Arches Alternative Transportation System and Congestion Management Study

FINAL FEASIBILITY STUDY

Volume III: Implementation Plan

September 2012

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IMPLEMENTATION PLAN

Implementation of the Arches National Park Pilot Shuttle Project is divided into three major phases: startup, 3-year pilot, and long-term operations. A go/no-go milestone and decision point is recommended at the end of year 2 of the 3-year pilot to allow time to prepare for long-term installations and operations. Implementation of the pilot shuttle is expected to take 2 to 3 years with operations commencing in spring 2015. This implementation plan is designed to address the pilot project only and does not define long-term operations in detail, should the NPS decide to operate the shuttle permanently.

STARTUP

Startup activities should begin immediately and will lay the groundwork for effectively launching the shuttle service during the 2015 season. Major activities conducted during this phase include securing approvals and funding, hiring staff, and procuring design, construction and operations services via contract mechanisms. Much of this activity will be lead by the Denver Service Center (DSC) and the Intermountain Region (IMR) with a transition point near the completion of startup activities where the lead role is transferred to Arches National Park staff.

SECURE APPROVALS

There are several steps before an Alternative Transportation System can be implemented in a National Park. After the Alternative Transportation Feasibility Study is complete, the plan must be approved by the Regional Director, then approved by the Washington (WASO) Associate Director of Park Planning, Facilities and Lands and then approved by the Director of the National Park Service.

Currently, it is anticipated that a presentation to the IMR's Regional Director Project Review Board would take place in May 2012. Typically, each project is allocated a small amount of time at the Review Board sessions so additional time is included in the implementation schedule to present the project to the Regional Director during a follow up meeting. The meeting and presentation would be an internal action that the Park Superintendent along with the Intermountain Transportation staff would present to the Regional Director. This meeting is shown in the implementation schedule during summer 2012 (figure 1).

If approved by the IMR Regional Director, the plan would then progress through the WASO Development Advisory Board (DAB). The DAB is the approval arm of the Director of the National Park Services. DAB approval is the final approval required to advance the project toward implementation. Because the proposed support facilities for the shuttle system are in excess of $1,000,000 they will need to go through the DAB review process.

If the plan passes all these reviews, then the park can begin to implement the project and start the 3-year pilot. The schedule included in figure 1 assumes these reviews will require between 6-9 months depending upon the schedule of the Regional Director's Project Review and the DAB meetings.

CONDUCT NEPA REVIEW

Before the pilot can be designed and implemented, the NPS must first complete environmental compliance under the National Environmental Policy Act (NEPA). NEPA compliance began with the initial completion of the draft Environmental Screening Form (ESF) as part of the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study,* appendix E: *Environmental Screening Form.* While the draft ESF have been completed, more specific information is needed, including any site improvements required for the staging area and shuttle stops, before formal NEPA can move forward. The appropriate level of NEPA could be a memo to file, Categorical Exclusion (CatEx) or

Environmental Assessment. At the completion of the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*, a CatEx was anticipated as the appropriate level of NEPA that would be required and has been included into the proposed schedule; however, the ESF should be revisited after approval is obtained for advancing the project.

EARLY-ACTION COLLABORATIVE EFFORTS

Securing a site for the staging area is critical to timely implementation of the pilot project. Local NPS staff should continue discussions with representatives of the Department of Energy (DOE) regarding use of the uranium mill tailings remedial action (UMTRA) site for the staging area. These discussions will need to progress in parallel with the NEPA review so that any impacts associated with the site can be identified as part of the NEPA process. Since it is unknown if the UMTRA site will be available, the schedule in figure 1 indicates a decision point of March 2013 for DOE to determine if the site can be used. If the UMTRA site will not be available for NPS use for the pilot, the search for an alternate staging location should begin and the final staging area location will need to be determined by January 2013 to avoid delaying a Spring 2015 launch date. Park staff will lead the effort in determining the final location of the staging area. Site selection efforts could proceed in parallel for the UMTRA and alternative sites.

During this time and prior to procurement of an operator, Arches staff, with the assistance of DSC and IMR staff, should collaborate with representatives of the Utah Department of Transportation and the State of Utah Governor's office to explore the possibility of strategic partnerships for sponsoring alternative fuel vehicles as part of the pilot project.

SECURE PHASE I CAPITAL FUNDING

Capital costs for infrastructure needed during the Phase I project total just under $2,000,000. In conjunction with the NEPA review and early-action collaborative efforts, NPS staff should pursue capital grants including but not limited to Paul S. Sarbanes funding, Public Lands Highways Discretionary funding, 5311 capital funding, Transportation Enhancement Program funding, Federal Lands Highways Program Category III funding, and donations from private sources.

In addition to the compliance and DAB approval, the park will need to refine the cost estimates and better define the projects that are recommended in the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study* for submission into the Project Management Information System (PMIS) to request funding for construction of these facilities. These projects are then submitted during the yearly Servicewide Comprehensive Call for Projects for funding. Depending on the source of capital funds, this step may take as much as a year or two before the funding is allocated for construction of facilities.

SECURE PHASE I SYSTEM OPERATIONS FUNDING

Funding for operations, maintenance, and administration of the Phase I pilot is anticipated to come from two sources: a new transportation fee and a portion of the park's regular operating budget.

A transportation fee of $10 is identified in the financial plan. Transportation fee revenue is expected to offset approximately half of the total operations, maintenance and administrative cost of operating the shuttle pilot. An allocation of the park's budget will be needed to subsidize the remaining operational deficit (see Shuttle Revenue and Subsidy Estimates in *Arches Alternative Transportation System and Congestion Management Final Feasibility Study* appendix F).

