

Monticello's Economic Impact on the Charlottesville-Albemarle Area



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&
CATHERINE E. BARCHERS



WELDON COOPER
CENTER FOR PUBLIC SERVICE
University of Virginia

DECEMBER 2001

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The Weldon Cooper Center for Public Service
University of Virginia

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Foreword

The Cooper Center contracted with the Thomas Jefferson Foundation in the summer of year 2000 to make this study. The research was under the direction of John L. Knapp, Professor and Research Director of the Business and Economics Section. In this capacity Mr. Knapp designed and directed the study and was responsible for final approval of all content. Research assistant Catherine E. Barchers worked with Mr. Knapp throughout the study, handled much of the day-to-day work of the study, created much of the PowerPoint presentation, took photographs, and served as co-author of the final report. Research specialist Stephen C. Kulp, also of the Business and Economics Section, played an important role in the study, especially as a technical consultant for the final report. Research assistants Julie Arehart, Katherine F. Wagoner, Michael E. Welsler, and Allison E. Wiley provided valuable assistance as well. Susan Wormington of the Publications Section aided in graphics work for the study and the PowerPoint presentation.

Katherine L. Imhoff, Chief Operating Officer of the Thomas Jefferson Foundation, was our principal contact at the Foundation. Other valuable contacts at the Foundation included Fax Ayres, Ann Frank, Joan Horn, Daniel P. Jordan, Laura Krom, Wayne Mogielnicki, Paula Newcomb, Lee Scouten, and Glen Slosson.

The Center for Survey Research at the University of Virginia worked with the Cooper Center to develop an effective general visitor survey and assisted in pre-

testing and related analysis. Thomas M. Guterbock, Larry Hollen, and Valerie Fuller assisted with the development and testing of the general visitor survey.

Timothy O. Kestner, economist at the Virginia Employment Commission, ran all of the data through the IMPLAN input-output model and worked with the Cooper Center to interpret the results. This was done in the midst of a heavy schedule of other work including another project for the Cooper Center, and we are grateful that he could accommodate our data needs. He also consulted with the Center on the conversion of survey and administrative data into IMPLAN categories. His assistance was crucial to the success of the study.

Kirsten Niemann of the Virginia Tourism Corporation provided background information on travel in Virginia. Laura Rotegard shared another study, "1995-96 Economic Impact of Travel to the Blue Ridge Parkway, Virginia and North Carolina," which served as an insightful reference. Billy W. Kinsey of the Virginia Center for Urban Development at Virginia Commonwealth University provided several impact studies that were quite helpful.

While we want to give full credit to all of the people who provided assistance, we take complete responsibility for the final product.

John L. Knapp
Catherine E. Barchers

Charlottesville, December 2001



MONTICELLO

DANIEL P. JORDAN
President

November 15, 2001

With more than 500,000 visitors annually and a paid staff that numbers over 350, Monticello has played a significant role in the economic life of Charlottesville and Albemarle County for many years. That's no secret. But the level of Monticello's impact on the local economy had never been measured in any quantitative manner.

To bridge the gap, so to speak, between what people have assumed and what the real numbers are, the Thomas Jefferson Foundation, Inc., in July 2000 contracted with the University of Virginia's Weldon Cooper Center for Public Service, one of the most respected institutions of its kind in the country, for a study that would accurately gauge the importance of Monticello to the Charlottesville-Albemarle economy. By evaluating survey responses and administrative data through recognized methods and models, the Cooper Center's report has been able to do just that.

Some of the figures contained in this report may seem surprisingly high to some readers, surprisingly low to others. But these are hard numbers, and they clearly confirm what both the Foundation and local residents have "known" all along, namely that Monticello is truly integral to the economic vitality of its home communities.

While recognizing that no study can account for every single economic activity related to any site or institution, we accept the study's findings as the most accurate and most reliable possible, and we thank and congratulate the people at the Cooper Center for a job well done. However, while appreciating all of the dollar values that form the core of the report, we reserve the right to maintain that Monticello, as both a historic site and the embodiment of Jefferson's ideas and ideals, is truly priceless.

Sincerely,



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Executive Summary

The Thomas Jefferson Foundation contracted for the study with the University of Virginia's Weldon Cooper Center for Public Service for a fixed price of \$20,000. The contract was signed in July 2000 and the study was completed fifteen months later. The study involved surveys of general visitors and of student groups. The general visitor survey form was distributed to 8,318 visitor parties. Usable responses were received from 1,234 visitor parties resulting in a response rate of 14.8 percent. The school survey was mailed to 210 school groups. Replies were received from 106 groups, resulting in a response rate of 50.5 percent. In addition to the surveys, the Cooper Center collected data from the Foundation's administrative records and obtained information from ongoing visitor surveys performed by Alan Newman Research, a Richmond marketing research company under contract to the Foundation.

The study assesses the importance of Monticello to the Charlottesville-Albemarle area economy. Most local residents understand the importance of Thomas Jefferson to the community, but they do not have a grasp of the economic impact of visitors who come to see his home. While the stream of visitors to the home of our third president is a good indicator of the attraction's economic importance, the visitor flow does not translate into quantitative estimates of economic significance. The purpose of the study is to fill that information gap. Of course, the local economic impact of Monticello is only one aspect of this well-known visitor attraction. Quantitative data cannot begin to capture

Monticello's historical, cultural, and intellectual value. Nonetheless, economic impact information provides another dimension of this nationally recognized historic site.

Major findings:

- Of the 525,147 total visitors to Monticello in year 2000, a total of 420,118 were classified as general visitors. General visitors spent an average of \$101.12 per person while in the Charlottesville-Albemarle area. The average is based on all general visitors, including children, and visitors for a short time as well as those who stayed for one or more nights.
- Lodging was by far the largest category of expenditures. The average expenditure of \$37.97 on overnight accommodations represented 38 percent of the local travel budget. Food and beverages was the second largest category, accounting for 26 percent of total spending.
- Monticello plays a very significant role in the Charlottesville-Albemarle economy because of the volume of visitors and their level of education and income. According to an earlier survey taken in 1999 by Alan Newman Research, an overwhelming majority of visitors have at least a college degree (79 percent). An impressive 94 percent have had at least some college background, a fact that helps account for the finding that nearly three-fourths of Monticello visitors reported household incomes of at least \$50,000. In fact, over a quarter reported

pre-tax incomes in excess of \$100,000. Visitor median income of \$72,115 was 1.8 times greater than the national median.

- The importance of Monticello visitors to the Charlottesville-Albemarle area lodging industry is already apparent in the \$37.97 expenditure per visitor on overnight accommodations. The reason this amount is so substantial rests on the 49.6 percent of Monticello visitors who choose to stay overnight in the area.
- Authors of economic impact studies must be careful to avoid counting spending that would have occurred in the absence of the feature or attraction being measured. This did not prove to be a problem for this study since four-fifths of general visitors to Monticello came to the Charlottesville-Albemarle area for the primary purpose of touring the mansion and grounds. Furthermore, nearly all visitors were nonresidents.
- A total of 105,029 visitors came to Monticello in school groups in 2000, spending an average of \$13.92 each while in the local area. School group visitors have different spending patterns than those of general visitors. The largest category of expenditures for school groups was Monticello admissions, which represented 38 percent of the total. The second largest expenditure for school groups was food and beverages, such spending accounted for 30 percent of total outlays by school group visitors.
- Total direct expenditures attributable to Monticello amounted to \$33.9 million. This figure includes non-Monticello general and school group visitor expenditures, as well as all expenditures made in the Charlottesville-Albemarle area by the Thomas Jefferson Foundation itself. The spending total was adjusted to avoid double counting and to allow for initial spending that does not result in local economic activity.
- The economic impact of Monticello exceeds the amount of money spent by visitors and the Thomas Jefferson Foundation. To calculate the total impact, the authors used IMPLAN, a well-known input-output model. The IMPLAN name stands for Impact Analysis for PLANning.
- Monticello accounted for \$47.2 million of total output in the area. Value added—the value of output minus the cost of materials, supplies, containers, fuel, purchased electricity, and contract work—was \$28.9 million. Labor income, the largest component of value added, was \$16.8 million.
- The total impact on employment was 919 full-time-equivalent (FTE) workers. Thus, although Monticello itself only employed an average of 282 people (both full-time and part-time) in year 2000, the overall impact was much larger. The difference is explained by the many jobs in lodging establishments, restaurants, gift stores, gas stations, and other local business credited to the local area's premier visitor attraction. The FTE workers credited to Monticello accounted for 1.1 percent of total employment in the Charlottesville-Albemarle area.
- Monticello generates state and local tax revenues even though the enterprise is tax exempt. The activities that the Foundation generates provide substantial tax revenue. Monticello accounted for \$4.6 million of state and local taxes in fiscal year 2001, divided equally between the

state government and the two local governments.

