4,324
George Rogers Clark NHP	114,560	0	$6,684	$6,261	126	2,500	3,870
*George Washington Birthplace NM	101,844	0	$2,228	$1,168	22	416	604
George Washington Carver NM	36,480	0	$2,128	$1,994	40	796	1,232
George Washington Memorial PKWY	6,837,139	0	$28,110	$4,095	77	1,904	2,961
*Gettysburg NMP	1,647,745	25,000	$100,548	$100,548	2,563	38,818	62,223
Gila Cliff Dwellings NM	41,690	0	$1,146	$1,104	22	383	593
Glacier Bay NP & PRES	438,211	21,530	$3,549	$3,549	60	1,832	3,148
Glacier NP	2,083,329	328,270	$90,837	$86,745	1,745	34,642	53,617
Glen Canyon NRA	1,894,114	1,279,844	$133,770	$130,049	2,616	51,936	80,384
Golden Gate NRA	14,397,313	48,190	$255,085	$105,678	1,985	49,130	76,405
*Golden Spike NHS	45,088	0	$2,144	$2,093	38	933	1,387
Governors Island NM	69,014	0	$6,840	$6,509	122	3,026	4,706
*Grand Canyon NP	4,413,668	1,298,696	$410,357	$410,357	10,446	163,362	255,832
Grand Portage NM	68,856	99	$7,869	$7,836	156	2,721	4,207
*Grand Teton NP	2,588,574	586,613	$261,402	$261,402	3,806	106,324	164,109
Grant-Kohrs Ranch NHS	17,494	0	$714	$669	13	232	359
Great Basin NP	81,364	29,782	$4,273	$4,100	82	1,423	2,201
Great Sand Dunes NM	285,121	45,916	$10,758	$10,078	201	3,499	5,410
Great Smoky Mountains NP	9,372,253	404,515	$718,123	$704,661	13,236	327,595	509,468
Greenbelt Park	198,237	23,423	$14,183	$13,286	250	6,176	9,605
Guadalupe Mountains NP	165,110	17,160	$12,526	$11,946	240	4,771	7,384
Guilford Courthouse NMP	445,752	0	$26,007	$24,362	490	9,729	15,058

Table A-1. Spending and Economic Impacts of National Park Visitors on Local Economies, CY 2007.							
	Public Use Data		Visitor Spending 2007		Impacts of Non-local Visitor Spending		
Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Gulf Islands NS	2,034,294	11,150	$45,746	$28,619	576	11,429	17,689
Hagerman Fossil Beds NM	24,779	0	$721	$643	13	223	345
Haleakala NP	1,322,817	19,427	$100,786	$95,936	1,930	38,313	59,298
Hamilton Grange NMEM	1	0	$0	$0	0	0	0
Hampton NHS	30,062	0	$2,280	$2,136	40	993	1,544
Harpers Ferry NHP	249,908	0	$9,575	$6,415	140	3,319	4,908
Harry S Truman NHS	31,092	0	$2,358	$2,209	41	1,027	1,597
Hawaii Volcanoes NP	1,467,779	143,756	$114,494	$109,329	2,199	43,661	67,577
Herbert Hoover NHS	118,298	0	$6,902	$6,465	130	2,582	3,996
Home of Franklin D. Roosevelt	114,195	0	$3,389	$3,101	62	1,077	1,665
Homestead NM of America	70,216	0	$2,868	$2,686	54	933	1,442
Hopewell Culture NHP	30,321	0	$1,238	$1,160	23	403	623
Hopewell Furnace NHS	56,013	0	$3,268	$3,061	62	1,223	1,892
Horseshoe Bend NMP	73,669	0	$4,298	$4,026	81	1,608	2,489
Hot Springs NP	1,300,152	6,285	$99,106	$94,317	1,897	37,666	58,297
Hovenweep NM	26,263	1,328	$1,495	$1,401	28	559	866
Hubbell Trading Post NHS	69,211	0	$4,038	$3,783	76	1,511	2,338
Independence NHP	3,705,538	0	$139,089	$124,561	2,340	57,908	90,057
Indiana Dunes NL	1,972,344	26,994	$58,273	$37,350	745	12,967	20,051
Isle Royale NP	15,973	51,259	$1,935	$1,935	39	672	1,039
James A. Garfield NHS	19,196	0	$1,456	$1,364	26	634	986
Jean Lafitte NHP & PRES	303,373	0	$17,700	$16,580	333	6,621	10,248
Jefferson National Expansion Memorial	2,385,387	0	$97,163	$86,898	1,632	40,399	62,827
Jewel Cave NM	105,321	0	$6,145	$5,756	116	2,299	3,558
Jimmy Carter NHS	84,501	0	$3,451	$3,233	64	1,122	1,735
John D Rockefeller Jr. MEM PKWY	1,172,125	59,000	$7,427	$6,949	140	2,775	4,295
*John Day Fossil Beds NM	124,704	300	$5,469	$3,557	66	1,296	1,921
John Fitzgerald Kennedy NHS	8,896	0	$675	$632	12	294	457
John Muir NHS	30,875	0	$2,342	$2,194	41	1,020	1,586
Johnstown Flood NMEM	126,066	0	$6,245	$3,997	104	1,959	2,907
*Joshua Tree NP	1,298,979	257,465	$32,332	$27,423	508	12,269	17,803
Kalaupapa NHP	60,992	0	$3,559	$3,333	67	1,331	2,060
Kaloko-Honokohau NHP	119,237	0	$6,957	$6,517	131	2,602	4,028
*Katmai NP & PRES/Aniakchak NM	82,634	6,152	$17,155	$16,947	286	8,746	15,032
Kenai Fjords NP	284,604	1,655	$8,732	$8,596	145	4,436	7,625
Kennesaw Mountain NBP	1,329,441	0	$39,769	$34,557	649	16,065	24,984
*Kings Mountain NMP	262,283	96	$8,786	$7,872	147	3,573	5,487
Klondike Gold Rush NHP Alaska	975,043	5,697	$28,856	$28,545	481	14,732	25,320
Klondike Gold Rush NHP Seattle	54,971	0	$4,169	$3,906	73	1,816	2,824

Table A-1. Spending and Economic Impacts of National Park Visitors on Local Economies, CY 2007.							
	Public Use Data		Visitor Spending 2007		Impacts of Non-local Visitor Spending		
Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Knife River Indian Villages NHS	22,558	0	$921	$863	17	300	463
Kobuk Valley NP	847	292	$177	$177	3	91	157
Korean War Veterans Memorial	3,433,663	0	$120,814	$110,798	2,081	51,510	80,107
Lake Chelan NRA	34,665	12,453	$1,462	$1,348	27	468	724
Lake Clark NP & PRES	5,549	1,477	$1,295	$1,295	22	668	1,148
Lake Mead NRA	7,622,139	765,513	$280,595	$231,396	4,614	80,337	124,221
Lake Meredith NRA	984,108	46,803	$42,515	$37,188	748	14,851	22,986
Lake Roosevelt NRA	1,450,438	120,700	$44,890	$39,490	787	13,710	21,199
Lassen Volcanic NP	395,057	75,545	$15,660	$13,797	259	6,414	9,976
Lava Beds NM	102,629	11,604	$5,663	$5,305	107	2,118	3,279
LBJ Memorial Grove on the Potomac	453,297	0	$34,382	$32,206	605	14,972	23,285
Lewis & Clark NHP	234,380	0	$13,675	$12,809	258	5,116	7,918
Lincoln Boyhood NMEM	128,596	0	$7,503	$7,028	141	2,807	4,344
Lincoln Home NHS	358,809	0	$18,350	$13,395	348	6,466	9,619
Lincoln Memorial	4,214,167	0	$148,276	$135,984	2,554	63,218	98,316
Little Bighorn Battlefield NM	290,744	0	$11,874	$11,123	222	3,862	5,971
Little River Canyon NPRES	264,189	0	$14,100	$13,417	268	4,658	7,203
Little Rock Central High School NHS	56,938	0	$3,322	$3,112	63	1,243	1,923
Longfellow NHS	49,246	0	$2,873	$2,691	54	1,075	1,664
Lowell NHP	519,706	0	$39,419	$36,924	694	17,166	26,696
Lyndon B. Johnson NHP	85,818	0	$6,509	$6,097	115	2,835	4,408
Maggie L Walker NHS	8,026	0	$174	$92	2	37	57
Mammoth Cave NP	487,305	87,620	$30,200	$28,087	560	9,751	15,078
Manassas NBP	584,926	0	$10,613	$10,250	193	4,765	7,411
*Manzanar NHS	81,344	0	$7,778	$2,460	46	1,012	1,508
Marsh-Billings Rockefeller NHP	32,179	0	$1,877	$1,759	35	702	1,087
Martin Luther King Jr NHS	652,867	0	$49,519	$46,385	871	21,564	33,536
Martin Van Buren NHS	19,678	0	$405	$381	8	132	204
Mary McLeod Bethune Council House NHS	17,324	0	$610	$559	11	260	404
Mesa Verde NP	541,102	85,145	$44,834	$42,990	865	17,168	26,572
Minute Man NHP	1,107,254	0	$83,983	$78,669	1,478	36,573	56,877
Minuteman Missile NHS	24,566	0	$1,003	$940	19	326	505
Missouri NRR	145,767	0	$7,780	$7,403	148	2,570	3,974
Mojave NPRES	582,675	3,503	$7,738	$7,099	143	2,835	4,388
*Monocacy NB	22,125	0	$1,559	$1,453	17	790	1,196
Montezuma Castle NM	597,611	0	$34,868	$32,661	657	13,043	20,188
Moores Creek NB	55,039	0	$2,248	$2,106	42	731	1,130
Morristown NHP	296,651	0	$17,308	$16,213	326	6,475	10,021
*Mount Rainier NP	1,047,685	97,476	$27,974	$27,974	588	11,569	18,115

Table A-1. Spending and Economic Impacts of National Park Visitors on Local Economies, CY 2007.							
	Public Use Data		Visitor Spending 2007		Impacts of Non-local Visitor Spending		
Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Mount Rushmore NMEM	1,856,118	0	$68,077	$65,368	1,315	26,105	40,404
Muir Woods NM	811,033	0	$61,516	$57,623	1,082	26,789	41,661
Natchez NHP	207,441	0	$12,103	$11,337	228	4,528	7,008
Natchez Trace PKWY	5,777,666	23,466	$87,037	$28,016	563	11,188	17,317
National Capital Parks Central	2,513,639	0	$88,443	$81,111	1,524	37,708	58,643
National Capital Parks East	1,311,087	0	$46,131	$42,306	795	19,668	30,587
Natural Bridges NM	88,316	6,362	$4,975	$4,660	94	1,861	2,880
Navajo NM	69,445	2,742	$3,977	$3,726	75	1,488	2,303
New Bedford Whaling NHP	327,047	0	$24,806	$23,236	436	10,802	16,800
New Orleans Jazz NHP	49,053	0	$2,862	$2,681	54	1,071	1,657
*New River Gorge NR	1,178,012	10,713	$45,120	$45,120	841	17,625	25,885
Nez Perce NHP	225,568	0	$9,213	$8,630	172	2,996	4,633
Nicodemus NHS	2,507	0	$110	$68	2	27	40
Ninety Six NHS	33,595	0	$1,960	$1,836	37	733	1,135
Niobrara NSR	79,942	0	$4,266	$4,060	81	1,410	2,179
Noatak NPRES	1,384	542	$271	$271	5	140	241
North Cascades NP	19,534	15,961	$1,388	$1,335	27	533	825
Obed Wild and Scenic River	182,504	1,658	$7,792	$6,785	136	2,710	4,194
Ocmulgee NM	114,379	0	$6,673	$6,251	126	2,496	3,864
*Olympic NP	2,988,686	327,855	$105,460	$105,460	2,231	43,748	68,669
Oregon Caves NM	76,966	6,083	$4,921	$4,648	93	1,856	2,873
Organ Pipe Cactus NM	341,594	17,958	$19,430	$18,201	366	7,269	11,250
Ozark National Scenic Riverways	1,789,783	156,339	$78,569	$69,060	1,389	27,580	42,686
Padre Island NS	658,317	61,851	$49,946	$47,618	958	19,017	29,433
Palo Alto Battlefield NHS	21,676	0	$885	$829	17	288	445
Pea Ridge NMP	68,840	0	$4,016	$3,762	76	1,502	2,325
Pecos NHP	34,307	0	$769	$748	15	260	402
Pennsylvania Avenue NHS	226,908	0	$7,984	$7,322	138	3,404	5,294
Perry's Victory and Internatl Peace MEM	110,879	2,831	$4,473	$4,190	84	1,455	2,249
Petersburg NB	154,619	0	$9,021	$8,450	170	3,375	5,223
Petrified Forest NP	563,590	198	$42,968	$40,888	822	16,329	25,273
Petroglyph NM	112,868	0	$5,068	$4,003	75	1,861	2,894
*Pictured Rocks NL	441,521	31,314	$18,127	$18,127	407	6,336	10,265
Pinnacles NM	161,019	17,570	$3,615	$3,147	63	1,093	1,689
Pipe Spring NM	46,574	0	$2,717	$2,545	51	1,017	1,573
Pipestone NM	72,422	0	$4,568	$4,471	89	1,552	2,400
Piscataway Park	184,636	0	$6,496	$5,958	112	2,770	4,308
Point Reyes NS	2,206,294	36,767	$104,015	$95,780	1,799	44,528	69,249
President's Park	1,058,774	0	$37,253	$34,165	642	15,883	24,701