Approval of these fee changes will require approval from both NPS WASO and Congress. The timeline for increasing fees begins in May of each year for approval of an increase or establishment of new fees effective January 1 of the following year. For planning purposes, the implementation schedule assumes initiation of this process in May 2013 to be in effect January 1, 2014.

FINAL DESIGN & CONSTRUCTION

Once all compliance issues have been resolved, a decision document completed, and funding has been secured, NPS can begin development of a solicitation for final design services for capital facilities. NPS will need to prepare a scope of work, independent cost estimate and schedule to be incorporated into a Request for Proposal. It is anticipated the solicitation process will take 6 months to reach issuance of Notice to Proceed for final design. Once the design services have been procured, it is anticipated the design process will require an additional 6 months to complete before a bid package can be prepared. The construction solicitation process is expected to take 2 – 3 months, plus 4 months for construction and final inspections. The final design and implementation of required site improvements and staging area is the most time consuming of all of the implementation tasks, lasting just under two years.

Most construction associated with the pilot project would include temporary structures and improvements. As listed in appendix F of the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*, each pilot shuttle stop will require minor site clearing, grading, and installation of a temporary shelter. Amenities at each stop will include a bench, trash receptacle, and wayfinding. Site improvements at shuttle stops within the park could include restriping of parking lots, extension of existing sidewalk areas and relocation of fencing. Depending on the location of shuttle stops, some curb improvements may be required. All site improvements will be within previously disturbed areas.

The majority of the construction activities associated with the pilot project would result from the installation of the temporary staging area for visitor parking. This will include a nearly 4 acre gravel parking lot with curbs, gutters, pedestrian area pavement, as well as a temporary ticket kiosk and bathroom. The driveway and bus pick-up/drop-off locations will also be paved. Additional amenities at the staging area would include shelters, benches, trash receptacles and wayfinding, similar to the shuttle stops.

Site improvements within the park can likely be completed by NPS staff whereas construction of the staging area will require heavy grading equipment and paving work, which will require assistance from qualified contractors. The implementation schedule provides time for final design and procurement of construction services.

All improvements and staging area construction must be completed prior to testing of the operating plan.

PROCURE OPERATOR

Once the system is approved, and if funding allows, Arches should recruit and hire a transportation demand management coordinator to oversee the selection and on-going performance of the operations vendor.

At this point, a scope of services will need to be developed to solicit bids for operation of the park shuttle system. An effort is underway at NPS to establish a standard scope for Alternative Transportation Systems. While this effort is not yet complete, it may be beneficial for Arches, IMR and DCS staff to follow up with NPS colleagues involved in establishing these standards to inform the Arches scope of services. The scope of services should address the following elements and require vendors to address how their proposal meets the requirements:

- Operating plan: The operating plan should be drawn from materials provided in the Feasibility Study including routes, schedule, frequency, miles and hours. NPS should reserve the right to make changes to the operating plan, but also guarantee a minimum number of hours to the vendor.

- Term of agreement: The term of agreement should be for the entire length of pilot with an extension option for the first two years of permanent service. Bus leases are often five years so having the option to operate for that length might be important to some vendors.
- Oversight & management procedures: NPS should require vendors to specify their proposed management team and roles including road supervisor, general manager, and other key leadership roles proposed for the system.
- Payment & performance measurement
- Maintenance and fueling facility location
- Vehicle storage & fleet management plan
- Data collection and reporting requirements
- Vehicle standards and expectations
- Fare collection requirements
- Drivers and driver training requirements
- Maintenance standards
- Insurance requirements

It is assumed the operations procurement process will require 6 - 8 months to reach the Notice to Proceed for the shuttle operator.

Communication Systems

Existing radio infrastructure should be sufficient to accommodate the communication requirements for system and fleet management. The park has indicated that the shared radio system used by the NPS has available frequencies for adding the transit service. The park should indicate the share radio system as an available option for the contractor to use and should specify minimum communication expectation in the solicitation scope of work. Parks and rural transit systems throughout the U.S. have struggled to maintain complete reach over all segments of transit routes in parks as well as rural and frontier service areas. However, key areas of the Arches National Park service area, including major stops and transfer points, should require communication coverage. This requirement should be stated in the performance specification.

OVERSEE OPERATOR STARTUP ACTIVITIES

Once an operator is selected, a 4 – 6 month startup period will commence in which the operator begins the process of setting up their operations. Prior to testing of the system the vendor will need to establish a base of operations and maintenance, hire and train drivers, secure maintenance and administrative staff and secure vehicles. Once these tasks have been completed, a 1- 2 month systems testing process will be needed to confirm the operating plan. This will include checking stop locations, running time, layover locations, and driver schedules and breaks. Information gained during this period will be used to fine-tune the operating plan. Once this has been completed, the vendor will work with NPS to prepare promotional materials including the timetables and other service related information.

MARKETING AND AWARENESS CAMPAIGN

The marketing and awareness effort is critical to the success of the shuttle and is a major component of the congestion management effort.

Marketing and awareness efforts should begin in 2013 and a NPS marketing planning team should be assembled once the pilot is approved. During this period, NPS staff should reach out to local stakeholders including the City of Moab, Grand County Tourism Board, Moab Trail Alliance, local hotels and campgrounds to develop strategies for informing the public about the shuttle pilot concept and congestion management efforts. As described in the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*, these stakeholders will be critical partners in implementation of congestion management strategies focused on visitor information and partnerships. Their involvement in shaping these efforts will be helpful in building ownership and laying the foundation for successful coordination.