- In addition to the current outlays examined in the study, the Foundation often spends large amounts of money on capital improvements. The Foundation has already spent \$3.6 million on the Thomas Jefferson Parkway, and plans to spend another \$4.4 million in the next couple of years. The proposed Jefferson Library has already cost \$700,000, and an additional \$4.8 million is necessary to complete the library. The Foundation also plans to undertake three new projects

whose projected construction costs total \$83.3 million.

Major Study Products

The study is being released in three forms: (1) a brief four-page synopsis, (2) the full study including an executive summary, the main text with tables and figures, a detailed appendix, and a bibliography, and (3) a Power Point presentation. The full report will be available from the Cooper Center in hard copy for \$10 plus shipping and handling charges and free in Adobe Acrobat on the Cooper Center's web page.

**Monticello's Economic Impact on the
Charlottesville-Albemarle Area**

Monticello's Economic Impact on Charlottesville-Albemarle

Introduction

Monticello, Thomas Jefferson's famous home that attracts tourists, scholars, and architects alike, plays a major role in the economy of the Charlottesville-Albemarle area. The area, which is often referred to as "Jefferson's country," is composed of the City of Charlottesville and the surrounding County of Albemarle. Monticello is an economic force in its own right as an employer and consumer of locally purchased goods and services. It is also the area's primary tourist attraction, and in that capacity, its visitors generate revenue from lodging, food, transportation, and entertainment expenditures. Although Monticello clearly benefits the local economy, the dollar magnitude of this contribution has never been studied in detail. The local economic impact of Monticello is only one aspect of this well-known visitor attraction. Quantitative data cannot begin to capture Monticello's historical, cultural, and intellectual value. Nonetheless, economic impact information provides another dimension of this nationally recognized historic site.

To measure the economic impact of Monticello, the Thomas Jefferson Foundation contracted with the University of Virginia's Weldon Cooper Center for Public Service to perform a detailed study. Work began in late summer 2000 and was completed in December 2001. During the course of the study the Cooper Center conducted extensive surveys, obtained detailed administrative data from the Foundation, and

worked with the Virginia Employment Commission to run its copy of the IMPLAN input-output model. The resulting study covers both direct and indirect expenditures resulting from Monticello's operation.

Monticello's 525,147 visitors in calendar year 2000 fell into two groups: (1) general visitors who are in individual travel parties or with tour groups, and (2) school group visitors. There were 420,118 general visitors and 105,029 visitors in school groups. The direct spending of these visitors in the Charlottesville-Albemarle area amounted to \$33.9 million. Many of the dollars were recirculated locally so that the final impact was \$47.2 million.

Background on Monticello

Monticello, the only American house on the World Heritage List, is open to tourists year-round. Designed by Thomas Jefferson and constructed and remodeled under his direction between 1769 and 1809, the neoclassic masterpiece has been owned, operated, and protected by the Thomas Jefferson Foundation since 1923. Approximately 60 percent of the home's furnishings are authentic and have been either bought back or lent to the Foundation for display. In addition to the house, visitors admire Monticello for its impressive gardens and study its plantation history. Garden and plantation tours are offered in addition to house tours. The Thomas Jefferson Foundation also offers numerous educational programs for students, families, college students, and adults. The programs

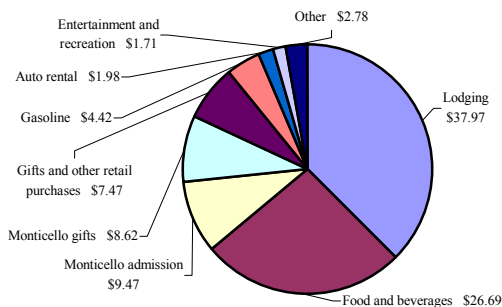
cover colonial family life, slave life, archeology, gardening, architecture, and plantation operation.

Direct Spending

General Visitors

General visitors spent an average of \$101.12 per person while in the Charlottesville-Albemarle area. The average is based on all visitors, including children, and visitors for a short time as well as those who stayed for one or more nights. Lodging was by far the largest category of expenditures. The average expenditure of \$37.97 on overnight accommodations represented 37.6 percent of the local travel budget (**Figure 1**). Food and beverages was the second largest category, accounting for 26.4 percent of total spending.

Figure 1: General Visitor Expenditures Per Person



Monticello plays a very significant role in the Charlottesville-Albemarle economy because of the volume of visitors and their level of education and income. Based on an earlier survey taken in 1999 by Alan Newman Research, an overwhelming major-

ity of visitors have at least a college degree¹. Accordingly, most visitors have high incomes. In the 1999 survey nearly three-fourths of Monticello visitors reported household incomes of at least \$50,000.² In fact, over a quarter reported pre-tax incomes in excess of \$100,000. The median income of Monticello visitors (\$72,115) was 1.8 times greater than the national median.³

The local lodging industry is a major beneficiary of Monticello's presence, because many visitors to the mansion stay overnight in the area. Our visitor survey revealed that 49.6 percent of general visitors stayed overnight. Similarly, the Alan Newman study indicated that 48 percent of general visitors chose to stay overnight at either hotels or campgrounds in the area.

Impact studies must be careful to avoid counting spending that would have occurred in the absence of the feature or attraction being measured. This is not a concern for our study since most visitor spending was directly attributable to Monticello.

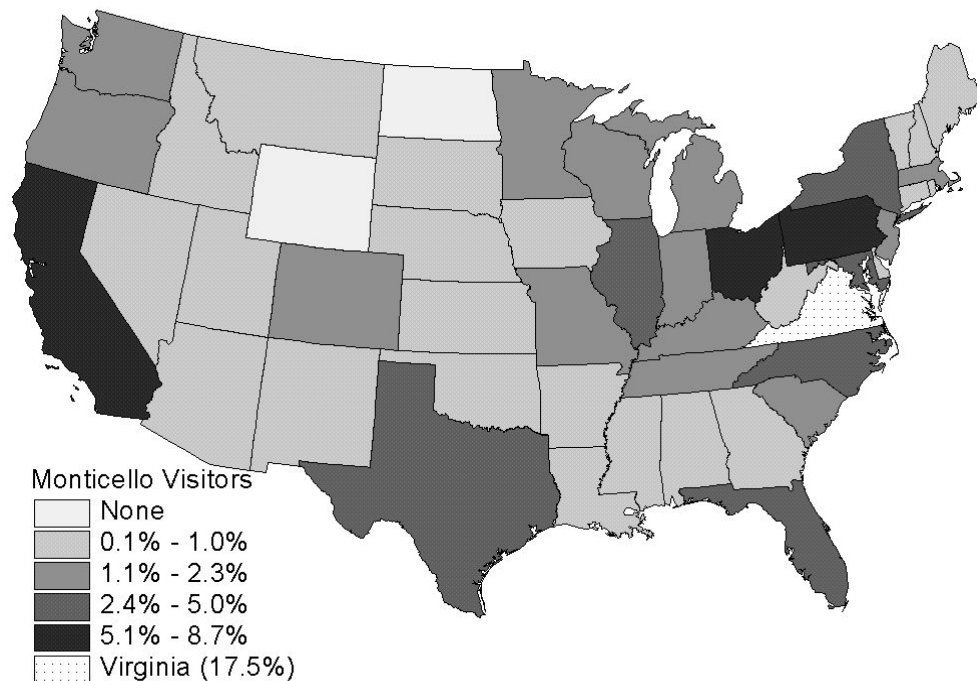
¹ According to the Newman study, 79 percent of Monticello visitors had a college degree and 94 percent had at least some college experience.