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Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Prince William Forest Park	295,853	57,475	$10,262	$8,044	151	3,740	5,816
Pu'uhonua o Honaunau NHP	489,785	0	$28,576	$26,768	538	10,690	16,545
Puukohola Heiau NHS	104,907	0	$6,121	$5,733	115	2,290	3,544
Rainbow Bridge NM	81,607	0	$4,761	$4,460	90	1,781	2,757
Redwood NP	385,171	13,244	$18,113	$15,843	319	6,327	9,793
Richmond NBP	132,578	0	$8,597	$7,752	156	3,096	4,791
Rio Grande Wild and Scenic River	1,660	8,765	$175	$172	3	60	92
Rock Creek Park	2,061,366	0	$72,529	$66,517	1,249	30,923	48,091
Rocky Mountain NP	2,895,383	210,094	$214,698	$210,635	4,200	73,130	113,076
Roger Williams NMEM	49,348	0	$3,743	$3,506	66	1,630	2,535
Ross Lake NRA	290,701	46,472	$9,329	$8,281	165	2,875	4,445
Russell Cave NM	49,164	0	$2,868	$2,687	54	1,073	1,661
Sagamore Hill NHS	43,698	0	$3,314	$3,105	58	1,443	2,245
Saguaro NP	658,477	1,295	$50,196	$47,766	961	19,076	29,524
Saint Croix NSR	519,330	85,873	$15,773	$13,871	277	4,816	7,446
Saint Paul's Church NHS	14,909	0	$1,131	$1,059	20	492	766
*Saint-Gaudens NHS	29,091	0	$1,078	$752	16	376	560
Salem Maritime NHS	843,520	0	$63,980	$59,931	1,126	27,862	43,330
Salinas Pueblo Missions NM	33,060	0	$1,287	$1,232	25	428	661
San Antonio Missions NHP	1,208,498	0	$45,361	$40,624	763	18,886	29,371
San Francisco Maritime NHP	4,042,022	10,354	$80,696	$59,704	1,121	27,756	43,166
San Juan Island NHP	273,289	0	$20,729	$19,417	365	9,027	14,038
San Juan NHS	1,025,407	0	$59,827	$56,041	1,127	22,380	34,639
Santa Monica Mountains NRA	577,686	144	$22,523	$13,371	251	6,216	9,667
Saratoga NHP	106,708	0	$4,358	$4,082	81	1,417	2,192
Saugus Iron Works NHS	4,377	0	$332	$311	6	145	225
Scotts Bluff NM	111,890	0	$2,981	$2,480	50	991	1,533
*Sequoia NP/ Kings Canyon NP[a]	1,207,380	608,399	$91,624	$91,624	2,009	39,989	62,687
Shenandoah NP	1,107,227	288,768	$49,535	$44,382	885	15,409	23,826
Shiloh NMP	368,742	0	$15,060	$14,107	281	4,898	7,573
Sitka NHP	304,799	0	$17,130	$16,342	276	8,434	14,496
Sleeping Bear Dunes NL	1,134,314	118,722	$32,536	$25,851	515	8,975	13,878
Springfield Armory NHS	13,548	0	$1,028	$963	18	447	696
Statue of Liberty NM	3,380,296	0	$141,151	$127,236	2,390	59,152	91,991
Steamtown NHS	70,726	0	$2,889	$2,706	54	939	1,453
Stones River NB	196,061	0	$11,439	$10,715	216	4,279	6,623
Sunset Crater Volcano NM	231,855	0	$13,528	$12,671	255	5,060	7,832
Tallgrass Prairie NPRES	23,000	0	$1,228	$1,168	23	406	627
Thaddeus Kosciuszko NMEM	4,633	0	$351	$329	6	153	238

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Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Theodore Roosevelt Birthplace NHS	13,098	0	$993	$931	17	433	673
Theodore Roosevelt Inaugural NHS	14,147	0	$1,073	$1,005	19	467	727
Theodore Roosevelt Island	109,894	0	$8,335	$7,808	147	3,630	5,645
Theodore Roosevelt NP	456,588	20,301	$24,320	$23,165	462	8,043	12,436
Thomas Jefferson Memorial	2,327,254	0	$81,885	$75,096	1,411	34,912	54,294
Thomas Stone NHS	4,886	0	$371	$347	7	161	251
Timpanogos Cave NM	114,737	0	$8,703	$8,152	153	3,790	5,894
Timucuan Ecological & Historic PRES	999,833	0	$99,099	$94,300	1,771	43,840	68,178
Tonto NM	56,174	0	$3,277	$3,070	62	1,226	1,898
Tumacacori NHP	45,484	0	$1,858	$1,740	35	604	934
Tuskegee Airmen NHS	14,685	0	$857	$803	16	321	496
Tuskegee Institute NHS	75,450	0	$4,402	$4,124	83	1,647	2,549
Tuzigoot NM	107,796	0	$6,289	$5,891	118	2,353	3,641
Ulysses S. Grant NHS	46,398	0	$3,519	$3,297	62	1,533	2,383
Upper Delaware S&RR	248,284	0	$7,402	$6,440	128	2,236	3,457
USS Arizona Memorial	1,557,336	0	$58,455	$52,350	1,123	22,364	35,059
*Valley Forge NHP	1,298,161	2,150	$45,688	$45,688	1,045	20,117	31,523
Vanderbilt Mansion NHS	398,125	0	$5,869	$3,715	74	1,290	1,994
Vicksburg NMP	699,314	0	$40,801	$38,219	769	15,263	23,623
Vietnam Veterans Memorial	3,633,793	0	$127,855	$117,256	2,202	54,512	84,776
*Virgin Islands NP	571,382	102,308	$69,167	$69,167	1,653	33,647	51,330
Voyageurs NP	220,650	21,836	$11,916	$11,367	227	3,946	6,102
Walnut Canyon NM	126,187	0	$7,362	$6,896	139	2,754	4,263
War in the Pacific NHP	209,661	0	$8,563	$8,021	160	2,785	4,306
Washington Monument	591,081	0	$20,797	$27,448	548	13,561	21,090
Washita Battlefield NHS	13,928	0	$510	$476	9	165	256
Weir Farm NHS	12,536	0	$951	$891	17	414	644
Whiskeytown-Shasta-Trinity NRA	782,014	44,996	$33,856	$29,641	596	11,837	18,321
White House	491,229	0	$17,284	$15,851	298	7,369	11,460
White Sands NM	437,042	950	$23,044	$22,729	453	7,891	12,202
Whitman Mission NHS	49,337	0	$2,015	$1,887	38	655	1,013
William Howard Taft NHS	17,365	0	$1,317	$1,234	23	574	892
Wilson's Creek NB	121,878	0	$7,111	$6,661	134	2,660	4,117
Wind Cave NP	603,158	5,939	$45,966	$43,750	880	17,472	27,042
Wolf Trap NP for Performing Arts	503,016	0	$38,153	$35,738	671	16,615	25,839
Women's Rights NHP	18,657	0	$611	$586	12	203	315
World War II Memorial	4,079,606	0	$143,541	$131,642	2,473	61,200	95,177
Wrangell-St Elias NP & PRES	61,085	0	$2,396	$2,396	40	1,237	2,125
Wright Brothers NMEM	494,331	0	$20,189	$18,912	377	6,566	10,152

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	Public Use Data		Visitor Spending 2007		Impacts of Non-local Visitor Spending		
Park Unit	2007 Recreation Visits	2007 Overnight Stays	All Visitors ($ 000's)	Non-local Visitors ($ 000's)	Jobs Supported	Labor Income ($ 000's)	Value Added ($ 000's)
Wupatki NM	239,603	0	$13,980	$13,095	263	5,230	8,094
*Yellowstone NP	3,151,343	1,287,645	$339,968	$338,777	6,197	166,933	251,368
*Yosemite NP	3,503,428	1,573,439	$291,176	$263,196	5,221	128,028	196,193
Yukon-Charley Rivers NPRES	11,567	23,197	$3,809	$3,809	64	1,966	3,379
*Zion NP	2,657,281	282,536	$133,986	$132,966	2,843	67,795	98,772

Notes: Non-local visitors are those living beyond a roughly 50-mile radius of the park. Jobs include part-time and full-time jobs, with seasonal jobs adjusted to an annual basis. Impacts include direct and secondary effects of visitor spending on the local economy. Labor income covers wages and salaries, payroll benefits, and incomes of sole proprietors in the local region. Value added includes labor income, profits and rents, and indirect business taxes.