In 2014, the NPS and stakeholder team should design a specific marketing plan to begin advertising the shuttle in 2015. Marketing methods could include a wide spectrum from messaging using the Arches website, Facebook and Twitter accounts to a partnership with the Moab Area Travel Council's nationwide Moab Tourism campaign. Local efforts could also include increased messaging at the park Visitor Center, Moab Information Center, and in local hotels and campgrounds. Initial ideas for trip itineraries and other marketing concepts are provided in the Accompanying Congestion Management Strategies section of the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*. Messaging should target specific market segments and begin early enough to influence trip planning activities for 2015 shuttle season visitors. Like the shuttle itself, marketing efforts should be geared toward the largest market segments with the greatest potential to use the shuttle. During the startup year, the transportation manager will be available to assist with planning marketing efforts and building partnership with local stakeholders.

After implementation, marketing and awareness efforts will continue to be important, but will become more routine. The transportation manager will ideally be hired before the first year of operation, likely in 2013. This position will be responsible for the majority of on-going outreach and marketing efforts, including fine tuning of promotional materials, shuttle information, visitor itineraries, and keeping congestion management and travel options information updated online. The effectiveness of marketing efforts should be continuously evaluated as part of the evaluation process (see monitoring, performance and evaluation framework, below).

YEAR-ONE

Once testing is complete, the service is ready to begin. A launch event should be held to mark opening day and to celebrate the successful launch of the pilot project. This should be closely coordinated with public relations efforts and the travel demand management effort so that consistent messaging is made regarding the objective of the project.

During the first year, the shuttle should operate following the preferred route structure described in the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*. While it is recommended that no major changes be made to the operating structure, NPS should monitor and make minor adjustments to respond to unforeseen scheduling issues, recurring peaks in demand at unforeseen times, or recurring visitor complaints. Significant alterations in the route structure and schedule should be carried out when there is sufficient time to monitor the effect of such changes. Major route or schedule changes would ideally be reserved for the second season of operations, as reflected in the three-year operating budget provided in appendix F of the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*.

A visitor survey should be completed at least once during the season, although two surveys would be ideal to capture a more representative sample of visitors throughout the shuttle season. On-going monitoring and reporting should be performed to collect data for decision making purposes. A visitor survey is provided in appendix A of this implementation plan.

The transportation manager should oversee the operations vendor, collect regular reports and ensure quality delivery of the shuttle system. The annual evaluation framework provided below should be followed.

YEAR-TWO

If warranted based on survey responses, one of the major service variants described in the feasibility study should be tested during the second year of operations. The primary objective of Shuttle Variant 1, for example, is to provide a shorter return trip to visitors who wish to see Delicate Arch, but not Devil's Garden. If the combination of survey results and anecdotal evidence collected during year 1 suggests the number of visitors who would prefer a shorter trip back from Delicate Arch is greater than the number of visitors who would feel disturbed by a longer trip back from Devil's Garden, then it would be sensible to implement Shuttle Variant 1. During the second year, park staff and the transportation manager should monitor ridership and costs closely to evaluate the effect this change has on ridership and operating cost. The incremental cost per rider should be compared against similar data from the previous operating season to gain insights into whether major route changes have a significant effect on ridership and whether these impacts justify the additional operating costs.

YEAR-TWO GO/NO-GO MILESTONE

After two years of operations the NPS should determine whether to continue the pilot project. This decision should be based on findings of the performance evaluation and whether or not the pilot is able to achieve the desired outcomes (see Performance Evaluation framework, below).

If the shuttle is considered a success, the NPS should plan for a third year of operations and begin laying the groundwork for implementation of the long-term shuttle service. The following steps should be taken:

- Determine service changes, operating levels & performance targets for year 3
- Begin capital budgeting for years 4+
  - Refine independent cost estimates
  - Secure capital funding for Phase II capital items.
- Develop full-scale implementation plan
  - Begin solicitation and bid process for long-term operator
  - Phase II capital improvements (permanent staging area & stops)
- Secure long-term agreement with DOE regarding UMTRA site or secure a long-term site elsewhere in Moab. Adjust operating plan accordingly.
- Revisit city-shuttle service: continue discussing options with City of Moab officials regarding through-town operations and options.
- Exercise 4th-year option with operator & prepare solicitation package for long-term operations contract.
- Prepare vehicle specifications based on lessons learned from years 1 & 2
- Develop vehicle solicitation
- Prepare final design solicitation for Phase II capital improvements

If the NPS determines the service is unable to achieve the intended goal, the following steps should be pursued to conclude the pilot project.

- Prepare assessment report & document lessons learned, rationale for terminating project and next steps for managing traffic at Arches National Park.

YEAR-THREE

If warranted based on survey responses, one or more of the other major service variants described in the feasibility study should be tested during the third year of operations. The transportation manager should oversee the operations vendor, collect regular reports and ensure quality delivery of the shuttle system. The annual evaluation framework provided below should be followed. If full implementation was determined at the end of year 2, then year 3 will involve a similar level of effort as the startup phase of the pilot project. This may require additional support from the DSC and IMR staff to assist Arches staff in preparing for permanent installations and long-term operations.

MONITORING, REPORTING & PERFORMANCE EVALUATION FRAMEWORK

The following framework is provided as a starting point for development of a detailed monitoring, reporting and performance evaluation program. The transportation manager will be responsible for developing the program and carrying it out with the assistance of the contractor and other NPS staff. Using this framework as a guide, the program should identify specific data points to be collected as well as the methods to be used.