² The proportion of visitors with incomes exceeding \$50,000 was 74 percent. This percentage was calculated after excluding the 14 percent of respondents who did not respond to this question. Information came from a 1999 survey conducted by the Alan Newman Company for the Thomas Jefferson Foundation.

³ According to the Newman study, nearly three quarters of Monticello visitors reported household incomes of at least \$50,000, and over a quarter reported pre-tax incomes in excess of \$100,000. The median income of Monticello visitors was \$72,115. In 1999 the national median household income was \$40,816. Source: U.S. Census Bureau, Current Population Reports, P60-209, *Money Income in the United States: 1999*, U.S. Government Printing Office, Washington, DC, 2000. Online:

<http://www.census.gov/prod/2000pubs/p60-209.pdf>

Figure 2: Monticello General Visitors



According to our survey, four-fifths of general visitors to Monticello came to the area with the primary purpose of touring the mansion.⁴

Furthermore, the 99 percent of visitors coming from places other than Charlottesville-Albemarle bring new money into the area. **Figure 2**, which shows the state of residence of general visitors from the continental U.S., illustrates the wide draw of Monticello. In addition to the United States mainland, surveyed visitors traveled from Alaska, Hawaii, England, Canada, Germany, France, Australia, Scotland, and Switzerland.

⁴ According to our general visitor survey, 51.9 percent visited the area just to see Monticello, 18.5 percent to see Monticello and other local attractions, and 9.2 percent to see Monticello stopped by the area on the way elsewhere in order to see Monticello.

School Group Visitors

Visitors in school groups spent an average of \$13.92 each while in the Charlottesville-Albemarle area. School group visitors have different spending patterns than general visitors. The largest category of expenditures for school groups was Monticello admissions, which represented 37.8 percent of the total. The second largest expenditure category for school groups was food and beverages. That category accounted for 29.9 percent of total spending. **Table 1** shows a complete breakdown of school group expenditures.

Table 1: Average Expenditure per School Group Visitor by Category

Category	Expenditure per Student (\$)	% of Total
Monticello admission	5.26	37.8
Food and beverages	4.16	29.9
Lodging	2.14	15.4
Entertainment and recreation	1.05	7.6
Monticello gifts	0.44	3.2
Gasoline	0.39	2.8
Gifts and other retail purchases	0.28	2.0
Other	0.21	1.5
Total	13.92	100.0

About 30 percent of school group survey respondents traveled to Monticello from states other than Virginia. A total of 9.4 percent of school group respondents stayed overnight in the Charlottesville-Albemarle area. Almost all of the school group visitors (95 percent) visited the local area with the primary purpose of visiting Monticello or visiting Monticello as well as other local attractions.

Total Direct Expenditures

Total direct expenditures attributable to Monticello amounted to \$42.3 million before adjustments. This figure includes general and school group visitor expenditures, as well as all expenditures made in the Charlottesville-Albemarle area by the Thomas Jefferson Foundation itself. Since visitor expenditures at Monticello are captured in financial records of the Foundation, it was necessary to adjust the survey expenditure data to avoid double-counting.

By far the largest source of expenditures was the spending of general visitors. Their \$34.9 million of spending, exclusive of admission, gift store, and other purchases

at Monticello, represented 82.4 percent of the total. School group expenditures totaled \$863 thousand, or 2 percent of the total. The Thomas Jefferson Foundation was responsible for an additional \$6.6 million in spending, or 15.5 percent of the total.

Only a portion of the \$42.3 million of direct expenditures could be used in the IMPLAN model. Before the amounts could be run through the model, the total amount of direct spending was adjusted for relevant margins. Retail trade and some other sectors were adjusted for the cost of goods sold when these goods were purchased outside of the study area. Marginal adjustments were also made in wages and salaries to exclude federal and state individual income taxes and Social Security taxes. Once these changes are made, the IMPLAN model adjusts the data for leakages. Leakages refer to money first spent locally and then respent outside of the study area.

Table 2 shows adjusted direct expenditures in the Charlottesville-Albemarle area by major category. Lodging and restaurants are the two largest expenditure categories. Together, they represent 76.4 percent of total adjusted direct spending.

Table 2: Adjusted Direct Spending by Category, 2000

Category	Amount Spent (\$)	% of Total
Hotels and lodging places	14,795,693	43.6
Restaurants	11,469,595	33.8
Government industry	1,776,782	5.2
Other retail and wholesale trade	1,386,219	4.1
Services	1,274,386	3.8
Entertainment	811,961	2.4
Banking, insurance, and real estate	721,121	2.1
Business services (health, legal, education, social)	472,615	1.4
Automotive dealers and service stations	411,663	1.2
Transportation, communications, and utilities	344,311	1.0
Manufacturing	174,960	0.5
Professional services	87,417	0.3
Construction and building repair	86,867	0.3
Agriculture, forestry, fishing, and mining	56,719	0.2
Nonprofit and other organizations	46,452	0.1
Total	33,916,768	100.0

Estimates of Total Impact

The total economic impact of Monticello exceeds the amount of money initially spent by visitors and the Thomas Jefferson Foundation. To calculate the total impact we used the IMPLAN input-output model. The Virginia Employment Commission, which has a site license for the model, generously lent its assistance in running the model.

The “direct” column in **Table 3** contains estimates of output, value added, labor income, and employment created from spending by Monticello’s visitors and the Thomas Jefferson Foundation. The employment estimates are adjusted to a full-time equivalent employment (FTE) basis. The “indirect” column signifies the effects on local industries from inter-industry purchases. For example, the restaurant food purchased by visitors requires transportation and handling that will result in additional

output, income, and employment. The “induced” column represents the economic activity resulting from the expenditures of additional household income generated by the direct and indirect effects. For example, the spending of employees of lodging places with Monticello visitors is picked up in the induced column. The “total” column is the sum of the direct, indirect, and induced columns.

Monticello accounted for \$47.2 million of total output in the local area. The bulk of this output (\$33.9 million) was direct, but indirect (\$6.8 million) and induced (\$6.4 million) were significant components of output as well. Value added — the value of output minus the cost of materials, supplies, containers, fuel, purchased electricity, and contract work — was \$29 million after including direct, indirect, and induced effects. Total labor income, the largest component of value added, was \$16.8 million,

and total employment was 919 FTEs. Most employment was at local businesses serving Monticello visitors. Average annual full and

part-time employment in year 2000 at Monticello was 282, including workers not living in the Charlottesville-Albemarle area.