* For these parks, results are based on a visitor survey at the designated park that included spending data. The MGM2 model is used along with custom multipliers for the local region estimated with the IMPLAN system. For other parks, a variation of the MGM2 short-form model is employed, along with MGM2 generic multipliers.
a. Sequoia and Kings Canyon national parks are combined for the economic analysis. Recreation visits for the two parks are reduced to reflect double counting between the two parks

Table A-2. Payroll Impacts of National Park Units on Local Economies, FY 2007.						
	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Abraham Lincoln Birthplace NHS	656	154	15	20	941	1,039
Acadia NP	6,058	1,522	142	199	9,275	10,608
Adams NHS	1,265	289	26	40	1,971	2,249
Agate Fossil Beds NM	346	87	10	13	503	555
Allegheny Portage Railroad NHS	1,182	376	24	36	1,889	2,149
Amistad NRA	1,768	540	36	50	2,661	2,927
Andersonville NHS	714	184	15	21	1,041	1,148
Andrew Johnson NHS	408	93	9	13	615	705
Antietam NB	2,366	686	52	75	3,715	4,235
Apostle Islands NL	2,116	626	43	60	3,166	3,483
Appomattox Court House NHP	946	261	21	30	1,471	1,680
Arches NP	907	252	22	29	1,340	1,476
Arkansas Post NMEM	485	134	11	15	715	788
Arlington House, The Robert E. Lee MEM	699	185	18	26	1,115	1,269
Assateague Island NS	3,306	847	74	105	5,079	5,807
Aztec Ruins NM	982	253	25	34	1,510	1,726
Badlands NP	2,867	819	70	93	4,259	4,689
Bandelier NM	2,745	808	67	93	4,322	4,926
Bent's Old Fort NHS	694	157	19	24	990	1,094
Bering Land Bridge NPRES	187	39	3	5	288	329
Big Bend NP	4,460	1,341	103	138	6,693	7,362
Big Cypress NPRES	4,866	1,317	93	146	7,789	8,859
Big South Fork NRA	2,881	842	54	77	4,299	4,732
Big Thicket NPRES	1,911	596	42	60	3,043	3,463
Bighorn Canyon NRA	2,518	685	49	70	3,706	4,084
Biscayne NP	2,443	705	48	75	3,954	4,492
Black Canyon of the Gunnison NP	938	252	23	30	1,378	1,518
Blue Ridge PKWY	10,587	2,978	227	328	16,530	18,859
Bluestone NSR	51	21	1	2	86	97
Booker T. Washington NM	552	175	10	16	881	1,002
Boston African American NHS	434	92	13	18	669	764
Boston NHP	5,760	1,577	100	163	9,238	10,505
Brown V. Board of Education NHS	765	245	17	25	1,263	1,432
Bryce Canyon NP	2,730	728	71	93	4,004	4,414
Buck Island Reef NM	201	48	5	6	289	319
Buffalo National River	4,014	1,219	99	131	6,036	6,638
Cabrillo NM	1,141	335	25	37	1,853	2,104
Canaveral NS	2,080	546	45	65	3,208	3,665
Cane River Creole NHP	621	159	19	24	905	998

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Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Canyon de Chelly NM	1,282	306	35	47	1,947	2,229
Canyonlands NP	4,565	1,300	113	149	6,778	7,463
Cape Cod NS	5,931	1,482	123	170	8,598	9,488
Cape Hatteras NS	5,091	1,287	113	154	7,396	8,159
Cape Lookout NS	1,676	319	46	60	2,330	2,582
Capitol Reef NP	1,522	470	32	44	2,297	2,525
Capulin Volcano NM	457	127	11	14	675	744
Carl Sandburg Home NHS	699	180	17	24	1,075	1,229
Carlsbad Caverns NP	4,171	1,095	101	141	6,435	7,352
Casa Grande Ruins NM	557	185	12	17	853	937
Castillo de San Marcos NM	1,633	436	39	57	2,608	2,967
Castle Clinton NM	357	108	6	10	583	661
Catoctin Mountain Park	2,000	504	46	65	3,063	3,503
Cedar Breaks NM	292	52	7	9	403	447
Chaco Culture NHP	1,471	373	31	45	2,256	2,580
Chamizal NMEM	1,208	343	26	40	1,949	2,215
Channel Islands NP	4,137	1,076	80	126	6,578	7,488
Charles Pinckney NHS	353	104	7	10	556	634
Chattahoochee River NRA	2,142	587	42	66	3,436	3,907
Chesapeake & Ohio Canal NHP	5,735	1,541	117	171	8,882	10,144
Chickamauga & Chattanooga NMP	1,689	475	40	56	2,637	3,008
Chickasaw NRA	2,615	727	69	90	3,865	4,258
Chiricahua NM	957	265	20	29	1,489	1,700
Christiansted NHS	380	92	12	15	547	604
City of Rocks NRES	22	7	2	2	35	40
Clara Barton NHS	373	100	11	15	596	678
Colonial NHP	4,673	1,286	88	133	7,269	8,297
Colorado NM	889	243	20	29	1,380	1,576
Congaree Swamp NM	712	203	16	23	1,114	1,271
Coronado NMEM	661	202	15	20	995	1,094
Cowpens NB	375	110	11	14	590	673
Crater Lake NP	3,638	903	88	123	5,560	6,360
Craters of the Moon NM	859	253	19	26	1,284	1,413
Cumberland Gap NHP	2,296	708	57	79	3,646	4,151
Cumberland Island NS	1,422	463	29	42	2,284	2,597
Curecanti NRA	2,067	552	45	64	3,197	3,652
Cuyahoga Valley NP	7,306	1,971	156	237	11,688	13,295
Dayton Aviation Heritage NHP	1,053	259	24	36	1,660	1,892
De Soto NMEM	319	109	8	12	534	604
Death Valley NP	5,575	1,405	124	168	8,095	8,931

Table A-2. Payroll Impacts of National Park Units on Local Economies, FY 2007.						
	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Delaware Water Gap NRA	6,699	1,734	121	185	10,309	11,783
Denali NP & PRES	9,696	2,125	187	279	14,536	16,669
Devils Postpile NM	293	64	8	10	416	460
Devils Tower NM	823	193	20	26	1,180	1,303
Dinosaur NM	2,158	531	50	67	3,121	3,444
Dry Tortugas NP	612	180	13	20	994	1,128
Edgar Allan Poe NHS	275	87	6	9	452	512
Edison NHS	1,383	358	24	39	2,196	2,501
Effigy Mounds NM	765	163	20	26	1,081	1,195
Eisenhower NHS	816	234	16	24	1,278	1,457
El Malpais NM	1,014	296	25	33	1,512	1,664
El Morro NM	479	122	13	17	697	768
Eleanor Roosevelt NHS	269	50	10	12	372	413
Eugene O'Neill NHS	248	73	5	8	403	458
Everglades NP	14,664	4,118	269	431	23,622	26,848
Federal Hall NMEM	202	41	6	9	310	354
Fire Island NS	2,712	636	56	81	4,107	4,704
First Ladies NHS	32	9	1	1	47	52
Flight 93 NMEM	309	78	5	7	449	495
Florissant Fossil Beds NM	546	170	13	18	869	989
Ford's Theatre NHS	864	247	18	27	1,396	1,586
Fort Bowie NHS	170	60	4	5	277	315
Fort Caroline NMEM	1,333	376	26	41	2,148	2,441
Fort Davis NHS	762	210	18	24	1,125	1,239
Fort Donelson NB	736	220	17	23	1,103	1,213
Fort Frederica NM	451	157	10	14	733	832
Fort Laramie NHS	965	256	25	33	1,414	1,559
Fort Larned NHS	657	182	15	20	970	1,069
Fort Matanzas NM	71	31	1	2	126	141
Fort McHenry NM & HS	1,273	320	29	43	2,013	2,293
Fort Necessity NB	977	308	17	25	1,480	1,626
Fort Point NHS	302	65	6	9	466	533
Fort Pulaski NM	821	235	20	27	1,286	1,467
Fort Raleigh NHS	272	80	6	9	405	446
Fort Scott NHS	856	213	17	24	1,240	1,369
Fort Smith NHS	575	167	14	19	902	1,028
Fort Stanwix NM	687	192	16	22	1,016	1,119
Fort Sumter NM	1,304	366	29	43	2,100	2,387
Fort Union NM	603	169	16	21	892	983
Fort Union Trading Post NHS	482	108	11	15	687	759

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	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Fort Vancouver NHS	1,162	314	26	37	1,802	2,057
Fossil Butte NM	476	123	11	15	695	766
Frederick Douglass NHS	359	64	10	14	541	620
Frederick Law Olmsted NHS	1,107	309	21	33	1,781	2,024
Fredericksburg & Spotsylvania NMP	2,680	688	52	77	4,118	4,708
Friendship Hill NHS	309	117	6	9	528	596
Gates of the Arctic NP & PRES	1,286	285	33	43	1,828	2,021
Gateway NRA	16,462	3,841	319	501	25,736	29,357
Gauley River NRA	162	66	3	5	273	309
General Grant NMEM	455	130	9	14	736	836
George Rogers Clark NHP	563	144	12	17	864	988
George Washington Birthplace NM	975	274	24	33	1,521	1,735
George Washington Carver NM	643	168	18	24	991	1,132
George Washington Memorial Pkwy	5,676	1,594	138	201	9,143	10,391
Gettysburg NMP	4,479	1,043	75	117	6,777	7,762
Gila Cliff Dwellings NM	184	35	4	5	256	283
Glacier Bay NP & PRES	3,998	925	69	101	5,723	6,323
Glacier NP	12,052	2,738	290	404	18,165	20,816
Glen Canyon NRA	7,977	2,240	166	242	12,451	14,206
Golden Gate NRA	12,840	3,218	268	409	20,296	23,121
Golden Spike NHS	569	154	12	18	883	1,008
Governors Island NM	520	124	10	16	815	930
Grand Canyon NP	23,403	6,391	518	740	36,347	41,495
Grand Portage NM	638	174	14	19	940	1,036
Grand Teton NP	10,109	2,565	248	344	15,505	17,729
Grant-Kohrs Ranch NHS	842	243	19	26	1,254	1,380
Great Basin NP	1,998	550	45	61	2,948	3,247
Great Sand Dunes NM	1,428	420	32	44	2,133	2,347
Great Smoky Mountains NP	14,278	4,143	346	503	23,134	26,275
Greenbelt Park	666	166	14	21	1,052	1,198
Guadalupe Mountains NP	1,738	492	40	57	2,717	3,100
Guilford Courthouse NMP	501	164	11	16	806	916
Gulf Islands NS	4,427	1,234	98	140	6,901	7,875
Hagerman Fossil Beds NM	546	138	14	18	793	875
Haleakala NP	3,736	972	85	121	5,755	6,577
Hamilton Grange NMEM	73	15	2	2	112	128
Hampton NHS	696	153	17	25	1,078	1,231
Harpers Ferry NHP	4,512	1,253	111	154	7,027	8,020
Harry S Truman NHS	766	221	17	25	1,240	1,408
Hawaii Volcanoes NP	6,209	1,594	144	203	9,541	10,907

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	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Herbert Hoover NHS	829	204	19	27	1,266	1,448
Home of Franklin D. Roosevelt NHS	857	228	21	29	1,325	1,513
Homestead NM of America	789	241	21	27	1,188	1,306
Hopewell Culture NHP	765	171	22	28	1,088	1,203
Hopewell Furnace NHS	1,027	262	21	30	1,577	1,803
Horseshoe Bend NMP	496	149	10	15	784	893
Hot Springs NP	3,304	962	77	108	5,191	5,918
Hovenweep NM	314	109	7	10	511	580
Hubbell Trading Post NHS	584	150	11	17	897	1,026
Independence NHP	11,615	3,291	219	347	18,739	21,294
Indiana Dunes NL	6,005	1,722	121	169	8,927	9,828
Isle Royale NP	2,814	690	60	82	4,067	4,489
James A. Garfield NHS	104	29	2	3	167	189
Jean Lafitte NHP & PRES	2,927	841	66	93	4,587	5,231
Jefferson National Expansion Memorial	7,369	2,224	175	256	12,026	13,647
Jewel Cave NM	757	168	22	29	1,137	1,303
Jimmy Carter NHS	718	222	16	21	1,083	1,191
John D Rockefeller Jr. MEM PKWY	518	111	12	17	773	887
John Day Fossil Beds NM	931	221	21	29	1,338	1,478
John Fitzgerald Kennedy NHS	226	54	4	7	354	404
John Muir NHS	503	123	11	16	792	903
Johnstown Flood NMEM	415	121	9	13	653	744
Joshua Tree NP	4,445	1,262	108	157	7,174	8,152
Kalaupapa NHP	1,770	486	35	52	2,752	3,141
Kaloko-Honokohau NHP	1,135	269	25	35	1,722	1,972
Katmai NP & PRES/Aniakchak NM	2,161	464	39	56	3,057	3,381
Kenai Fjords NP	2,013	453	43	62	3,030	3,473
Kennesaw Mountain NBP	820	217	14	23	1,307	1,488
Kings Mountain NMP	591	150	16	21	906	1,036
Klondike Gold Rush NHP Alaska	1,808	398	34	48	2,568	2,839
Klondike Gold Rush NHP Seattle	333	97	9	12	540	613
Knife River Indian Villages NHS	503	140	13	17	744	819
Lake Clark NP & PRES	1,409	332	23	36	2,136	2,446
Lake Mead NRA	13,378	3,564	311	418	19,618	21,625
Lake Meredith NRA	1,802	562	44	61	2,868	3,264
Lake Roosevelt NRA	2,944	814	70	93	4,347	4,789
Lassen Volcanic NP	3,615	907	75	115	5,715	6,511
Lava Beds NM	1,512	369	37	51	2,304	2,637
LBJ Memorial Grove on the Potomac	67	23	5	6	112	127
Lewis & Clark NHP	912	224	24	32	1,391	1,591