The performance evaluation and monitoring program should focus on determining whether the pilot shuttle and associated congestion management strategies are achieving the desired goals. As stated during the project kickoff meeting and reiterated by NPS staff and other stakeholders at the design workshop, the goal of the project is to reduce traffic congestion, air and noise pollution, greenhouse gas emissions, and the impacts of transportation on the park's valuable resources. The shuttle will accomplish this by reducing the number of automobiles within the park while maintaining and improving public access and the visitor experience. Achievement of the goals will only be considered a success if accomplished in a financial feasible manner. Pursuant to these goals, three major performance categories are recommended.

- Effectiveness in addressing congestion:
  - **Transit Season Visitor Diversion Rate:** Measured as the number of passengers using the shuttle divided by the number of visitors entering the park during the shuttle season. The target for the pilot project is to reach a 25% trip diversion rate by the second year of operations.
  - **Parking Spillover:** During the early stages of the project parking spill over was identified by NPS staff as one of the primary symptoms of congestion. Therefore, measures of parking spill over (such as number of cars parked in unofficial/informal parking areas) should be used to determine the effectiveness of the shuttle in mitigating congestion.
  - **Queue Length:** Another symptom of congestion is total queue length at the entrance gate during peak visitation periods. This metric can be easily quantified on a regular basis by selecting a half dozen days of the year when queue lengths are a problem and comparing the data year to year, before and after implementation of the shuttle.
  - **Throughput:** It will be important to determine whether the shuttle has resulted in a reduction in the total number of vehicles entering the park. Measuring total vehicular traffic entering the park will provide NPS staff with information on whether the shuttle has reduced traffic. It is possible the shuttle will induce new demand and therefore result in a trip diversion rate of 25%, while having no impact on the total number of vehicles in the park. This outcome would signal potential resource impacts resulting from a pulsing effect of shuttle riders plus stable or increasing vehicular traffic. If shuttle ridership achieves the target trip diversion rate, but traffic levels stay stable or increase, this would signal a need for more active demand

management efforts such as daily limits on the number of vehicles entering the park, or other methods described in the *Arches Alternative Transportation System and Congestion Management Final Feasibility Study*.

- **Time spent managing traffic/parking:** Another indicator could include total time spent by park staff managing parking and traffic before and after implementation.

- Visitor Experience:
  - **Route-specific Feedback:** The survey should be used to seek feedback on specific attributes of the route. Special attention should be paid to visitor feedback when major changes are made to ensure the desired effect is achieved and to monitor visitor reactions to changes in the operating plan.
  - **Overall Satisfaction:** Shuttle riders and non-shuttle riders should be asked about how the shuttle has affected their overall experience, including other areas visited if visitors turned away during peak use, and overall satisfaction with that alternate experience.
- Financial Feasibility:
  - **Total Cost and Revenue:** Total system costs and revenue should be monitored on an ongoing basis to ensure the system is not costing more than the available revenue to support the program.

To evaluate performance, Arches staff should conduct regular reporting and data collection activities including:

- Early and late-season customer surveys (performed by NPS)
- Daily and weekly ridership counts (performed by contractor)
- Quarterly operations reports, (collaborative effort between contractor and NPS) including:
  - Operations, Maintenance, Administrative & Capital Costs
  - Status of open capital items
  - Ridership
  - Service provided (hours & miles broken down by revenue and non-revenue service)
  - Customer complaints, grievances (American Disabilities Act, Labor, Civil Rights)
  - Accidents and safety issues

Using this data, the transportation manager should prepare a year-end staff report with recommended service changes, operating levels, and budget and performance targets for the next year.

Ridership Monitoring and Measurement

Ridership is one of the primary measures of success of any public transportation service. Collecting ridership data, therefore, is a key component of an effective system monitoring plan. As part of implementing the Arches National Park Visitor Transportation System, park staff and the shuttle operator will need to follow a systematic approach to collecting and analyzing ridership patterns. Insights gained through this process will enable the park to manage the shuttle pilot in response to visitor needs and to determine the overall success of the program.

Ridership monitoring is a shared responsibility of both the operator and park staff. The operator is responsible for collecting ridership data at frequencies specified by the park. The accuracy of ridership data collected by the operator should be confirmed through periodic independent ride-checks conducted by the park as part of scheduled on-board visitor surveys used to monitor the pilot program.

Methods for measuring ridership range from manual counts recorded by drivers, periodic samples conducted by on-board surveyors, to fully automated passenger counting systems synched with vehicle location services to track ridership by time of day and location. Most methods are subject to error. Driver counts tend to have a degree of human error that increases with boarding volume. Drivers are unable to accurately count passengers when there are numerous boardings occurring in rapid succession. On-board ridechecks can also be conducted using sampling methods including random counts and periodic 100 percent counts. These methods are more accurate than driver counts but are labor intensive. Automated systems also have varying levels of effectiveness and need to be checked against observed boardings to confirm accuracy.

Rather than specifying a data collection method, it is recommended NPS specify a performance expectation that sets minimum frequencies and data requirements and leaves the method to be determined by the contractor. Given the level of detail needed to determine the effectiveness of the shuttle, NPS will need to know boardings and alightings by stop and day of week. Time of day may also be helpful for some analytical tasks, but this data can be sampled less frequently than daily or weekly ridership counts. Sampling methods are acceptable when randomness and sample size are sufficient to ensure an acceptable confidence interval and margin of error. Given the variability in visitation patterns, however, it is unlikely that randomness can be consistently achieved.