Table 3: Monticello Impact on Output, Value Added, Labor Income, and Employment in Charlottesville and Albemarle County

	Direct	Indirect	Induced	Total
Output (\$)	33,916,769	6,821,307	6,482,498	47,220,572
Value added (\$)	20,215,431	4,366,837	4,385,700	28,967,967
Labor Income (\$)	12,243,815	2,329,129	2,231,751	16,804,695
Employment	721	97	101	919

Tax Impact

As already illustrated, Monticello is an important economic generator. Naturally, it also impacts tax revenues at state and local levels even though the enterprise is tax exempt. The reason for this anomaly is that although the Foundation does not pay taxes, the activities that it generates provide substantial tax revenue. According to the estimates shown in **Table 4**, Monticello accounted for \$4.6 million of state and local taxes in 2000-2001. Included in the total is \$1.3 million from the state sales and use taxes and \$700 thousand from the state individual income tax. The state government collected an additional \$348 thousand from

a variety of other taxes including the corporate income tax and the motor fuels tax. Charlottesville and Albemarle local governments collected another \$2.3 million. This amount represented 1.6 percent of the combined tax revenue of the two localities. Lodgings tax collections attributable to Monticello amounted to \$749 thousand or 28.4 percent of the local government's revenue from that source. Restaurant meals tax revenue attributable to Monticello amounted to \$392 thousand or 5.8 percent of the revenue from that source. The local option sales and use tax amounted to \$361 thousand or 2.1 percent of the revenue from that source. The remaining \$811 thousand came from local taxes on property, business licenses, and other sources.

Table 4: Impact of Monticello on State and Local Taxes, 2000-2001

Tax Source	Amount (\$)
State taxes	
Sales and use tax	1,263,502
Individual income tax	688,992
Other state taxes (corporate income, motor fuels, etc.)	347,616
Total state taxes	2,300,110
Charlottesville-Albemarle taxes	
Lodgings tax	749,134
Meals tax	392,287
Local options sales and use tax	361,001
Other local taxes (property, business license, etc.)	811,103
Total Charlottesville-Albemarle taxes	2,313,525
Total state and local taxes	4,613,635

Capital Outlays

This study is limited to current outlays, since they are recurring and provide the most accurate measure of economic impact. From time to time the Thomas Jefferson Foundation spends major amounts on capital improvements. Such spending creates additional economic activity in the Charlottesville-Albemarle community. In 1997 the Foundation began construction of the Thomas Jefferson Parkway. The parkway begins with an 89-acre outdoor classroom called Kemper Park, proceeds up the 1.6 mile Saunders-Monticello Trail, and includes a stone arch bridge called Saunders Bridge. From 1997 to 2000, the Foundation spent approximately \$3.6 million, and it expects to spend an additional \$4.4 million in the next few years. The planned Jefferson Library, a 15,500-square foot advanced building that will contain unique and extensive resources and collections relating to Jefferson, has already cost the Foundation \$700,000. The Foundation estimates an additional \$4.8 mil-

lion will be spent to complete the library. In the future, the Foundation plans to undertake three new projects whose projected construction costs total \$83.3 million. The \$53.7 million Gateway Campus will hold the new visitors center to be called the Monticello Gateway and Jefferson History Center. This center will include such features as ticketing, orientation theaters, an auditorium, a large education center, a restaurant, museum and garden shops, and visitor parking. The \$17.2 million Administrative Campus will bring together many currently separated departments of the Foundation including the executive, curatorial, restoration, development and public affairs, finance, human resources, and information systems departments, to name a few. The Foundation also plans to spend \$12.4 million in construction costs for mountaintop facilities.

Closing Remarks

This study has necessarily focused on the measurable local impact of Monticello on

the area economy. We would be remiss if we did not acknowledge that Monticello offers many additional benefits resulting from its unique aesthetic, historical, cultural, and intellectual value. Monticello attracts many visitors to Virginia who also travel to other prominent state attractions like Williamsburg, Mount Vernon, and Civil War battle fields. Local real estate developers frequently use proximity to nationally re-

nowned Monticello in their efforts to make sales. Monticello also offers a wealth of knowledge and resources that have been used in creating very profitable books and movies. The steady flow of more than a half million visitors per year shows the long-term nature of Monticello's impact. These benefits that fall outside of this study's constraints add much to the total impact of Monticello.

Appendices

Appendix A: Methodology

Introduction

This study is based on both survey data and administrative data. Two surveys were created to collect visitor information; one survey was for general visitors and the other was for school groups. The Thomas Jefferson Foundation provided all needed administrative data, including financial records, the total number of visitors by year, percentage of visitors by type, school group contacts, and employee residence information. Additional insight on visitor characteristics was gained from the Alan Newman research survey results. Finalized expenditure data were fed into the IMPLAN input-output model, and the results were analyzed to determine the complete impact of Monticello-related expenditures on the Charlottesville-Albemarle economy. This appendix details the survey methodology, explains adjustments to expenditures before they were used in IMPLAN, and describes the methodology used for tax estimates.

General Visitor Survey

Data were collected from a survey designed and tested by both the Cooper Center and the Center for Survey Research at the University of Virginia (see Appendix B: Facsimiles of Surveys for a copy of the form). Many important considerations were taken into account before creating a final product. An appropriate sample size had to be determined to ensure that our results were precise and that they would have no more than a small mar-

gin of error. Research revealed that a sample size of 1,000 provided a low margin of error regardless of population size, so we decided we would collect survey information from at least 1,000 respondents.

After deciding on an appropriate sample size, we worked with the Center for Survey Research to determine the best method of collecting the survey data. Three options were seriously considered: (1) an intercept survey method employing trained survey takers, (2) a survey distributed at the ticket window to be completed and dropped into clearly marked collection boxes, and (3) distribution of a survey at the ticket window with a business reply mail envelope so that respondents could complete the form after their trips. The personnel cost of performing an intercept survey would have been excessive so this option was dropped. We believed that Monticello visitors would find it more convenient to drop surveys in a box on site rather than mail them at a later date, so we originally planned to distribute the forms at the ticket window and ask respondents to leave completed forms in one of several boxes at Monticello. This method was tested and at the end of one day of survey distribution, there were only a couple of completed responses. Therefore we abandoned this approach and experimented with a mail-back form.

The mail-back format was reasonably effective so we chose it. We supplied the

Monticello ticket office with survey forms on a daily basis. The cashiers were instructed to distribute one survey to every third transaction. A transaction can cover one or more persons since individuals traveling together as a family or friends usually combine their ticket purchases in one transaction.

The final data for those days the surveys were distributed show that the actual distribution rate was 28 percent instead of the desired 33 percent. Furthermore, there were some indications that questionnaires were not always distributed on a random basis but instead in batches. Nonetheless, we do not believe that the actual manner of distribution compromised the study since the questionnaires were still distributed indiscriminately throughout the day on the specified days. In the end, we received 1,261 responses after distributing 8,318 forms. Our overall response rate was 15.2 percent.

Creating an effective questionnaire required much thought and testing. One of the largest issues involved how to design a survey that would encourage respondents to include all of their expenditures in the local area, including those before, during, and after the visit to Monticello. Since the vast majority of visitors to Monticello are not from Virginia, they would be unlikely to recognize the boundaries of Charlottesville City and Albemarle County. However, we determined that a fifteen-mile radius around Monticello roughly represented these limits, and we de-

finied the Charlottesville-Albemarle area as such on the survey form.

The three unique surveys used for the pre-tests each employed different methods of encouraging respondents to include all spending during their entire stay in the Charlottesville-Albemarle area. The information learned from the pre-tests was helpful, and the final questionnaire was an improvement over the three pre-test forms.

Our survey research posed several important concerns that we needed to address in order to be confident in our data.

The goal of our sample survey was to select a representative and unbiased group of visitors whose responses could be expanded to account for the universe of all visitors, but time and budget constraints imposed limitations. We had to address variation in expenditures by day of week and time of year. We accounted for differences in daily spending by distributing the survey seven days a week. The survey was distributed throughout September and October of year 2000, and it is unlikely that the spending patterns of Monticello visitors during those months differed in any way significantly from those of visitors during other months. Furthermore, the year 2000 was not atypical when compared with attendance records from previous years, so it is reasonable to say the survey was representative.