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	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Lincoln Boyhood NMEM	615	167	15	21	954	1,089
Lincoln Home NHS	1,892	456	46	64	2,877	3,293
Little Bighorn Battlefield NM	896	213	21	28	1,288	1,423
Little River Canyon NPRES	620	189	16	21	933	1,026
Little Rock Central High School NHS	536	146	15	20	832	950
Longfellow NHS	708	187	13	20	1,107	1,249
Lowell NHP	5,220	1,358	99	157	8,300	9,449
Lyndon B. Johnson NHP	2,405	679	65	91	3,878	4,407
Maggie L Walker NHS	399	100	12	15	610	698
Mammoth Cave NP	5,395	1,350	147	190	7,824	8,633
Manassas NBP	1,588	454	26	44	2,566	2,915
Manzanar NHS	768	220	17	24	1,142	1,257
Marsh-Billings Rockefeller NHP	1,102	257	23	34	1,668	1,911
Martin Luther King Jr NHS	1,827	449	37	57	2,879	3,281
Martin Van Buren NHS	778	179	16	22	1,112	1,229
Mary McLeod Bethune Council House NHS	365	89	9	13	573	654
Mesa Verde NP	5,503	1,300	138	191	8,343	9,554
Minute Man NHP	1,644	461	32	50	2,648	3,009
Minuteman Missile NHS	358	121	10	13	551	605
Missouri NRR	378	104	9	13	595	671
Mojave NPRES	2,784	827	53	80	4,391	5,003
Monocacy NB	951	281	20	30	1,546	1,755
Montezuma Castle NM	1,142	327	29	40	1,789	2,040
Moores Creek NB	325	86	7	10	476	525
Morristown NHP	1,432	415	28	41	2,247	2,562
Mount Rainier NP	10,104	2,243	241	337	15,177	17,400
Mount Rushmore NMEM	3,372	1,007	76	108	5,324	6,066
Muir Woods NM	534	133	11	16	844	961
Natchez NHP	780	228	19	27	1,226	1,397
Natchez Trace PKWY	6,720	2,224	145	208	10,825	12,304
National Capital Parks Central	13,125	3,376	277	421	20,832	23,719
National Capital Parks East	6,913	1,884	153	229	11,078	12,599
Natural Bridges NM	309	83	6	9	478	546
Navajo NM	568	126	15	21	854	979
New Bedford Whaling NHP	378	100	7	12	602	685
New Orleans Jazz NHP	250	82	6	8	402	457
New River Gorge NR	5,041	1,443	106	154	7,895	9,004
Nez Perce NHP	1,558	446	36	48	2,315	2,549
Nicodemus NHS	223	69	5	7	336	370
Ninety Six NHS	305	81	8	11	472	539

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Niobrara NSR	311	101	7	9	475	521
North Cascades NP	6,561	1,740	155	217	10,138	11,581
Obed Wild and Scenic River	442	136	10	15	702	799
Ocmulgee NM	584	158	14	19	905	1,034
Olympic NP	9,414	2,370	214	303	14,420	16,491
Oregon Caves NM	815	184	20	28	1,227	1,406
Organ Pipe Cactus NM	1,991	633	35	54	3,182	3,620
Ozark National Scenic Riverways	4,338	1,327	94	135	6,880	7,834
Padre Island NS	2,637	688	59	84	4,064	4,644
Pea Ridge NMP	357	108	8	11	537	590
Pecos NHP	701	204	20	26	1,101	1,255
Pennsylvania Avenue NHS	1,025	328	21	29	1,559	1,712
Perry's Victory and Internatl Peace MEM	788	214	18	24	1,159	1,278
Petersburg NB	1,886	507	36	54	2,921	3,336
Petrified Forest NP	2,454	693	52	76	3,835	4,375
Petroglyph NM	1,039	288	22	34	1,670	1,898
Pictured Rocks NL	1,528	358	31	43	2,191	2,421
Pinnacles NM	2,048	541	44	60	2,999	3,306
Pipe Spring NM	603	156	14	19	927	1,060
Pipestone NM	569	151	15	19	834	920
Piscataway Park	370	107	7	11	599	680
Point Reyes NS	6,011	1,609	121	187	9,604	10,927
Prince William Forest Park	1,724	486	42	61	2,779	3,158
Pu'uhonua o Honaunau NHP	1,042	265	27	37	1,598	1,828
Puukohola Heiau NHS	559	102	13	18	817	940
Rainbow Bridge NM	116	32	3	4	180	205
Redwood NP	5,684	1,618	122	176	8,893	10,144
Richmond NBP	1,535	446	34	49	2,411	2,749
Rio Grande Wild and Scenic River	121	44	3	4	190	208
Rock Creek Park	3,293	864	67	103	5,243	5,968
Rocky Mountain NP	11,705	2,951	286	380	16,997	18,752
Roger Williams NMEM	273	83	7	10	446	506
Russell Cave NM	264	59	7	9	397	455
Sagamore Hill NHS	1,101	271	26	38	1,736	1,978
Saguaro NP	3,001	830	77	106	4,671	5,332
Saint Croix NSR	2,397	647	45	64	3,522	3,882
Saint-Gaudens NHS	819	227	16	23	1,276	1,456
Salem Maritime NHS	1,354	344	30	45	2,144	2,442
Salinas Pueblo Missions NM	1,161	264	32	41	1,657	1,831
San Antonio Missions NHP	2,160	713	46	70	3,586	4,061

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Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
San Francisco Maritime NHP	4,863	1,244	75	129	7,712	8,781
San Juan Island NHP	469	132	10	15	756	859
San Juan NHS	2,448	611	77	100	3,745	4,284
Santa Monica Mountains NRA	5,102	1,514	105	161	8,300	9,423
Saratoga NHP	1,210	342	27	36	1,794	1,975
Saugus Iron Works NHS	621	165	13	20	991	1,128
Scotts Bluff NM	534	143	14	19	827	944
Sequoia NP/ Kings Canyon NP	13,937	3,557	329	462	21,396	24,462
Shenandoah NP	9,038	2,586	226	325	14,607	16,595
Shiloh NMP	1,198	314	28	38	1,751	1,931
Sitka NHP	1,295	300	26	36	1,854	2,049
Sleeping Bear Dunes NL	3,352	733	76	102	4,755	5,258
Springfield Armory NHS	776	193	13	21	1,224	1,395
Statue of Liberty NM	7,328	1,914	145	225	11,660	13,272
Steamtown NHS	3,097	939	61	86	4,656	5,121
Stones River NB	730	172	17	24	1,107	1,267
Tallgrass Prairie NPRES	534	130	14	18	771	851
Thaddeus Kosciuszko NMEM	103	43	3	4	180	202
Theodore Roosevelt Birthplace NHS	225	59	4	7	358	408
Theodore Roosevelt Island	57	17	1	2	91	103
Theodore Roosevelt NP	1,793	512	49	63	2,663	2,932
Thomas Stone NHS	262	51	8	11	399	456
Timpanogos Cave NM	853	184	32	41	1,318	1,506
Tonto NM	679	202	14	20	1,072	1,221
Tumacacori NHP	737	215	17	23	1,100	1,211
Tuskegee Airmen NHS	379	114	13	16	599	682
Tuskegee Institute NHS	629	169	14	20	974	1,112
Tuzigoot NM	55	14	2	2	85	96
Ulysses S. Grant NHS	609	154	17	24	964	1,098
Upper Delaware S&RR	1,751	458	30	44	2,559	2,822
USS Arizona Memorial	1,537	352	35	52	2,396	2,734
Valley Forge NHP	4,377	1,202	72	114	6,806	7,769
Vanderbilt Mansion NHS	658	177	17	24	1,052	1,197
Vicksburg NMP	1,713	458	42	59	2,651	3,028
Virgin Islands NP	2,899	820	74	97	4,299	4,734
Voyageurs NP	2,811	787	56	79	4,161	4,582
Walnut Canyon NM	1	0	4	4	2	2
Washita Battlefield NHS	396	103	13	16	578	638
Weir Farm NHS	564	164	11	17	914	1,038
Whiskeytown-Shasta-Trinity NRA	2,950	822	75	103	4,598	5,247

Table A-2. Payroll Impacts of National Park Units on Local Economies, FY 2007.						
	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
White House	5,567	1,321	121	183	8,726	9,951
White Sands NM	1,073	331	24	33	1,619	1,780
Whitman Mission NHS	554	138	11	16	802	885
William Howard Taft NHS	392	113	8	12	634	720
Wilson's Creek NB	1,401	406	31	45	2,199	2,508
Wind Cave NP	2,463	703	65	89	3,855	4,397
Wolf Trap NP for Performing Arts	2,565	572	67	95	3,983	4,547
Women's Rights NHP	813	218	15	22	1,194	1,316
Wrangell-St Elias NP & PRES	3,620	702	61	90	5,046	5,589
Wright Brothers NMEM	422	90	11	14	597	660
Wupatki NM	2,287	583	49	71	3,511	4,014
Yellowstone NP	27,893	7,269	618	883	42,972	49,109
Yosemite NP	25,413	7,324	795	998	37,819	41,631
Yukon-Charley Rivers NPRES	993	233	23	31	1,425	1,574
Zion NP	7,127	1,931	189	257	11,054	12,622

Notes: Jobs include part-time and full-time jobs, with seasonal positions adjusted to an annual basis. NPS jobs, salary, and benefits are assigned to the unit where the employees' time was charged, which may differ from their duty station. Economic impacts include NPS payroll and jobs, plus the induced effects of NPS employees spending their wages and salaries in the local region, which supports additional non-NPS jobs.

Table A-3. Payroll Impacts of Administrative Units and Parks without Visit Counts on Local Economies, FY 2007.