With the variability in ridership patterns and the high cost of manual counting methods, ridership monitoring methods should be negotiated and designed in collaboration with the selected contractor. It is likely that the best method (lowest cost, greatest accuracy, greatest amount of detail) will be to use automated passenger counters (APC) and automated vehicle location (AVL) devices in conjunction with an independent ridecheck and on-board survey to confirm the APC data. The hourly rate used for the cost estimate provided in the feasibility study should be sufficient to cover inclusion of AVL and APC technology without additional cost.

Contractor adherence to the specification should be confirmed by the park through a periodic independent sample conducted in conjunction with annual on-board survey. The performance specification should specify an allowable threshold for variance between observed ridership counts and automatic counts collected via APCs or other methods.

VISITOR SURVEY METHODOLOGY

A visitor survey is provided as an appendix to this implementation plan. It is recommended that two forms of the visitor survey be produced: one for visitors arriving by car and another for visitor arriving on the shuttle. Because there are a number of shared questions for both groups, the survey could be printed with the same front page, but different back pages. Colored paper could be used to ensure consistency in distribution to the appropriate groups. Depending on the level of rigor needed to meet NPS sampling standards, it may be appropriate to distribute the shuttle survey on-board the transit vehicle while passing out the private vehicle survey at the entrance station. Deposit boxes for surveys should be placed at the Visitor Center and on the shuttle buses themselves. Arches will need to obtain approval for an NPS-sponsored public survey through the Office of Management and Budget (OMB) including NPS social science review, which may specify additional methods and requirements for the survey. Appendix B contains the *Guidelines and Submission Form for Programmatic Review for NPS-Sponsored Public Surveys* which details the appropriate steps the NPS will need to take before the survey can be administered. Generally, the NPS will need to submit the survey package to OMB at least 60 days ahead of when the survey will begin.

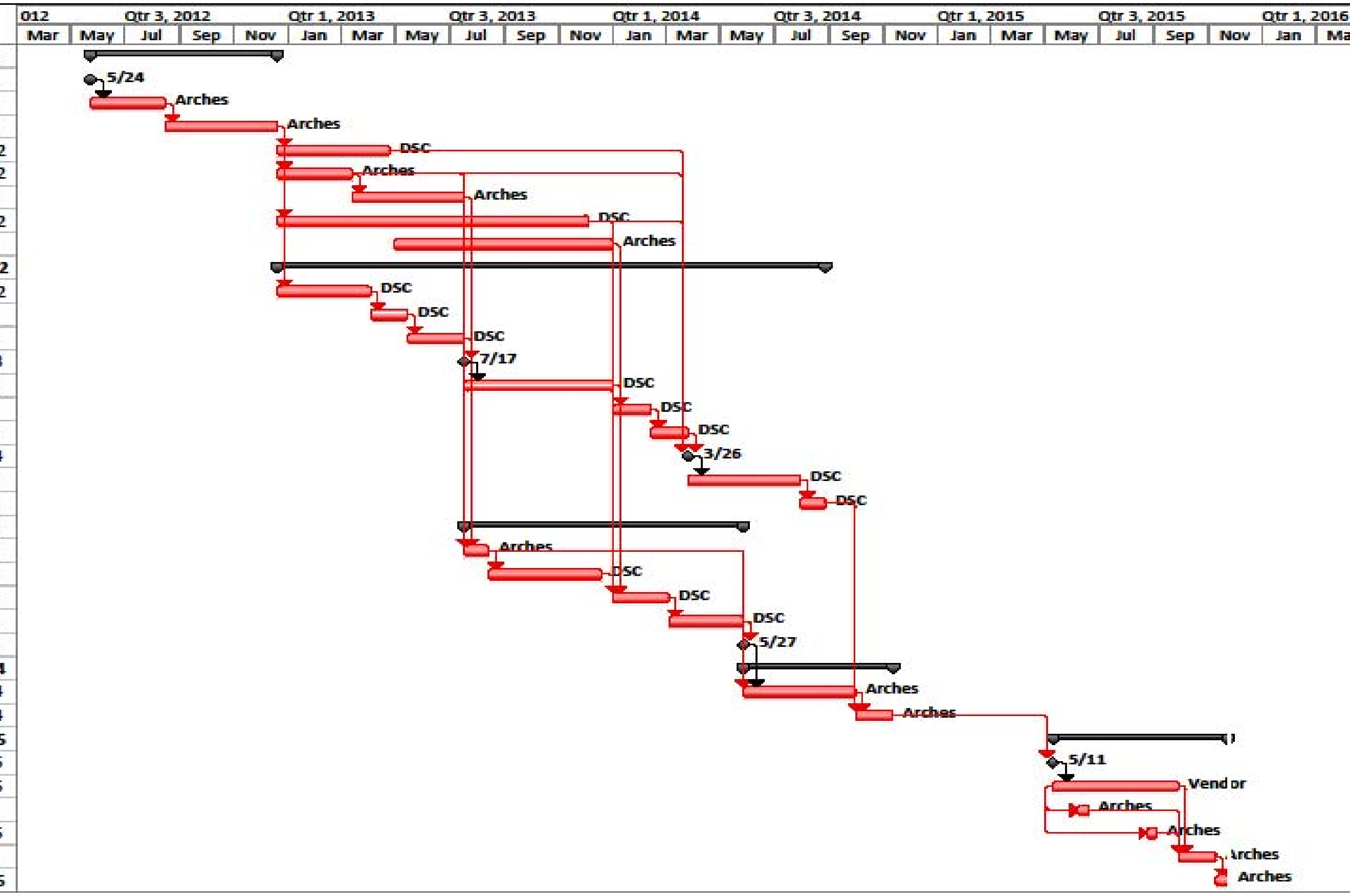
ASSOCIATED STUDIES AND SURVEYS

At the beginning and end of the pilot program, the NPS should complete multiple resource surveys to ensure there is no unforeseen damage to resources, including visitor experience. The implementation of the pilot shuttle provides a good opportunity for the park to develop baseline data and conditions at trailheads and along trails, including vegetation monitoring, trail width, number of visitors each hour, and visitor experience. Studies and monitoring should occur in 2014, before implementation of the pilot shuttle, and again in 2017 during the final year of the pilot program. Comparison of data will allow the park to determine what adverse or beneficial impacts the shuttle program has.