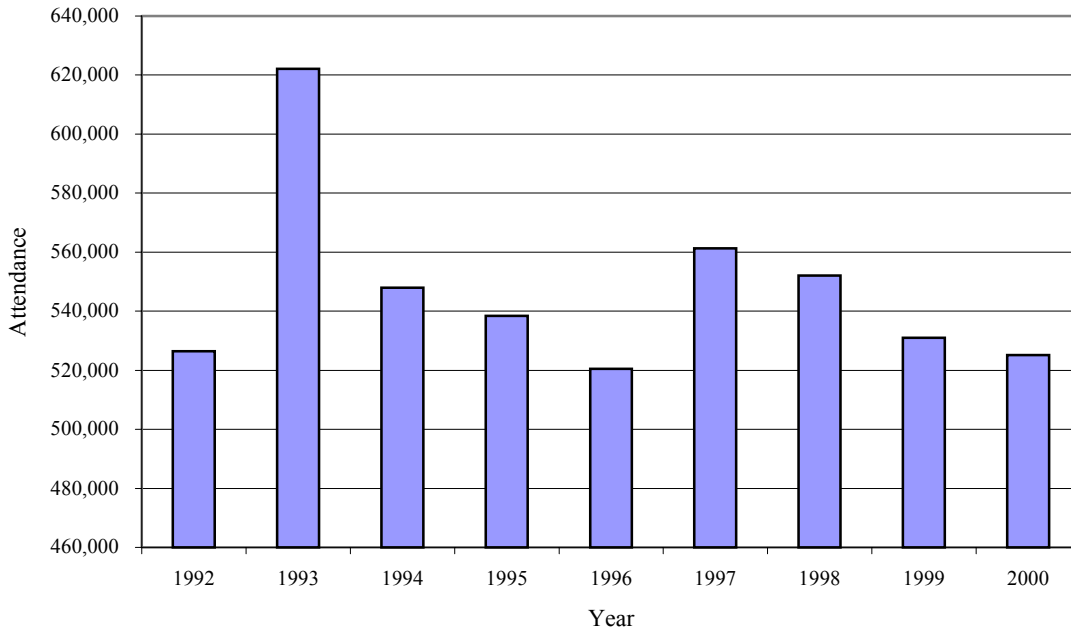
Figure A.1: Annual Attendance Totals

Figure A.1 shows total attendance figures by year of Monticello visitors. Attendance in 1993, the 250th year since Jefferson's birth, was unusually high. Otherwise, it can be seen that annual attendance falls in the 520,000 to 560,000 range.

Another concern we faced in designing the survey involved the accuracy of prospective versus retrospective estimates of expenditures. We designed the survey to obtain information about the actual spending of Monticello visitors during their entire stay in the local area, but we could only distribute the forms when visitors were at Monticello. If we had collected visitor spending information while the respondent was at Monticello, we would have had to rely on vague estimates of total expenditures because most visitors do not know in advance exactly how much money they would spend on any part of their trip. Prospective estimates would therefore have been of questionable accuracy. By using a mail-back survey that asked

visitors to complete the form after leaving the area, we ensured that we would receive retrospective estimates instead. Unfortunately, retrospective estimates also carry some risk because visitors may not remember exactly how much they spent. Even so, retrospective estimates are likely to be more accurate than prospective ones since they are based on what actually happened.

The average expenditure per person calculated from the Monticello survey was compared to average expenditures per person in other studies to ensure that the Monticello results were reasonable. The average total expenditure per Monticello visitor was \$101.12. General visitors stayed an average of 1.09 days in the local area, so the average expenditure per person per day was \$93. The average number of days was calculated by assigning a value of 8 hours to all visitors who did not stay overnight, 32 hours to all visitors who stayed one night, 56 hours to those who stayed two nights, and 80 hours

to those who stayed three nights. The number of days was then multiplied by the percentage of visitors who stayed for each amount of time, and then these values were summed in order to determine the weighted average number of days spent in the local area. Furthermore, general visitors spent an average of 64 percent of their money on food and lodging, so the total spent on lodging per person per day totaled \$59.52. A report issued by the American Automobile Association (AAA) in June 2001 showed that visitors to Virginia spent an average of \$53 per person per day on meals and lodging while traveling in Virginia. The Virginia Tourism Commission's 1997-1998 Virginia Visitor Study revealed \$66 was the mean amount spent per person per day while in Virginia. In general, per person per day results are difficult to compare because the definition of a day is not standardized.

Information on the average expenditures per visitor to Monticello was expanded to estimate the total spent by all visitors to Monticello in year 2000. Only responses including the total number of people in the travel party were included in the analysis. The average expenditure per visitor was calculated separately for each respondent for each category on the survey form, including lodging, car rental, food, Monticello admissions, other local admissions, Monticello gifts, other local shops, service stations, and other. All of the mean expenditure amounts for each category were then averaged together to determine the average expenditure per person per category. Some amounts were summed together to create a larger category of expenditures. Entertainment included spending on admissions at Monticello and at other local attractions, and gifts included retail purchases made at Monticello gift stores and other shops. Although all expenditure categories were used to determine the total expenditures per person by cate-

gory, only the spending not done at Monticello was counted in IMPLAN.

School Survey

The 20 percent of Monticello's visitors that are in school groups have far different spending habits than Monticello's general visitors. Therefore, we needed a separate survey for them. The best means of obtaining data on school children expenditures was to contact the leaders of the school groups. Accordingly, we created a survey form that asked group leaders to estimate the expenditures of their students and themselves (see Appendix B: Facsimiles of Survey Forms). The Thomas Jefferson Foundation provided contact information for 210 different schools that had visited Monticello in the past couple of years. The survey form included questions on the date of the group's last visit to the area, the duration of the stay in the local area, the size of the travel group, and the purpose of the visit. The remaining questions concerned expenditures. If the group stayed overnight in the local area, the leader was asked to include information on the number of nights, the number of rooms occupied, and the approximate price per room.

Some school groups pay for meals in one lump sum, whereas some groups have all individuals bring money and pay separately. In order to get the most accurate information available for both types of school groups, we asked respondents to either estimate the average amount spent per person for each meal during the trip or the total amount spent by the group for each meal. Because school group leaders arrange the trip, they are aware of the total amount the group spends on admissions. Consequently, we asked leaders to supply a total amount spent on Monticello admissions and a total amount spent on other local admissions. The children usually make individual purchases

of gifts and souvenirs, but they generally follow recommendations of group leaders. We decided the most accurate way to account for such purchases would be to ask group leaders to estimate the amount spent per person on gifts and souvenirs. Lastly, we asked for an estimate of total spending at local service stations and on everything else.

We mailed an explanatory letter, a survey form, and a business reply mail envelope to every school group contact on our list. A few surveys were returned to sender, so we were unable to reach a few of our contacts. Between October 27th and December 11th, we received 106 school group responses. Accordingly, our final response rate was 50.5 percent of all forms mailed.