	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Administration Team Coord, PGSO	15,913	2,807	261	420	23,494	26,676
Administrative Program Cntr	1,189	257	19	32	1,838	2,099
Ala Kahakai NHT	120	34	2	3	187	213
Alaska Regional Office	4,293	864	62	109	6,573	7,518
American Memorial Park	491	138	11	15	766	874
Anacostia Park	1	0	1	1	2	2
Anchorage Interagency Visitors Center	361	63	9	12	542	621
Appalachian NST	656	170	9	17	1,043	1,187
Associate Reg Dir, Administration	8,800	2,052	211	308	13,756	15,692
Biological Resources Mgmt Division	1,661	392	22	40	2,601	2,966
Blackstone River Valley NHC	718	206	14	22	1,162	1,320
Boston Harbor Islands NRA	533	119	11	17	828	945
Boston Support Office	963	238	16	27	1,518	1,730
Cedar Creek And Belle Grove NHP	231	51	5	7	351	397
Center For Urban Ecology	400	111	8	13	643	731
Chesapeake Bay Program Office	941	246	14	24	1,497	1,704
Chihuahuan Desert Network	177	54	3	5	289	328
Columbia Cascades So	4,894	1,208	84	133	7,570	8,549
Denver Service Center	17,639	4,259	426	620	27,720	31,600
Ebey's Landing NHRES	182	51	4	5	284	324
Erie Canalway NHC	369	94	7	11	566	648
Fairbanks Interagency Visitors Center	246	46	5	8	361	415
Flagstaff Areas	39	8	1	1	60	69
FLETC (Fed Law Enforcement Trg Cntr)	1,466	497	51	67	2,447	2,769
Glen Echo Park	338	84	12	15	516	591
Gloria Dei Church NHS	25	8	2	2	41	46
Great Falls Park Virginia	666	178	18	25	1,064	1,211
Great Lakes Network	661	177	15	22	1,057	1,202
Greater Yellowstone Network	372	89	9	13	584	666
Harpers Ferry Center	8,674	2,103	222	305	13,205	15,113
Heartland Network	461	152	10	15	765	867
Historic Preservation Training Cntr (HPTC)	2,487	629	56	83	3,936	4,483
Horace Albright Training Cntr	573	105	13	19	868	994
Ice Age NST	223	52	4	6	337	386
Intermountain Nr-Pro	1,002	276	20	31	1,608	1,829
Intermountain Regional Office	25,330	5,468	426	705	39,156	44,729
Job Corps Program	1,084	318	56	66	1,727	1,944
Juan Bautista de Anza NHT	183	57	3	4	292	332

Table A-3. Payroll Impacts of Administrative Units and Parks without Visit Counts on Local Economies, FY 2007.

	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Kenai Fjords Lands	8,195	1,834	155	220	11,668	12,898
Keweenaw NHP	1,011	247	22	30	1,461	1,613
Land Acquisition Project Office	362	112	7	10	583	655
Lewis & Clark NHT	765	218	14	21	1,197	1,365
Manhattan Sites	708	186	15	23	1,128	1,283
Mather Training Cntr	698	176	11	19	1,105	1,258
Midwest Archeological Center	1,322	337	27	40	2,055	2,319
Midwest Regional Office	12,491	3,099	202	340	19,712	22,460
Minidoka Internment NM	154	37	4	5	234	268
Mississippi NR&RA	1,458	406	28	43	2,301	2,593
Museum Resources Ctr	453	109	8	13	712	812
National Capital Regional Office	3,317	739	72	108	5,151	5,880
National Information Systems Cntr	142	29	8	9	218	249
National Information Technology Cntr	482	116	7	12	756	862
National Interagency Fire Center	3,941	980	74	114	6,104	6,892
National Mall	3,332	904	70	107	5,335	6,068
National Parks of New York Harbor	1,110	271	21	33	1,746	1,991
National Trails System, Salt Lake City	372	91	6	10	575	650
National Trails System, Santa Fe	970	231	19	29	1,492	1,686
Natl Ctr for Rec & Conservation	1,155	285	15	27	1,821	2,075
NER Historic Architecture Program	519	101	10	15	776	880
North Country NT	230	51	4	6	350	396
Northeast Education Services Center	141	40	3	4	223	251
Northeast Museum Services Center	786	222	16	24	1,245	1,402
Northeast Regional Office	19,163	4,537	273	465	29,448	33,281
Northern Colorado Plateau Network	551	159	12	18	892	1,013
Northern Great Plains Network	223	78	4	7	375	424
NP of American Samoa	603	137	14	20	909	1,042
Office of the Chief Information Officer	6,127	1,433	68	135	9,582	10,930
Office of the Director	68,050	16,106	960	1,708	106,612	121,583
Office of the Utah State Coordinator	198	33	2	4	290	329
Office of Wyoming State Coordinator	97	23	1	2	150	169
Old Post Office Tower	401	108	9	13	642	730
Olmsted Center for Landscape Preservation	564	157	14	19	890	1,003
Overmountain Victory NHT	79	16	2	3	118	134
Pacific Island Support Office	816	180	12	20	1,240	1,403
Pacific West Regional Office	7,306	1,695	138	211	11,193	12,655
Parashant National Monument	511	144	9	14	807	910
Pinelands NPRES (Interp Pgm)	128	39	3	4	205	231

Table A-3. Payroll Impacts of Administrative Units and Parks without Visit Counts on Local Economies, FY 2007.

	Park Payroll			Impacts of Park Payroll		
Park Unit	Salary ($000's)	Payroll Benefits ($000's)	NPS Jobs	Total Jobs (Including NPS Jobs)	Labor Income ($000's)	Value Added ($000's)
Potomac Heritage NST	103	31	3	4	168	191
Presidio of San Francisco	7,677	2,283	146	230	12,493	14,181
Rocky Mountain Network	307	90	6	9	498	565
Roosevelt-Vanderbilt Headquarters	1,642	430	27	45	2,614	2,975
Rosie The Riveter/WW II Homefront NHP	361	88	5	9	568	647
Saint Croix Island IHS	139	29	4	5	210	238
Salt River Bay NHP & Ecol PRES	202	49	7	9	312	352
Sand Creek Massacre NHS	217	57	6	8	339	382
SE Archeological Center	1,570	385	34	49	2,426	2,740
Selma To Montgomery NHT	190	44	6	8	291	329
Sonoran Desert Network	284	86	6	9	463	526
Southeast Regional Office	16,371	3,880	266	429	25,162	28,436
Southern Arizona Group	884	273	15	24	1,422	1,599
Southern Colorado Plateau Network	536	161	10	16	874	992
Southern Plains Network	159	46	3	5	257	292
Spanish Colonial Research Center	106	33	2	3	171	192
Strategic Planning Division	384	77	4	8	588	673
United States Park Police	57,686	19,377	925	1,560	96,100	108,791
Virgin Islands Coral Reef NM	105	33	6	7	170	191
Washington Training Cntr	379	71	6	10	575	659
Western Archeol & Conserv Ctr	710	187	15	22	1,110	1,252
Western Arctic National Parklands	1,746	384	30	48	2,654	3,003
Yucca House NM	63	20	2	2	102	114

Notes: Jobs include part-time and full-time jobs, with seasonal positions adjusted to an annual basis. NPS jobs, salary, and benefits are assigned to the unit where the employees' time was charged, which may differ from their duty station. Economic impacts include NPS payroll and jobs, plus the induced effects of NPS employees spending their wages and salaries in the local region, which supports additional non-NPS jobs.

Table A-4. Visits, Visitor and NPS Spending, and Jobs Supported in Local Economies, 2007.							
		Spending ($000's)			Jobs Supported		
Park Unit	2007 Recreation Visits	Non-local Visitor Spending	NPS Payroll Spending	Total Spending	From Non-local Visitors	From NPS Payroll	Total Jobs
Abraham Lincoln Birthplace NHS	202,950	$7,764	$810	$8,574	155	20	175
Acadia NP	2,202,228	$142,149	$7,579	$149,728	2,859	199	3,058
Adams NHS	224,880	$15,977	$1,554	$17,531	300	40	340
Agate Fossil Beds NM	12,997	$497	$434	$931	10	13	22
Alibates Flint Quarries NM	4,028	$220	$0	$220	4	0	4
Allegheny Portage Railroad NHS	123,215	$6,734	$1,558	$8,292	135	36	171
Amistad NRA	1,734,200	$45,272	$2,308	$47,580	903	50	952
Andersonville NHS	153,686	$5,880	$898	$6,778	117	21	138
Andrew Johnson NHS	43,456	$2,375	$501	$2,876	48	13	60
Antietam NB	337,569	$15,016	$3,052	$18,068	302	75	377
Apostle Islands NL	182,396	$15,342	$2,743	$18,085	333	60	393
Appomattox Court House NHP	149,255	$8,157	$1,207	$9,364	164	30	194
Arches NP	860,181	$86,376	$1,159	$87,535	2,093	29	2,122
Arkansas Post NMEM	37,230	$1,424	$619	$2,043	28	15	43
Arlington House, Robert E Lee MEM	466,690	$33,158	$884	$34,042	623	26	649
Assateague Island NS	2,110,918	$152,984	$4,154	$157,138	3,077	105	3,182
Aztec Ruins NM	39,538	$1,257	$1,235	$2,492	25	34	59
Badlands NP	886,654	$20,088	$3,686	$23,774	432	93	525
Bandelier NM	224,134	$10,058	$3,554	$13,612	202	93	295
Bent's Old Fort NHS	23,952	$916	$851	$1,767	18	24	42
Bering Land Bridge NPRES	796	$168	$226	$394	3	5	8
Big Bend NP	364,856	$15,306	$5,801	$21,107	305	138	443
Big Cypress NPRES	822,864	$94,846	$6,183	$101,030	1,356	146	1,503
Big Hole NB	55,415	$2,120	$0	$2,120	42	0	42
Big South Fork NRA	626,751	$19,715	$3,723	$23,438	393	77	470
Big Thicket NPRES	95,285	$6,907	$2,507	$9,414	139	60	199
Bighorn Canyon NRA	213,063	$5,674	$3,203	$8,877	113	70	183
Biscayne NP	517,442	$32,697	$3,148	$35,846	579	75	654
Black Canyon of the Gunnison NP	219,576	$11,131	$1,190	$12,320	222	30	252
Blue Ridge PKWY	17,352,286	$318,204	$13,565	$331,770	6,400	328	6,727
Bluestone NSR	48,061	$1,781	$72	$1,853	36	2	37
Booker T. Washington NM	19,410	$1,061	$726	$1,787	21	16	37
Boston African American NHS	265,459	$18,860	$525	$19,386	354	18	372
Boston NHP	2,184,889	$72,267	$7,337	$79,604	1,357	163	1,521
Brown V. Board of Education NHS	17,536	$958	$1,011	$1,969	18	25	43
Bryce Canyon NP	1,012,563	$54,609	$3,458	$58,067	1,089	93	1,181
Buck Island Reef NM	46,303	$3,353	$249	$3,602	67	6	73
Buffalo National River	1,194,043	$32,333	$5,233	$37,566	645	131	776