Figure 1 Implementation Plan Timeline

Arches National Park Shuttle Pilot Project - Implementation Plan

ID		Task Name	Duration	Start
1		**Secure approvals & Funding**	**150 days**	**Thu 5/24/12**
2		Initial RD Presentation	0 days	Thu 5/24/12
3		Follow up with RD	60 days	Thu 5/24/12
4		DAB Approval	90 days	Thu 8/16/12
5		CATEX	90 days	Thu 12/20/12
6		Early-action collaborative efforts (UMTRA Site)	60 days	Thu 12/20/12
7		Secure Alternative Site	90 days	Thu 3/14/13
8		Secure phase I capital funding	250 days	Thu 12/20/12
9		Secure Phase I operations funding	175 days	Wed 5/1/13
10		**Final Design & Construction**	**440 days**	**Thu 12/20/12**
11		Develop RFQ	75 days	Thu 12/20/12
12		Solicit design proposals	30 days	Thu 4/4/13
13		Award contract	45 days	Thu 5/16/13
14		Issue NTP	0 days	Wed 7/17/13
15		Prepare PS&E package	120 days	Thu 7/18/13
16		Solicit construction bids	30 days	Thu 1/2/14
17		Award contract	30 days	Thu 2/13/14
18		Issue NTP	0 days	Wed 3/26/14
19		Construction	90 days	Thu 3/27/14
20		Inspections	20 days	Thu 7/31/14
21		**Procure Operator**	**224 days**	**Thu 7/18/13**
22		Hire Transportation Manager	20 days	Thu 7/18/13
23		Develop operator procurement solicitation	90 days	Thu 8/15/13
24		Solicit operations proposals	45 days	Wed 1/1/14
25		Award contract	60 days	Wed 3/5/14
26		Issue NTP	0 days	Tue 5/27/14
27		**Oversee contractor startup operations:**	**120 days**	**Wed 5/28/14**
28		Pre-testing	90 days	Wed 5/28/14
29		Testing	30 days	Wed 10/1/14
30		**Year 1 Operations**	**141 days**	**Mon 5/11/15**
31		Opening Day Launch Event	0 days	Mon 5/11/15
32		Operations	101 days	Mon 5/11/15
33		Conduct early-season customer surveys	10 days	Mon 6/8/15
34		Conduct late-season customer surveys	10 days	Mon 8/24/15
35		Prepare year-end report	30 days	Tue 9/29/15
36		Conduct year-end planning activities	10 days	Tue 11/10/15



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APPENDIX A

Visitor Survey

ARCHES VISITOR SURVEY

The following outline provides a set of questions for collecting information from visitors during the shuttle pilot project. The survey questions are broken down into those targeting all visitors, those targeting visitors arriving by private automobile and those arriving on the shuttle.

These are questions based on standard survey questions used in other National Park settings and adapted to the current design of the Arches pilot shuttle project. These questions will need to be re-visited and formatted before distribution to park visitors.

Sampling methodology and use of survey data are described in the performance measurement section of the implementation plan.

DRAFT QUESTIONS TO BE INCLUDED IN BOTH SURVEYS

We appreciate your time to help improve the Arches Shuttle service. Please complete this survey while you are in the park today and return the form to one of the shuttle deposit boxes on the shuttle or at the Visitor Center.

Please complete only one survey today. Please complete all sections.

From where did you begin your trip to Arches National Park today?

- Arches Campground
- Your home
- Someone else's home
- Hotel/motel in Moab
- Private Campground/RV park in Moab
- Hotel/campground/RV park outside of Moab
- Airport, please specify which one_________________________
- Other (specify):___________________________

How did you travel to Arches National Park today?

- Drove a rental car
- Drove my own car
- Drove a rental RV
- Drove my own RV
- Bicycled
- Took a private tour bus
- Walked from Moab
- Bicycled from Moab
- I am staying at the Arches Campground
- Other (specify):___________________________

Where will you go when you leave Arches National Park today?

- Arches Campground

- Your home
- Someone else's home
- Hotel/motel in Moab
- Private Campground/RV park in Moab
- Hotel/campground/RV park outside of Moab
- Airport, please specify which one________________________
- Other (specify):__________________________

How many days are you spending in Arches National Park?

- 1
- 2
- 3-4
- 4-7
- > 7

How many days are you staying in the Moab area?

- 1
- 2
- 3-4
- 4-7
- > 7

On your visit today, how many hours did you spend in the park?

- 1-2
- 2-3
- 3-4
- 4-5
- > 5

Did you know about the Arches Shuttle before you came to Arches today?