We entered all responses into a Microsoft Excel spreadsheet so that the data could be analyzed and expanded. Responses that did not include the total number of people were excluded from the results. The average expenditure per school group visitor was calculated separately for each respondent for each category on the survey form, including meals, admission to Monticello, admission to other area attractions, purchases at Monticello stores, purchases at other retail stores, spending at service stations, and spending everywhere else. The mean of the averages was taken in order to

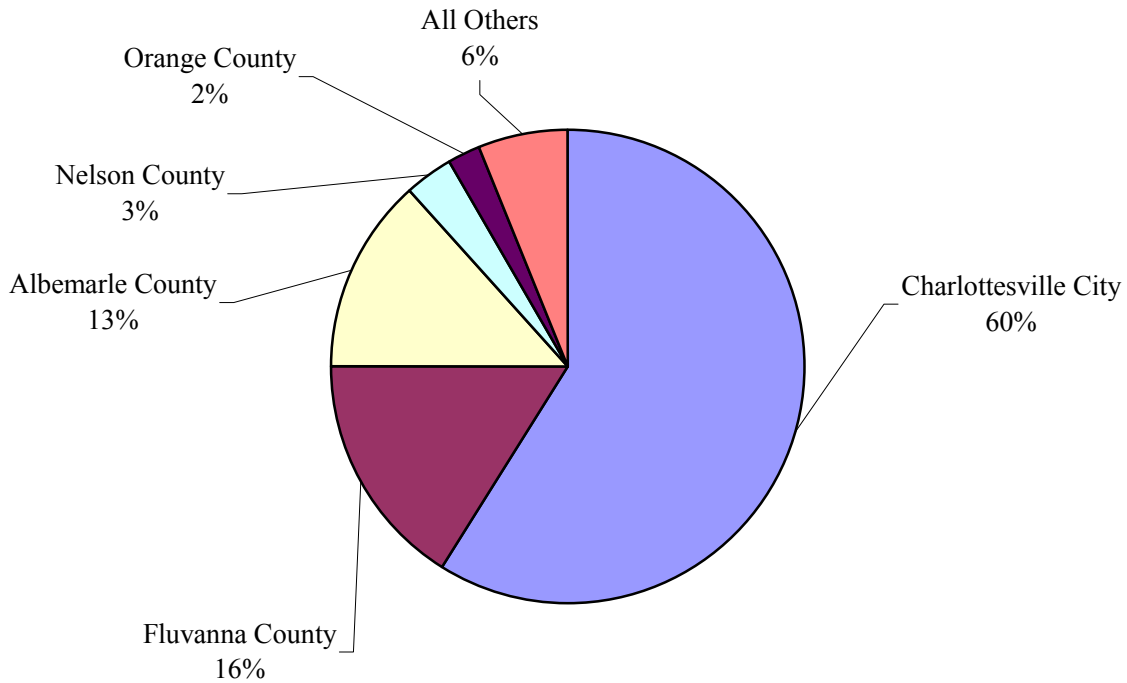
determine the average amount spent on each category. These final average amounts were all multiplied by 105,029, the total number of school group visitors to Monticello in year 2000.

Administrative Data

The Thomas Jefferson Foundation provided its financial records on all expenditures made by the Foundation in year 2000 in Charlottesville City and Albemarle County. The Cooper Center worked closely with the Foundation to ensure only expenditures made within the local area were included in the financial report. The survey data were adjusted to avoid double counting on Monticello-related expenses. We used financial records to account for Monticello-related expenditures rather than the survey data on Monticello admissions and Monticello gift purchases because financial records are the most accurate source of information.

The scope of the study is limited to Charlottesville City and Albemarle County, so we only included the Foundation's wage expenditures for employees who reside in either of the two localities. A total of 73 percent of Monticello's employees lived in the local area. **Figure A.2** provides a breakdown of employee residence locations.

Figure A.2: Thomas Jefferson Foundation Employee Residence



Direct Expenditures

Three different sources of information were used to calculate total direct expenditures: general visitor survey data, school group visitor survey data, and Thomas Jefferson Foundation administrative records. The administrative records replaced survey data on expenditures for Monticello admissions and gifts. After subtracting the relevant Monticello expenditures, spending by general visitors to Monticello amounted to \$34.9 million. School group expenditures totaled \$863 thousand, and the Foundation's spending amounted to \$6.6 million.

Adjustments to Direct Expenditures

The amounts listed in **Table A.1** reflect direct expenditures adjusted for margins. The original numbers were modified to remove specific percentage amounts of certain categories of expenditures because only a certain percentage actually impacts the relevant area. IMPLAN developed these margins to prevent the overstatement of economic effects by counting spending that does not stay in the local economy.

Table A.1: Direct Expenditures Adjusted for Margins

Category	Direct Expenditures (\$)	Margin	After Adjustment for Margins (\$)
Payroll and annuities	3,989,078	0.170	3,310,935
Bankruptcy garnishments	3,930	0.234	920
Temporary employee agency services	1,967		1,967
Insurance	194,542		194,542
Landscaping and building	256,847		256,847
Electricity and utilities	420,042		420,042
Photocopying and publications	174,181		174,181
Computers and supplies	100,334	0.234	23,478
Medical supplies	1,249	0.149	186
Furniture	3,986	0.062	247
Services	390,766		390,766
Auto purchases	86,486	0.163	14,097
Cars and equipment	847,047		847,047
Repair services	135,422		135,422
Education, professional, non-profit organizations	110,907		110,907
Equipment purchases	22,503		4,951
Operating supplies	47,247	0.310	14,647
Retail	4,359,229	0.234	1,020,060
Inventory	45,802		45,802
Snacks	54,964	0.080	4,397
T-Shirts	84,736	0.480	40,673
Linen	2,290	0.270	618
Garden tools	2,290	0.310	710
Travel, air	59,633		59,633
Fuel oil	32,613	0.041	1,337
Gas	1,940,924	0.168	326,075
Lodging	16,213,181		16,213,181
Meals	11,877,020		11,877,020
Entertainment	847,761		847,761
Total	42,306,977		36,338,449

^aNet salaries and wages after applying 17 percent federal and state tax rate

The amounts listed above as “Direct Expenditures Adjusted for Margins” are the actual data used in the IMPLAN modeling program. The table details the amounts of each category before and after the margin adjustments were made. Margins were not applicable for many categories, and the size

of the margin varies greatly by category. IMPLAN further adjusts these new numbers to account for leakages and distributes these figures through the proper industries. **Table A.2** shows direct expenditures adjusted for margins and leakages in terms of IMPLAN expenditure categories.

Table A.2: Direct Expenditures Adjusted for Margins and Leakages

IMPLAN Category	Amount Spent (\$)
Lodging places	14,795,693
Eating and drinking	11,469,595
Government industry and domestic services	1,776,783
Other retail trade and wholesale trade	1,386,220
Services	1,274,386
Entertainment	811,961
Banking, insurance, and real estate	721,121
Business services (health, legal, education, social)	472,616
Automotive dealers and service stations	411,664
All other	796,729
Total	33,916,769

IMPLAN's adjustments to direct expenditures improve the accuracy of the modeling program's results. The following schematic diagram, **Figure A.3**,

provides a summary of the direct expenditures and their adjustments, as well as the final results from IMPLAN.