Table A-4. Visits, Visitor and NPS Spending, and Jobs Supported in Local Economies, 2007.							
		Spending ($000's)			Jobs Supported		
Park Unit	2007 Recreation Visits	Non-local Visitor Spending	NPS Payroll Spending	Total Spending	From Non-local Visitors	From NPS Payroll	Total Jobs
Cabrillo NM	739,534	$52,543	$1,476	$54,019	987	37	1,024
Canaveral NS	1,038,449	$75,325	$2,625	$77,950	1,515	65	1,580
Cane River Creole NHP	30,584	$1,671	$781	$2,452	33	24	57
Canyon de Chelly NM	825,320	$46,625	$1,588	$48,213	938	47	985
Canyonlands NP	417,560	$20,944	$5,865	$26,809	418	149	567
Cape Cod NS	4,351,609	$114,648	$7,412	$122,061	2,286	170	2,456
Cape Hatteras NS	2,237,378	$70,530	$6,378	$76,908	1,406	154	1,560
Cape Krusenstern NM	745	$148	$0	$148	2		2
Cape Lookout NS	860,602	$45,342	$1,995	$47,337	904	60	964
Capitol Reef NP	554,907	$28,141	$1,992	$30,134	561	44	605
Capulin Volcano NM	49,182	$1,322	$584	$1,906	28	14	42
Carl Sandburg Home NHS	28,820	$1,575	$879	$2,454	32	24	55
Carlsbad Caverns NP	409,560	$19,763	$5,267	$25,030	397	141	539
Casa Grande Ruins NM	76,854	$2,288	$742	$3,030	46	17	62
Castillo de San Marcos NM	632,048	$44,906	$2,069	$46,975	843	57	901
Castle Clinton NM	3,509,468	$83,508	$465	$83,973	1,569	10	1,579
Catoctin Mountain Park	591,191	$31,397	$2,503	$33,900	631	65	697
Cedar Breaks NM	514,871	$19,677	$344	$20,022	392	9	402
Chaco Culture NHP	68,211	$2,281	$1,845	$4,126	46	45	91
Chamizal NMEM	218,195	$15,502	$1,551	$17,053	291	40	331
Channel Islands NP	360,806	$33,738	$5,213	$38,951	634	126	759
Charles Pinckney NHS	41,393	$2,262	$458	$2,720	45	10	56
Chattahoochee River NRA	2,836,077	$54,287	$2,729	$57,016	1,020	66	1,085
Chesapeake & Ohio Canal NHP	2,809,968	$22,496	$7,276	$29,773	491	171	662
Chickamauga & Chattanooga NMP	991,645	$54,162	$2,164	$56,326	1,089	56	1,145
Chickasaw NRA	1,368,806	$14,869	$3,342	$18,211	288	90	378
Chiricahua NM	58,434	$2,963	$1,221	$4,184	60	29	88
Christiansted NHS	101,522	$3,884	$471	$4,355	77	15	93
City of Rocks NRES	79,533	$5,770	$29	$5,799	116	2	118
Clara Barton NHS	10,106	$718	$473	$1,191	13	15	29
Colonial NHP	3,343,910	$6,320	$5,960	$12,280	146	133	279
Colorado NM	395,260	$21,235	$1,131	$22,366	427	29	456
Congaree Swamp NM	115,524	$2,110	$915	$3,025	51	23	74
Coronado NMEM	71,702	$2,743	$863	$3,606	55	20	75
Cowpens NB	197,255	$10,780	$485	$11,265	217	14	231
Crater Lake NP	468,958	$34,722	$4,541	$39,262	817	123	940
Craters of the Moon NM	221,672	$5,585	$1,112	$6,697	88	26	114
Cumberland Gap NHP	994,985	$53,963	$3,003	$56,967	1,085	79	1,164
Cumberland Island NS	72,449	$5,209	$1,886	$7,094	105	42	147
Curecanti NRA	964,640	$36,576	$2,618	$39,195	736	64	800
Cuyahoga Valley NP	2,486,656	$37,651	$9,277	$46,928	707	237	944

Table A-4. Visits, Visitor and NPS Spending, and Jobs Supported in Local Economies, 2007.							
		Spending ($000's)			Jobs Supported		
Park Unit	2007 Recreation Visits	Non-local Visitor Spending	NPS Payroll Spending	Total Spending	From Non-local Visitors	From NPS Payroll	Total Jobs
Dayton Aviation Heritage NHP	54,827	$1,531	$1,313	$2,844	36	36	72
De Soto NMEM	260,843	$18,532	$428	$18,961	348	12	360
Death Valley NP	704,122	$38,225	$6,980	$45,205	762	168	930
Delaware Water Gap NRA	4,836,229	$110,008	$8,433	$118,441	0	185	185
Denali NP & PRES	458,308	$49,607	$11,821	$61,428	836	279	1,116
Devils Postpile NM	120,758	$4,539	$357	$4,896	90	10	101
Devils Tower NM	322,272	$12,142	$1,015	$13,158	242	26	269
Dinosaur NM	230,914	$8,113	$2,689	$10,802	162	67	229
Dry Tortugas NP	60,895	$5,724	$792	$6,516	108	20	128
Edgar Allan Poe NHS	14,258	$1,013	$361	$1,374	19	9	28
Edison NHS	9,342	$664	$1,740	$2,404	12	39	51
Effigy Mounds NM	88,268	$1,898	$928	$2,826	39	26	65
Eisenhower NHS	69,747	$4,305	$1,049	$5,355	110	24	134
El Malpais NM	110,639	$4,106	$1,310	$5,416	82	33	115
El Morro NM	51,492	$1,834	$601	$2,435	37	17	54
Eleanor Roosevelt NHS	59,846	$974	$319	$1,293	19	12	31
Eugene O'Neill NHS	2,339	$166	$321	$488	3	8	11
Everglades NP	1,074,764	$56,744	$18,782	$75,527	1,066	431	1,497
Federal Hall NMEM	127,432	$9,054	$243	$9,297	170	9	179
Fire Island NS	616,233	$28,130	$3,348	$31,478	566	81	647
First Ladies NHS	10,881	$773	$41	$814	16	1	17
Flight 93 NMEM	143,725	$7,855	$387	$8,242	157	7	164
Florissant Fossil Beds NM	55,992	$3,060	$716	$3,776	62	18	80
Ford's Theatre NHS	732,521	$23,637	$1,111	$24,748	444	27	471
Fort Bowie NHS	10,027	$548	$230	$778	11	5	16
Fort Caroline NMEM	250,616	$17,806	$1,708	$19,514	334	41	375
Fort Davis NHS	51,435	$1,968	$973	$2,940	39	24	63
Fort Donelson NB	233,205	$8,920	$956	$9,875	178	23	201
Fort Frederica NM	264,586	$14,460	$607	$15,067	291	14	305
Fort Laramie NHS	40,263	$1,540	$1,221	$2,762	31	33	63
Fort Larned NHS	30,471	$1,166	$839	$2,005	23	20	44
Fort Matanzas NM	830,672	$59,018	$102	$59,120	1,109	2	1,110
Fort McHenry NM & HS	574,924	$40,847	$1,593	$42,440	767	43	810
Fort Necessity NB	353,296	$10,460	$1,284	$11,744	209	25	234
Fort Point NHS	1,552,141	$110,277	$367	$110,644	2,071	9	2,080
Fort Pulaski NM	317,349	$17,343	$1,056	$18,400	349	27	376
Fort Raleigh NHS	321,717	$12,308	$351	$12,659	245	9	254
Fort Scott NHS	22,314	$854	$1,069	$1,923	17	24	41
Fort Smith NHS	83,850	$4,583	$741	$5,324	92	19	111
Fort Stanwix NM	59,643	$2,138	$879	$3,017	46	22	67
Fort Sumter NM	788,838	$17,347	$1,670	$19,017	326	43	369

Table A-4. Visits, Visitor and NPS Spending, and Jobs Supported in Local Economies, 2007.							
		Spending ($000's)			Jobs Supported		
Park Unit	2007 Recreation Visits	Non-local Visitor Spending	NPS Payroll Spending	Total Spending	From Non-local Visitors	From NPS Payroll	Total Jobs
Fort Union NM	10,534	$243	$772	$1,015	5	21	26
Fort Union Trading Post NHS	12,405	$475	$590	$1,065	9	15	25
Fort Vancouver NHS	682,645	$37,308	$1,476	$38,784	750	37	787
Fort Washington Park	324,660	$10,476	$0	$10,476	197	0	197
Fossil Butte NM	19,853	$760	$600	$1,359	15	15	30
Franklin Delano Roosevelt Memorial	2,751,725	$88,793	$0	$88,793	1,668	0	1,668
Frederick Douglass NHS	37,468	$1,209	$423	$1,632	23	14	37
Frederick Law Olmsted NHS	2,010	$143	$1,416	$1,559	3	33	36
Fredericksburg & Spotsylvania NMP	469,920	$25,682	$3,368	$29,050	517	77	594
Friendship Hill NHS	32,576	$2,314	$426	$2,741	43	9	53
Gates of the Arctic NP & PRES	10,942	$1,833	$1,571	$3,404	31	43	74
Gateway NRA	8,813,204	$62,802	$20,303	$83,106	1,180	501	1,680
Gauley River NRA	118,169	$4,464	$228	$4,692	90	5	94
General Grant NMEM	84,171	$5,980	$586	$6,566	112	14	127
George Rogers Clark NHP	114,560	$6,261	$707	$6,968	126	17	143
George Washington Birthplace NM	101,844	$1,168	$1,248	$2,416	22	33	55
George Washington Carver NM	36,480	$1,994	$811	$2,804	40	24	64
George Washington MEM PKWY	6,837,139	$4,095	$7,270	$11,365	77	201	277
Gettysburg NMP	1,647,745	$100,548	$5,523	$106,071	2,563	117	2,680
Gila Cliff Dwellings NM	41,690	$1,104	$219	$1,322	22	5	27
Glacier Bay NP & PRES	438,211	$3,549	$4,924	$8,473	60	101	161
Glacier NP	2,083,329	$86,745	$14,790	$101,535	1,745	404	2,149
Glen Canyon NRA	1,894,114	$130,049	$10,217	$140,266	2,616	242	2,857
Golden Gate NRA	14,397,313	$105,678	$16,059	$121,737	1,985	409	2,394
Golden Spike NHS	45,088	$2,093	$723	$2,816	38	18	55
Governors Island NM	69,014	$6,509	$644	$7,153	122	16	138
Grand Canyon NP	4,413,668	$410,357	$29,794	$440,151	10,446	740	11,186
Grand Portage NM	68,856	$7,836	$812	$8,648	156	19	176
Grand Teton NP	2,588,574	$261,402	$12,674	$274,077	3,806	344	4,149
Grant-Kohrs Ranch NHS	17,494	$669	$1,085	$1,754	13	26	39
Great Basin NP	81,364	$4,100	$2,548	$6,648	82	61	143
Great Sand Dunes NM	285,121	$10,078	$1,848	$11,925	201	44	245
Great Smoky Mountains NP	9,372,253	$704,661	$18,422	$723,083	13,236	503	13,739
Greenbelt Park	198,237	$13,286	$832	$14,117	250	21	271
Guadalupe Mountains NP	165,110	$11,946	$2,231	$14,177	240	57	297
Guilford Courthouse NMP	445,752	$24,362	$665	$25,027	490	16	506
Gulf Islands NS	2,034,294	$28,619	$5,662	$34,280	576	140	716
Hagerman Fossil Beds NM	24,779	$643	$684	$1,327	13	18	31
Haleakala NP	1,322,817	$95,936	$4,708	$100,644	1,930	121	2,050
Hamilton Grange NMEM	1	$0	$88	$88	0	2	2