- Yes
- No

If yes, how did you learn about the Arches Shuttle? (check all that apply)

- The Arches National Park website
- Another website (which one?)_________________
- Park newspaper/flyer
- The Moab Information Center
- Utah Travel Council

- Grand County Travel Council
- Travel guide/tour book
- Hotel staff/concierge
- Information at a restaurant or shop in Moab
- Family or friend
- Saw sign on Highway 191/Main Street
- Saw shuttle/shuttle parking lot
- TV, Radio, Newspaper (which station/paper?) ______________
- Other, please specify______________________

Where do you live?

- Moab
- In Utah (not Moab)
- Another US State, indicate State_____________________
- Outside the United States, indicate Country________________________

What is the total number of people in your party (including yourself)?

- 1
- 2
- 3
- 4
- 5
- >5

How many people in your party are:

- 18 years and under______
- 19-29 years_______
- 30-45 years_______
- 45-62 years______
- 62 years and over______

How many people in your party (including yourself) have a disability or physical condition that made it difficult to access the park?

____

Have you visited Arches National Park before?

- Yes, how many times_________________
- No

QUESTIONS FOR NON-SHUTTLE PASSENGERS ONLY

How did you travel around Arches National Park today?

- Drove a rental car
- Drove my own car
- Drove a rental RV
- Drove my own RV
- Bicycled
- Took private tour bus
- Other (specify):___________________________

Were you aware of the shuttle when you planned your trip to Arches?

- Yes
- No

Have/will you use the shuttle on another day of your visit to the Moab Area?

- Yes
- No

Why didn't you use the Arches Shuttle for visiting Arches today?

- Didn't know about the shuttle
- Too much stuff (backpacks, water, coolers, stroller, etc)
- Too difficult with children
- I prefer to drive
- Doesn't go to the stops I want to visit
- Takes too much time
- Other, please specify __________

What would encourage you to use the Arches Shuttle in the future?

____

____

What sites did you visit in Arches National Park today? (Check all that apply)

- Visitor Center
- Park Avenue
- La Sal Mountains Viewpoint
- Courthouse Towers
- Petrified Dunes
- Balanced Rock

- North/South Windows
- Double Arch
- Garden of Eden
- Panorama Point
- Wolfe Ranch
- Hiked to Delicate Arch
- Delicate Arch Viewpoint
- Salt Valley Overlook
- Fiery Furnace
- Sand Dune Arch
- Skyline Arch
- Broken Arch
- Arches Campground
- Devil's Garden
- Other, please specify___________________________

QUESTIONS FOR SHUTTLE PASSENGERS ONLY

Why did you choose to use the Arches Shuttle today? (Check all that apply)

- More convenient/easier than driving myself
- Avoid parking congestion in the park
- Avoid long entrance station lines
- Saves me time
- Saves me money
- Saw a sign that Arches parking was full
- Do not have a vehicle
- Better for the environment
- Other (specify): ____

What stops did you visit in Arches National Park today? (Check all that apply)

- Visitor Center
- Park Avenue
- La Sal Mountains Viewpoint
- Courthouse Towers
- Balanced Rock
- Upper Windows
- Wolfe Ranch/Delicate Arch Trailhead
- Delicate Arch Viewpoint
- Fiery Furnace
- Sand Dune Arch
- Devil’s Garden Trailhead

Did you have to wait to ride the Arches Shuttle today?

- Yes, if so, how long___________________________
- No

How many shuttles departed full before you were able to board?

- None, I was able to board the first shuttle bus that arrived
- One
- Two or more

Please rate the shuttle service on each of the following:

	Very Good	Good	Fair	Poor	Very Poor	No Opinion
Ease of ticket purchase						
Ease of accessing shuttle at park-and-ride lot						
Ease of use						
Shuttle frequency/wait times						
Convenience of hours of operation						
Convenience of shuttle stop locations						
Information at shuttle stops						
Amenities/comfort at shuttle stops						
Length of trip						
Number of stops						
Shuttle only stopping at some stops on the way out of the park						
Cleanliness/quality of vehicles						
Driver courtesy						
Overall experience						

Would you use the shuttle again?

- Definitely yes
- Probably yes
- Don't know
- Probably not
- Definitely not
- Will not return to Arches

Please rank the top-three improvements that would encourage you to use the shuttle again in the future:

- More frequent shuttle service (shorter wait times)
- Earlier morning service
- Later evening service
- Better visitor information to help me understand how to use the shuttle
- Better amenities at bus stops (i.e. shelters, restrooms, water)
- Shuttle stopping at all locations on the southbound route
- Shuttle stopping at more locations
- Shuttle stopping at fewer locations
- Other, please specify:________________________________

Were there additional stops you wish were on the shuttle? ________________________

Were there stops you wish weren't on the shuttle?

- Visitor Center
- Park Avenue
- La Sal Mountains Viewpoint
- Courthouse Towers
- Balanced Rock
- Upper Windows
- Wolfe Ranch/Delicate Arch Trailhead
- Delicate Arch Viewpoint
- Fiery Furnace
- Sand Dune Arch
- Devil's Garden Trailhead

On this visit to the Moab area, if you have plans to return to Arches National Park another day/time, how will you travel into the park?