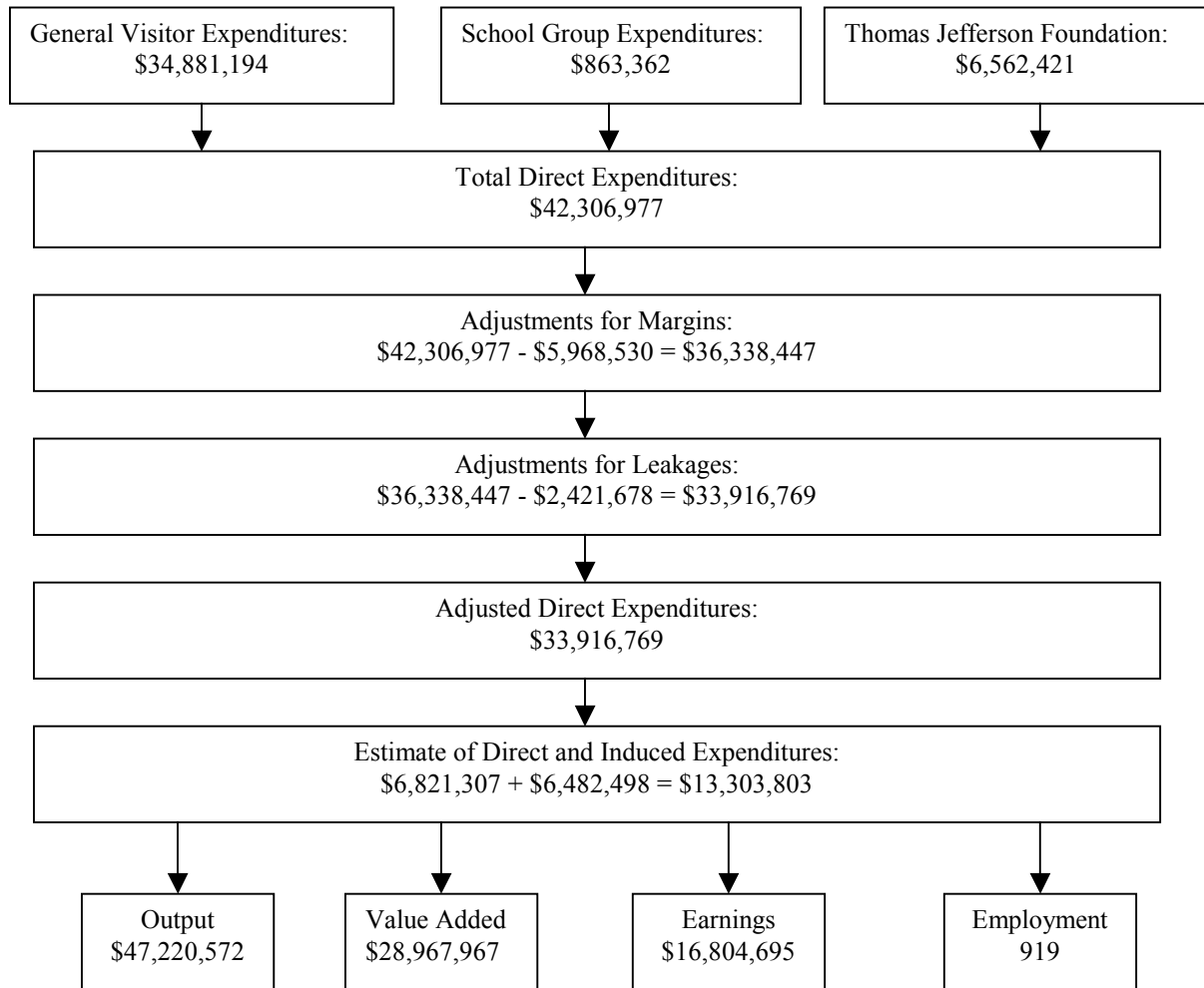
Figure A.3: Monticello Methodology Chart

Table A.3 shows the new categories from IMPLAN with the indirect, induced, and total impacts. The “direct” column shows estimates of output by category after accounting for margins and leakages. The “indirect” column represents the effects on local industries from interindustry purchases per million dollars of final demand. The “in-

duced” column represents the economic activity stemming from the expenditures of new household income generated by the direct and indirect effects per million dollars of final demand. The “total” column is the sum of the direct, indirect, and induced columns.

Table A.3: Monticello Impact on Output, 2000

Category	Amount (\$)			Total
	Direct	Indirect	Induced	
Lodging Places	14,795,693	107,451	89,748	14,992,892
Eating and drinking	11,469,595	171,338	398,095	12,039,028
Government industry and domestic services	1,776,783	192,542	151,995	2,121,320
Other retail trade and wholesale trade	1,386,220	470,680	1,062,470	2,919,370
Services	1,274,386	1,087,118	410,709	2,772,213
Entertainment	811,961	327,951	131,138	1,271,050
Banking, insurance, and real estate	721,121	1,636,798	1,839,029	4,196,948
Business Services (health, legal, ed, social)	472,616	104,344	1,213,371	1,790,331
Automotive Dealers & Service Stations	411,664	8,962	236,648	657,274
All other	796,729	2,714,124	949,294	4,460,148
Total	33,916,769	6,821,307	6,482,498	47,220,572

Taxes

IMPLAN develops estimates of the combined state-local tax impact. The model is not fine-tuned at the local level and all industries are assumed to have the same impact per dollar of activity.¹ Rather than use

such a broad-based estimate we decided it was preferable to develop our own estimate using components of the IMPLAN output combined with detailed information on Virginia state and local taxes.² **Table A.4** shows the methodology used for the state and local tax estimates.

¹ Douglas C. Olson, "Using Social Accounts to Estimate Tax Impacts," Paper originally given at the Mid-Continent Regional Science Association Meetings in Minneapolis, MN (June 11, 1999).

² Had we used the IMPLAN to develop the state-local tax impact, the estimate would have been \$3,297,885. This figure is 72 percent of the amount we estimated.

Table A.4: Monticello State-Local Tax Impact Methodology, 2000-2001

Item	Amount (\$)
State taxes	
Sales and use tax	
Taxable direct expenditures	32,956,856
Taxable indirect and induced expenditures	4,765,262
Total taxable expenditures	37,722,118
Adjusted taxable expenditures @ 0.957 a/	36,100,067
Tax @ 3.5%	1,263,502
Individual income tax	
Labor income-direct, indirect, and induced	16,804,695
Tax at 4.1% b/	688,992
Other state taxes (corporate income, motor fuel, etc.)	
Value added	28,967,967
Other state taxes per \$ of value added @ 1.2%	347,616
Total state taxes	2,300,110
Charlottesville-Albemarle taxes	
Local option sales and use tax	
Adjusted taxable expenditures @ 0.957 c/	36,100,067
Tax @ 1%	361,001
Lodgings tax	
Direct expenditures on lodgings	16,213,181
Indirect and induced expenditures on lodgings	197,199
Total expenditures on lodgings	16,410,381
Adjusted total expenditures on lodgings @ 0.913	14,982,678
Total lodgings tax @ 5%	749,134
Meals tax	
Direct expenditures on meals	11,877,020
Indirect and induced expenditures on meals	569,433
Total expenditures on meals	12,446,453
Adjusted total expenditures on meals @ 0.927 c/	11,537,862
Total meals tax @ 3.4% d/	392,287
Other local taxes (property, business licenses, etc.)	
Value added	28,967,967
Other state taxes per \$ of value added @ 2.8%	811,103
Total Charlottesville-Albemarle taxes	2,313,525
Total state and local taxes	4,613,635

^a Factor to exclude sales and use taxes: $1.000/1.045 = 0.957$

^b Percentage derived from the ratio of 1999 Virginia income tax total tax liability to adjusted gross income.

^c Factor to exclude sales and use taxes: $1.000/(1+0.045+0.034) = 0.927$

^d Weighted rate based on taxable sales collections.

State Taxes

The state government sales and use tax estimates were based on taxable items in total direct expenditures plus taxable items in indirect and induced expenditures. Because the expenditure amounts included the 4.5 percent state sales tax, the totals were adjusted to exclude them by multiplying by 0.9569 [=1.00/1.045]. The state sales tax was then derived by multiplying adjusted total taxable sales by 3.5 percent.

We based estimates of state income tax collections on IMPLAN estimates of labor income. Labor income was multiplied by 4.1 percent, the ratio of tax year 1999 tax liability to adjusted gross income. The average tax rate was based on adjusted gross income rather than net taxable income because the IMPLAN estimates of labor income are before taxes.

In the absence of detailed information on tax bases for other state taxes such as those on corporate income and motor fuels, we estimated them as follows.

We subtracted individual income tax collections and state sales tax collections from total state tax collections in fiscal years 1999 and 2000. These numbers were averaged to represent collections in calendar year 1999. The calendar year 1999 total of other taxes was divided by 1999 GSP (gross state product). GSP is equivalent to value added at the state level. The ratio of other taxes to value added was applied to value added in order to derive estimates of other state taxes. This calculation yielded an estimate of other state taxes per dollar of value added of 1.2 percent.

Local Taxes

The local option sales tax was derived by multiplying adjusted total taxable sales by 1 percent.