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		Spending ($000's)			Jobs Supported		
Park Unit	2007 Recreation Visits	Non-local Visitor Spending	NPS Payroll Spending	Total Spending	From Non-local Visitors	From NPS Payroll	Total Jobs
Hampton NHS	30,062	$2,136	$848	$2,984	40	25	65
Harpers Ferry NHP	249,908	$6,415	$5,764	$12,179	140	154	294
Harry S Truman NHS	31,092	$2,209	$987	$3,196	41	25	67
Hawaii Volcanoes NP	1,467,779	$109,329	$7,803	$117,132	2,199	203	2,402
Herbert Hoover NHS	118,298	$6,465	$1,033	$7,499	130	27	157
Home of Franklin D. Roosevelt NHS	114,195	$3,101	$1,085	$4,185	62	29	91
Homestead NM of America	70,216	$2,686	$1,030	$3,717	54	27	81
Hopewell Culture NHP	30,321	$1,160	$936	$2,096	23	28	51
Hopewell Furnace NHS	56,013	$3,061	$1,289	$4,350	62	30	92
Horseshoe Bend NMP	73,669	$4,026	$645	$4,671	81	15	96
Hot Springs NP	1,300,152	$94,317	$4,266	$98,583	1,897	108	2,005
Hovenweep NM	26,263	$1,401	$423	$1,824	28	10	38
Hubbell Trading Post NHS	69,211	$3,783	$734	$4,516	76	17	93
Independence NHP	3,705,538	$124,561	$14,906	$139,467	2,340	347	2,687
Indiana Dunes NL	1,972,344	$37,350	$7,726	$45,076	745	169	914
Isle Royale NP	15,973	$1,935	$3,504	$5,439	39	82	121
James A. Garfield NHS	19,196	$1,364	$132	$1,496	26	3	29
Jean Lafitte NHP & PRES	303,373	$16,580	$3,768	$20,348	333	93	427
Jefferson National Expansion Memorial	2,385,387	$86,898	$9,594	$96,492	1,632	256	1,888
Jewel Cave NM	105,321	$5,756	$925	$6,681	116	29	145
Jimmy Carter NHS	84,501	$3,233	$940	$4,173	64	21	86
John D Rockefeller Jr. MEM PKWY	1,172,125	$6,949	$628	$7,577	140	17	157
John Day Fossil Beds NM	124,704	$3,557	$1,152	$4,709	66	29	94
John Fitzgerald Kennedy NHS	8,896	$632	$279	$912	12	7	19
John Muir NHS	30,875	$2,194	$626	$2,819	41	16	57
Johnstown Flood NMEM	126,066	$3,997	$536	$4,533	104	13	116
Joshua Tree NP	1,298,979	$27,423	$5,707	$33,131	508	157	665
Kalaupapa NHP	60,992	$3,333	$2,256	$5,590	67	52	119
Kaloko-Honokohau NHP	119,237	$6,517	$1,404	$7,921	131	35	167
Katmai NP & PRES/Aniakchak NM	82,634	$16,947	$2,625	$19,572	286	56	342
Kenai Fjords NP	284,604	$8,596	$2,466	$11,062	145	62	207
Kennesaw Mountain NBP	1,329,441	$34,557	$1,037	$35,594	649	23	673
Kings Mountain NMP	262,283	$7,872	$740	$8,612	147	21	169
Klondike Gold Rush NHP Alaska	975,043	$28,545	$2,206	$30,751	481	48	529
Klondike Gold Rush NHP Seattle	54,971	$3,906	$430	$4,336	73	12	86
Knife River Indian Villages NHS	22,558	$863	$643	$1,506	17	17	34
Kobuk Valley NP	847	$177	$0	$177	3	0	3
Korean War Veterans Memorial	3,433,663	$110,798	$0	$110,798	2,081	0	2,081
Lake Chelan NRA	34,665	$1,348	$0	$1,348	27	0	27

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Park Unit	2007 Recreation Visits	Non-local Visitor Spending	NPS Payroll Spending	Total Spending	From Non-local Visitors	From NPS Payroll	Total Jobs
Lake Clark NP & PRES	5,549	$1,295	$1,741	$3,036	22	36	58
Lake Mead NRA	7,622,139	$231,396	$16,943	$248,339	4,614	418	5,031
Lake Meredith NRA	984,108	$37,188	$2,363	$39,552	748	61	809
Lake Roosevelt NRA	1,450,438	$39,490	$3,759	$43,248	787	93	881
Lassen Volcanic NP	395,057	$13,797	$4,522	$18,320	259	115	374
Lava Beds NM	102,629	$5,305	$1,881	$7,186	107	51	158
LBJ Memorial Grove on the Potomac	453,297	$32,206	$90	$32,296	605	6	611
Lewis & Clark NHP	234,380	$12,809	$1,135	$13,945	258	32	290
Lincoln Boyhood NMEM	128,596	$7,028	$781	$7,810	141	21	162
Lincoln Home NHS	358,809	$13,395	$2,347	$15,743	348	64	412
Lincoln Memorial	4,214,167	$135,984	$0	$135,984	2,554	0	2,554
Little Bighorn Battlefield NM	290,744	$11,123	$1,109	$12,232	222	28	250
Little River Canyon NPRES	264,189	$13,417	$809	$14,226	268	21	288
Little Rock Central High School NHS	56,938	$3,112	$682	$3,794	63	20	83
Longfellow NHS	49,246	$2,691	$895	$3,586	54	20	74
Lowell NHP	519,706	$36,924	$6,578	$43,502	694	157	850
Lyndon B. Johnson NHP	85,818	$6,097	$3,084	$9,182	115	91	206
Maggie L Walker NHS	8,026	$92	$499	$591	2	15	17
Mammoth Cave NP	487,305	$28,087	$6,745	$34,832	560	190	750
Manassas NBP	584,926	$10,250	$2,042	$12,292	193	44	236
Manzanar NHS	81,344	$2,460	$988	$3,448	46	24	69
Marsh-Billings Rockefeller NHP	32,179	$1,759	$1,360	$3,118	35	34	69
Martin Luther King Jr NHS	652,867	$46,385	$2,276	$48,661	871	57	928
Martin Van Buren NHS	19,678	$381	$957	$1,338	8	22	30
Mary McLeod Bethune Council House NHS	17,324	$559	$453	$1,012	11	13	23
Mesa Verde NP	541,102	$42,990	$6,803	$49,793	865	191	1,055
Minute Man NHP	1,107,254	$78,669	$2,105	$80,774	1,478	50	1,528
Minuteman Missile NHS	24,566	$940	$479	$1,419	19	13	31
Missouri NRR	145,767	$7,403	$482	$7,885	148	13	160
Mojave NPRES	582,675	$7,099	$3,611	$10,710	143	80	222
Monocacy NB	22,125	$1,453	$1,232	$2,685	17	30	48
Montezuma Castle NM	597,611	$32,661	$1,469	$34,130	657	40	697
Moores Creek NB	55,039	$2,106	$411	$2,517	42	10	52
Morristown NHP	296,651	$16,213	$1,846	$18,059	326	41	367
Mount Rainier NP	1,047,685	$27,974	$12,348	$40,321	588	337	925
Mount Rushmore NMEM	1,856,118	$65,368	$4,380	$69,748	1,315	108	1,423
Muir Woods NM	811,033	$57,623	$667	$58,290	1,082	16	1,099
Natchez NHP	207,441	$11,337	$1,007	$12,344	228	27	255
Natchez Trace PKWY	5,777,666	$28,016	$8,944	$36,960	563	208	772

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National Capital Parks Central	2,513,639	$81,111	$16,501	$97,611	1,524	421	1,944
National Capital Parks East	1,311,087	$42,306	$8,797	$51,103	795	229	1,023
Natural Bridges NM	88,316	$4,660	$392	$5,051	94	9	103
Navajo NM	69,445	$3,726	$695	$4,420	75	21	96
New Bedford Whaling NHP	327,047	$23,236	$477	$23,714	436	12	448
New Orleans Jazz NHP	49,053	$2,681	$332	$3,013	54	8	62
New River Gorge NR	1,178,012	$45,120	$6,483	$51,603	841	154	995
Nez Perce NHP	225,568	$8,630	$2,003	$10,633	172	48	220
Nicodemus NHS	2,507	$68	$292	$360	2	7	8
Ninety Six NHS	33,595	$1,836	$386	$2,222	37	11	47
Niobrara NSR	79,942	$4,060	$412	$4,472	81	9	90
Noatak NPRES	1,384	$271	$0	$271	5	0	5
North Cascades NP	19,534	$1,335	$8,301	$9,636	27	217	244
Obed Wild and Scenic River	182,504	$6,785	$578	$7,363	136	15	151
Ocmulgee NM	114,379	$6,251	$742	$6,993	126	19	145
Olympic NP	2,988,686	$105,460	$11,784	$117,243	2,231	303	2,534
Oregon Caves NM	76,966	$4,648	$998	$5,647	93	28	121
Organ Pipe Cactus NM	341,594	$18,201	$2,625	$20,825	366	54	420
Ozark National Scenic Riverways	1,789,783	$69,060	$5,665	$74,725	1,389	135	1,524
Padre Island NS	658,317	$47,618	$3,325	$50,943	958	84	1,042
Palo Alto Battlefield NHS	21,676	$829	$0	$829	17	0	17
Pea Ridge NMP	68,840	$3,762	$465	$4,227	76	11	87
Pecos NHP	34,307	$748	$905	$1,653	15	26	41
Pennsylvania Avenue NHS	226,908	$7,322	$1,354	$8,675	138	29	167
Perry's Victory & Int'l Peace MEM	110,879	$4,190	$1,002	$5,192	84	24	108
Petersburg NB	154,619	$8,450	$2,393	$10,844	170	54	224
Petrified Forest NP	563,590	$40,888	$3,147	$44,035	822	76	898
Petroglyph NM	112,868	$4,003	$1,327	$5,330	75	34	109
Pictured Rocks NL	441,521	$18,127	$1,886	$20,013	407	43	449
Pinnacles NM	161,019	$3,147	$2,589	$5,737	63	60	123
Pipe Spring NM	46,574	$2,545	$758	$3,304	51	19	71
Pipestone NM	72,422	$4,471	$720	$5,192	89	19	108
Piscataway Park	184,636	$5,958	$477	$6,435	112	11	123
Point Reyes NS	2,206,294	$95,780	$7,621	$103,401	1,799	187	1,987
President's Park	1,058,774	$34,165	$0	$34,165	642	0	642
Prince William Forest Park	295,853	$8,044	$2,210	$10,254	151	61	212
Pu'uhonua o Honaunau NHP	489,785	$26,768	$1,307	$28,075	538	37	575
Puukohola Heiau NHS	104,907	$5,733	$661	$6,394	115	18	134
Rainbow Bridge NM	81,607	$4,460	$147	$4,608	90	4	94
Redwood NP	385,171	$15,843	$7,302	$23,145	319	176	494
Richmond NBP	132,578	$7,752	$1,981	$9,732	156	49	204

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Rio Grande Wild and Scenic River	1,660	$172	$165	$337	3	4	8
Rock Creek Park	2,061,366	$66,517	$4,156	$70,673	1,249	103	1,352
Rocky Mountain NP	2,895,383	$210,635	$14,656	$225,291	4,200	380	4,580
Roger Williams NMEM	49,348	$3,506	$356	$3,862	66	10	76
Ross Lake NRA	290,701	$8,281	$0	$8,281	165	0	165
Russell Cave NM	49,164	$2,687	$323	$3,010	54	9	63
Sagamore Hill NHS	43,698	$3,105	$1,372	$4,477	58	38	96
Saguaro NP	658,477	$47,766	$3,831	$51,597	961	106	1,066
Saint Croix NSR	519,330	$13,871	$3,043	$16,914	277	64	341
Saint Paul's Church NHS	14,909	$1,059	$0	$2,106	20	0	20
Saint-Gaudens NHS	29,091	$752	$1,046	$2,450	16	23	40
Salem Maritime NHS	843,520	$59,931	$1,698	$61,356	1,126	45	1,171
Salinas Pueblo Missions NM	33,060	$1,232	$1,425	$2,784	25	41	66
San Antonio Missions NHP	1,208,498	$40,624	$2,873	$43,496	763	70	833
San Francisco Maritime NHP	4,042,022	$59,704	$6,107	$65,811	1,121	129	1,250
San Juan Island NHP	273,289	$19,417	$601	$20,018	365	15	380
San Juan NHS	1,025,407	$56,041	$3,060	$59,101	1,127	100	1,227
Santa Monica Mountains NRA	577,686	$13,371	$6,616	$19,987	251	161	412
Saratoga NHP	106,708	$4,082	$1,552	$4,760	81	36	118
Saugus Iron Works NHS	4,377	$311	$786	$1,097	6	20	26
Scotts Bluff NM	111,890	$2,480	$677	$19,974	50	19	68
Sequoia NP/ Kings Canyon NP	1,207,380	$91,624	$17,493	$103,248	2,009	462	2,471
Shenandoah NP	1,107,227	$44,382	$11,624	$45,893	885	325	1,210
Shiloh NMP	368,742	$14,107	$1,512	$15,702	281	38	319
Sitka NHP	304,799	$16,342	$1,595	$20,427	276	36	312
Sleeping Bear Dunes NL	1,134,314	$25,851	$4,085	$25,851	515	102	618
Springfield Armory NHS	13,548	$963	$968	$1,931	18	21	40
Statue of Liberty NM	3,380,296	$127,236	$9,242	$136,478	2,390	225	2,615
Steamtown NHS	70,726	$2,706	$4,037	$6,742	54	86	140
Stones River NB	196,061	$10,715	$902	$11,618	216	24	240
Sunset Crater Volcano NM	231,855	$12,671	$0	$12,671	255	0	255
Tallgrass Prairie NPRES	23,000	$1,168	$664	$1,832	23	18	42
Thaddeus Kosciuszko NMEM	4,633	$329	$146	$475	6	4	11
Theodore Roosevelt Birthplace NHS	13,098	$931	$284	$1,215	17	7	24
Theodore Roosevelt Inaugural NHS	14,147	$1,005	$0	$1,005	19	0	19
Theodore Roosevelt Island	109,894	$7,808	$74	$7,882	147	2	148
Theodore Roosevelt NP	456,588	$23,165	$2,304	$25,470	462	63	525
Thomas Jefferson Memorial	2,327,254	$75,096	$0	$75,096	1,411	0	1,411
Thomas Stone NHS	4,886	$347	$313	$660	7	11	18
Timpanogos Cave NM	114,737	$8,152	$1,037	$9,189	153	41	195