The local lodgings tax estimate was based on lodging expenditures shown in direct, indirect, and induced expenditures. The total was adjusted to account for inclusion of state and local sales taxes and the lodgings tax in the reported amounts. The adjustment was achieved by multiplying the total by 0.913 [=1.000/(1+0.045+0.050)]. Both Charlottesville and Albemarle impose a 5 percent rate.

We based the local meals tax estimate on restaurant expenditures shown in direct, indirect, and induced expenditures. The total was adjusted to account for inclusion of state and local sales taxes and the meals tax. Charlottesville imposes a meals tax of 3 percent and Albemarle taxes meals at 4 percent. To derive the average rate of 3.4 percent we weighted the two rates by the percentage of taxable meals sales under the state sales tax in each jurisdiction. In calendar year 2000 the sales split for Charlottesville and Albemarle was 59.3 percent and 40.7 percent. Adjusted total expenditures on meals was derived by multiplying total expenditures on meals by 0.927 [=1.000/(1+.045 +.044)]. This amount was then multiplied by the weighted average meals tax rate of 3.4 percent to estimate total collections from the meals tax.

Other local government taxes (property, business license, etc.) were estimated in the same way as for other state government taxes. We derived other local govern-

ment taxes by subtracting collections from the local option state sales tax, the meals tax, and the lodgings tax collections from total local government tax collections in fiscal years 1999 and 2000. These numbers were averaged to represent collections in calendar year 1999. The calendar year 1999 total of other local government taxes was divided by 1999 GSP at the state level. The ratio of

other state taxes to GSP was applied to value added in order to derive estimates of other local government taxes. It was not possible to derive a special ratio of other local government taxes to value added for the Charlottesville-Albemarle area so we used the statewide average ratio of 2.8 percent to derive the estimate.

Appendix B: Facsimiles of Survey Forms



WELDON COOPER
CENTER FOR PUBLIC SERVICE

University of Virginia

MONTICELLO LOCAL AREA EXPENDITURE SURVEY

This questionnaire is for a study of the local economic impact of Monticello. The study is being conducted for the Thomas Jefferson Memorial Foundation by the Weldon Cooper Center for Public Service at the University of Virginia. Please complete this form and return it in the attached postage-paid envelope.

Day of visit to Monticello: _____ Date: _____ / _____ /2000
(Sunday, Monday, etc.) (Month) (Day)

Are you a resident of Charlottesville City or Albemarle County, Virginia?

- Yes (If "yes," please do not complete the rest of the questionnaire but mail it in the attached envelope. Thanks.)
 No

Where are you from? _____
City/Town State/Country ZIP Code

How long did you stay in the local area (**defined as the area within 15 miles of Monticello**)? _____ days

How many people were in your travel party, including children? (If you traveled in a large tour group, include only yourself and your immediate travel companions.) _____

Which statement best describes why you visited the local area? **Please select only one.**

- Primarily to visit Monticello
 A combination of Monticello and other nearby activities (such as Ash Lawn, Michie Tavern, and the University of Virginia)
 Primarily to visit the University of Virginia
 Primarily because of local activities and area attractions other than Monticello
 To visit friends and relatives in the local area
 Stopped by on the way to somewhere else
 I was there on business
 Other (please specify) _____

Design assistance by
University of Virginia



Center for Survey Research

Please Continue to Other Side

The remaining questions ask you to estimate the expenditures of your travel party in the local area (**the area within 15 miles of Monticello**). If you are unsure of the exact amount, please **estimate** as closely as you can.

1. Did you spend money on a hotel, motel, bed and breakfast, or campground in the local area?

Yes ⇒

How many nights did you pay for? _____
What was the total amount you spent? \$_____

No ⇒ Go on to the next question about car rental.

Did you rent a car from an agency at the Charlottesville/Albemarle airport or another office in the local area?

Yes ⇒

Cost: \$_____

No

Please tell us your expenditures in the following categories. If none, please write a “0”.

Food, Meals, Snacks, and Beverages in the Local Area

Spending for food, meals, snacks and beverages\$_____

Admissions for Recreation and Cultural Attractions in the Local Area

Monticello admissions:.....\$_____

Other local admissions for your visit to the local area:\$_____

Gifts and Other Retail Purchases

Purchases at the Monticello Gift Store, Garden Shop, and Visitors’ Center....\$_____

Gifts and retail purchases at other local area shops.....\$_____

Gasoline/Fuel at Service Stations within 15 Miles of Monticello

Spending at service stations:.....\$_____

Any Other Expenditures in the Local Area

Spending for everything else: \$_____ Specify: _____

Thank you for your assistance. The information you provide will help the Thomas Jefferson Memorial Foundation accomplish its future plans. Please place your completed survey form in the attached postage-paid envelope and mail it at your earliest convenience.



WELDON COOPER
CENTER FOR PUBLIC SERVICE

University of Virginia

MONTICELLO LOCAL AREA EXPENDITURE SURVEY FOR SCHOOL GROUPS

This questionnaire is for a study of the local economic impact of Monticello. The study is being conducted for the Thomas Jefferson Memorial Foundation by the Weldon Cooper Center for Public Service at the University of Virginia.

Your name has been provided as a leader for a past educational visit to Monticello. We would like you to answer the following questions for your entire group to the best of your ability. In many cases, your responses may be based on educated guesses. That is quite all right since dollar orders of magnitude are sufficient for our purpose. Please complete this form and return it in the attached postage-paid envelope. If you have any questions, contact Dr. John L. Knapp of the Cooper Center by phone: 804.982.5604, fax: 804.982.5536, or e-mail: jlk6a@virginia.edu

Date your group last visited Monticello: _____ / _____ / _____
(Month) (Day) (Year)

Day of week of visit: _____
(Sunday, Monday, etc.)

How long did your group stay in the local area (**defined as the area within 15 miles of Monticello**)? _____ days

How many people were in your travel group? (Please include drivers, faculty, chaperones, and students.) _____

Which statement best describes why your group visited the local area? **Please select only one.**

- Primarily to visit Monticello
- A combination of Monticello and other nearby activities (such as Ash Lawn, Michie Tavern, and the University of Virginia)
- Primarily to visit the University of Virginia
- Primarily because of local activities and area attractions other than Monticello
- Other (please specify) _____

Please Continue to Other Side

The remaining questions ask you to estimate the expenditures of your travel group in the local area (the area within 15 miles of Monticello).

Did your group spend money on a hotel, motel, or campground in the local area?

Yes ⇒

How many nights did they stay? _____

How many rooms did they occupy? _____

What was the approximate price per room? \$ _____

No

Please estimate your group's expenditures for the following categories. If none, please write a "0".

Food, Meals, Snacks, and Beverages in the Local Area

Day	Average Amount Per Person	or	Total Amount For Group
First Day			
Breakfast	\$ _____	or	\$ _____
Lunch	\$ _____	or	\$ _____
Dinner	\$ _____	or	\$ _____
Second Day			
Breakfast	\$ _____	or	\$ _____
Lunch	\$ _____	or	\$ _____
Dinner	\$ _____	or	\$ _____

Admissions for Recreation and Cultural Attractions in the Local Area

Total expenditures on Monticello admissions:\$ _____

Total expenditures on other local admissions for your group's visit to the area: \$ _____

Please Continue to the Next Page

Gifts and Other Retail Purchases

Please estimate the average expenditure per person for both of the following:

Purchases at the Monticello Gift Store, Garden Shop, and Visitors' Center....\$_____

Gifts and retail purchases at other local area shops.....\$_____

Gasoline/Diesel Fuel at Service Stations within 15 Miles of Monticello

Total spending at service stations for all buses and vans:\$_____

Any Other Expenditures in the Local Area

Total spending for everything else: \$_____ Specify: _____

Additional Comments:

Thank you for your assistance. The information you provide will help the Thomas Jefferson Memorial Foundation accomplish its future plans. Please place your completed survey form in the attached postage-paid envelope and mail it at your earliest convenience.

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