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Timucuan Ecological & Historic PRES	999,833	$94,300	$0	$94,300	1,771	0	1,771
Tonto NM	56,174	$3,070	$882	$3,952	62	20	82
Tumacacori NHP	45,484	$1,740	$953	$2,693	35	23	58
Tuskegee Airmen NHS	14,685	$803	$493	$1,295	16	16	32
Tuskegee Institute NHS	75,450	$4,124	$798	$4,922	83	20	103
Tuzigoot NM	107,796	$5,891	$69	$5,960	118	2	121
Ulysses S. Grant NHS	46,398	$3,297	$763	$4,059	62	24	86
Upper Delaware S&RR	248,284	$6,440	$2,209	$8,649	128	44	172
USS Arizona Memorial	1,557,336	$52,350	$1,889	$54,239	1,123	52	1,175
Valley Forge NHP	1,298,161	$45,688	$5,580	$51,268	1,045	114	1,159
Vanderbilt Mansion NHS	398,125	$3,715	$835	$4,550	74	24	99
Vicksburg NMP	699,314	$38,219	$2,171	$40,390	769	59	827
Vietnam Veterans Memorial	3,633,793	$117,256	$0	$117,256	2,202	0	2,202
Virgin Islands NP	571,382	$69,167	$3,720	$72,887	1,653	97	1,750
Voyageurs NP	220,650	$11,367	3,598	$14,965	227	79	305
Walnut Canyon NM	126,187	$6,896	$2	$6,898	139	4	143
War in the Pacific NHP	209,661	$8,021	$0	$8,021	160	0	160
Washington Monument	591,081	$27,448	$0	$27,448	548	0	548
Washita Battlefield NHS	13,928	$476	$499	$976	9	16	26
Weir Farm NHS	12,536	$891	$728	$1,618	17	17	34
Whiskeytown-Shasta-Trinity NRA	782,014	$29,641	$3,772	$33,414	596	103	699
White House	491,229	$15,851	$6,889	$22,740	298	183	480
White Sands NM	437,042	$22,729	$1,404	$24,133	453	33	486
Whitman Mission NHS	49,337	$1,887	$692	$2,579	38	16	53
William Howard Taft NHS	17,365	$1,234	$505	$1,738	23	12	35
Wilson's Creek NB	121,878	$6,661	$1,807	$8,468	134	45	179
Wind Cave NP	603,158	$43,750	$3,166	$46,916	880	89	968
Wolf Trap NP for Performing Arts	503,016	$35,738	$3,137	$38,875	671	95	767
Women's Rights NHP	18,657	$586	$1,031	$1,617	12	22	33
World War II Memorial	4,079,606	$131,642	$0	$131,642	2,473	0	2,473
Wrangell-St Elias NP & PRES	61,085	$2,396	$4,322	$6,718	40	90	131
Wright Brothers NMEM	494,331	$18,912	$512	$19,424	377	14	391
Wupatki NM	239,603	$13,095	$2,870	$15,965	263	71	335
Yellowstone NP	3,151,343	$338,777	$35,162	$373,939	6,197	883	7,080
Yosemite NP	3,503,428	$263,196	$32,737	$295,933	5,221	998	6,219
Yukon-Charley Rivers NPRES	11,567	$3,809	$1,227	$5,036	64	31	95
Zion NP	2,657,281	$132,966	$9,058	$142,024	2,843	257	3,099

Notes: Non-local visitors are those living beyond a roughly 50-mile radius of the park. Total spending is the sum of non-local visitor spending and payroll spending. Jobs include part-time and full-time jobs, with seasonal jobs adjusted to an annual basis. Total job impacts include NPS jobs, induced effects of NPS salaries, and the direct and secondary effects of non-local visitor spending in the local region.

Table A-5. Impacts of National Park Visitor Spending and Payroll on Local Economies by State, 2007.

State	Recreation Visits (000's)	Non-local Visitor Spending ($000's)	Jobs from Non-local Visitor Spending	Payroll-related Jobs	Total Jobs Supported
Alabama	882	27,017	541	104	645
Alaska	2,637	133,682	2,254	1,185	3,439
American Samoa	0			35	35
Arizona	10,667	726,710	16,798	1,460	18,257
Arkansas	2,741	139,531	2,800	305	3,105
California	34,045	1,033,372	20,098	4,528	24,626
Colorado	5,563	343,241	6,862	2,193	9,054
Connecticut	13	891	17	17	34
District of Columbia	31,739	974,586	18,397	5,944	24,340
Florida	8,014	521,363	9,462	954	10,416
Georgia	6,321	214,686	4,137	808	4,945
Guam	210	8,021	160	0	160
Hawaii	5,123	299,966	6,104	522	6,625
Idaho	552	20,627	389	213	602
Illinois	359	13,395	348	64	412
Indiana	2,216	50,639	1,012	208	1,219
Iowa	207	8,364	169	54	222
Kansas	96	4,214	83	95	178
Kentucky	1,873	94,120	1,885	315	2,200
Louisiana	383	20,932	421	125	546
Maine	2,202	142,149	2,859	204	3,063
Maryland	3,359	178,374	3,476	395	3,871
Massachusetts	9,902	425,253	8,124	795	8,919
Michigan	1,592	45,913	961	258	1,218
Minnesota	622	30,609	610	192	802
Mississippi	6,037	79,124	1,591	287	1,878
Missouri	4,411	170,118	3,299	509	3,807
Montana	4,169	276,497	5,244	947	6,190
Nebraska	275	9,724	194	130	324
Nevada	5,798	177,646	3,542	389	3,931
New Hampshire	29	752	16	23	40
New Jersey	5,502	107,543	2,145	311	2,457
New Mexico	1,622	70,682	1,412	569	1,981
New York	15,824	334,955	6,353	1,103	7,456
North Carolina	19,326	682,471	13,288	710	13,998
North Dakota	492	24,503	489	95	583
Ohio	2,730	47,903	914	341	1,255
Oklahoma	1,383	15,345	297	107	404
Oregon	905	55,736	1,234	212	1,446
Pennsylvania	9,172	348,694	7,552	1,457	9,009
Puerto Rico	1,025	56,041	1,127	100	1,227

Table A-5. Impacts of National Park Visitor Spending and Payroll on Local Economies by State, 2007.

State	Recreation Visits (000's)	Non-local Visitor Spending ($000's)	Jobs from Non-local Visitor Spending	Payroll-related Jobs	Total Jobs Supported
Rhode Island	49	3,506	66	10	76
South Carolina	1,439	42,207	824	124	948
South Dakota	3,622	143,304	2,909	344	3,253
Tennessee	7,889	479,867	9,121	495	9,615
Texas	5,593	229,650	4,525	678	5,203
Utah	8,164	484,616	10,234	913	11,147
Vermont	32	1,759	35	34	69
Virgin Islands	719	76,405	1,797	135	1,932
Virginia	22,815	461,557	9,119	1,413	10,532
Washington	6,892	246,405	5,051	1,036	6,087
West Virginia	1,763	59,129	1,136	629	1,765
Wisconsin	442	22,278	471	104	575
Wyoming	5,785	451,404	7,322	900	8,221
NA (Jobs Corps)				66	66
Total	275,221	10,617,476	209,271	35,143	244,413

Notes: Payroll-related jobs include NPS jobs and the induced effects of the NPS payroll on the local economy, covering parks with visit counts (Table A-2), as well as administrative units and parks without visit counts (Table A-3). Total job impacts include those supported by non-local visitor spending and the NPS payroll. For 20 parks with property in more than one state, activity is allocated using the proportions shown in Table A-7.

Table A-6. Impacts of National Park Visitor Spending and Payroll on Local Economies by NPS Region, 2007.

Region	Visits (000's)	Non-local Spending ($ Millions)	Jobs from Non-local Visitor Spending	Payroll-related Jobs	Total Jobs Supported
Alaska	2,637	134	2,254	1,185	3,439
Harpers Ferry	0	0	0	305	305
Intermountain	40,986	2,538	51,497	7,676	59,173
Midwest	19,792	710	14,244	2,711	16,954
National Capital	43,461	1,198	22,678	2,453	25,132
Northeast	52,278	1,716	34,108	5,063	39,171
Pacific West	55,485	1,902	37,773	7,039	44,812
Southeast	60,583	2,420	46,717	4,289	51,006
Washington Office	0	0	0	4,357	4,357
Jobs Corps	0	0	0	66	66
Total	275,221	10,617	209,271	35,143	244,413

Notes: Payroll-related jobs include NPS jobs and the induced effects of the NPS payroll on the local economy, covering parks with visit counts (Table A-2), as well as administrative units and parks without visit counts (Table A-3). Total job impacts include those supported by non-local visitor spending and the NPS payroll.

Table A-7. Allocation Shares to States for Multi-state Parks.		
Park	**State**	**Share**
Assateague Island NS	MD	33%
Assateague Island NS	VA	67%
Bighorn Canyon NRA	WY	46%
Bighorn Canyon NRA	MT	54%
Big South Fork NRA	KY	41%
Big South Fork NRA	TN	59%
Blue Ridge PKWY	VA	38%
Blue Ridge PKWY	NC	62%
Chickamauga & Chattanooga NMP	GA	50%
Chickamauga & Chattanooga NMP	TN	50%
Chesapeake & Ohio Canal NHP	WV	6%
Chesapeake & Ohio Canal NHP	MD	9%
Chesapeake & Ohio Canal NHP	DC	85%
Cumberland Gap NHP	KY	93%
Cumberland Gap NHP	VA	7%
Delaware Water Gap NRA	PA	29%
Delaware Water Gap NRA	NJ	71%
Dinosaur NM	UT	26%
Dinosaur NM	CO	74%
Gateway NRA	NJ	20%
Gateway NRA	NY	80%
Glen Canyon NRA	AZ	8%
Glen Canyon NRA	UT	92%
Great Smoky Mountains NP	NC	44%
Great Smoky Mountains NP	TN	56%
Gulf Islands NS	MS	25%
Gulf Islands NS	FL	75%
Hovenweep NM	CO	44%
Hovenweep NM	UT	56%
Lake Mead NRA	AZ	25%
Lake Mead NRA	NV	75%
Natchez Trace PKWY	AL	7%
Natchez Trace PKWY	TN	13%
Natchez Trace PKWY	MS	80%
National Capital Parks East	MD	10%
National Capital Parks East	DC	90%
Saint Croix NSR	MN	50%
Saint Croix NSR	WI	50%
Upper Delaware S&RR	NY	50%
Upper Delaware S&RR	PA	50%
Yellowstone NP	WY	49%
Yellowstone NP	MT	51%