- Will not come into Arches again

  OR
- I will use the shuttle again
- I will use my own private/rental vehicle
- I will use a tour bus
- Other

Additional comments on transportation to/in Arches National Park:

____

____

ADDITIONAL QUESTIONS FOR CONSIDERATION

The following additional categories of questions could also be incorporated, but are not as critical as those identified above. If space permits, NPS might consider developing questions around the following themes:

- Changeable message signs and their functionality/importance
- Cost for the shuttle - what would people be willing to pay?
- Questions from Visitor Survey
  - Primary Language of Visitor
  - Gender
  - Types of disabilities
  - Type of group (family, friends, etc.)
  - Primary reason for visiting Moab area
  - Activities while in Moab area
  - Activities while in Arches
  - Safety issues
  - Importance of informational materials
  - Interactions with park staff
  - Attitudes towards transportation fee

APPENDIX B

Guidelines and Submission Form for Programmatic Review for NPS-Sponsored Public Surveys

National Park Service
U.S. Department of the Interior

Guidelines and Submission Form for Programmatic Review for NPS-Sponsored Public Surveys

June 2011

Contents

Introduction

The National Park Service (NPS) sponsors public surveys to provide park managers with information needed for park planning, management, operations and evaluation of performance related to protecting park resources and meeting the needs of the public. In consultation with the Office of Management and Budget (OMB) and the Department of the Interior (DOI), the NPS has developed a programmatic review process for NPS-sponsored public surveys. It streamlines the process required by the Paperwork Reduction Act of 1995. This booklet provides guidelines as of May 2006 for using the programmatic process and a copy of the necessary submission form.

What Kinds of Studies Are Covered?

The programmatic review applies to NPS-sponsored surveys designed to furnish useful applied knowledge to NPS managers and planners. Questions asked under the programmatic review must show a clear tie to NPS management and planning needs. The programmatic review may only be used for non-controversial surveys that are unlikely to attract or include topics of significant public interest in the review process. Investigators who are unsure if a study qualifies under the programmatic review are strongly encouraged to contact the Social Science Branch for clarification early in the planning process.

Who May Be Surveyed?

The programmatic review is limited to three specific segments of the public—park visitors, potential park visitors, and residents of communities near parks.

Park Visitors: Park visitors include persons visiting any unit of the National Park System for recreational purposes, to participate in educational activities, to use resources legally available in a given unit, and for non-recreational purposes, such as traveling through or making deliveries. "Visitors" include the general public, participants in organized tour groups, teachers and students participating in NPS programs or activities, commuters, concession or partner employees, and subsistence resource users.

Potential Park Visitors: Potential park visitors include those individuals, who might visit any unit of the National Park System for recreational purposes, to participate in educational activities, to use resources legally available in a given unit, and for non-recreational purposes, such as traveling through or making deliveries.

Residents near Parks: Residents near parks include people living in gateway communities near any unit of the National Park System, communities within the boundaries of park units and related areas (e.g., National Heritage Areas, National Scenic Trails), in-holders, concession or partner employees, and subsistence communities within park boundaries or who traditionally use park resources.

What Kinds of Information Collection Methods Are Covered?

The requirements described in this publication apply to any information collection in which the same questions are asked of ten or more people. This includes all forms of surveys (mail, on-site, telephone, Web-based), focus groups, semi-structured interviews, and field experiments. Studies in which information is collected about people solely through observation are exempt from the approval process.

Authorities and Guidance

The authorities and guidance that apply to the programmatic process are:

- Paperwork Reduction Act of 1995 (P.L. 104-13 May 22, 1995)
- 5 CFR Part 1320: Controlling Paperwork Burdens on the Public; Regulatory Changes Reflecting Recodification of the Paperwork Reduction Act
- United States Code, Title 44, Chapter 25: Coordination of Federal Information Policy
- OMB, The Paperwork Reduction Act of 1995: Implementing Guidance (draft, August 16, 1999)
- DOI Collection of Information from the Public: Interim Guidelines (March 20, 1997)
- NPS Director's Order #78, Social Science, Section III (October 7, 2002)
- NPS, Social Science Surveys and Interviews in the National Parks and for the National Park
- Service: A Guide to NPS and OMB Approvals (July 2002)
- OMB, Guidance on Agency Survey and Statistical Information Collections: Questions and Answers When Designing Surveys for Information Collections (January 2006)

Topic Areas within the Scope of the Programmatic Review

To qualify for the programmatic review, all questions in a survey must fit within one or more of the approved topic areas and must be approved by the NPS and OMB. Researchers have flexibility, within accepted standards of good survey design and OMB regulations, to develop specific questions within the topic areas. The seven topic areas are identified below. A description of the scope of each topic area follows.

TOPIC AREA 1: RESPONDENTS' CHARACTERISTICS AND KNOWLEDGE

The questions in this section will be used characterize the population of respondents participating in each sample. Individual characteristics collected will be attributes of individual park visitors or visitor groups, potential visitors or groups, and residents of communities near parks. Individual characteristics collected will be relevant and limited to the mission, management, and/or operations of National Park System units. The scope of the information will be limited to those that are germane to the topic being studied and relevant to the park and its management. This information will be used to check the representativeness of each sample against the population. Variables such as age, education, and knowledge are often good predictors of demand and visitation behavior.

TOPIC AREA 2 - TRIP PLANNING

The section on Trip Planning includes aspects of travel which affect a trip or decisions which individuals make prior to, during, or following their trips to parks, related areas, and nearby communities. Trip characteristics will be relevant to the mission, management, and/or operations of National Park System units that are included in the scope of this topic area. The scope of the information collected will be limited to those that are germane to the topic being studied and relevant to the park and its management.

TOPIC AREA 3 - TRIP BEHAVIORS

Individuals participate in many activities during their visits to parks, related areas and nearby communities. The questions in this section will be used to identify individual activities, behaviors, or uses of natural and cultural resources which are relevant to the mission, management, and/or operations of National Park System units Understanding the current and future uses and purposes of *park visitors will be helpful to managers when considering updating park management plans and educational efforts.*

TOPIC AREA 4: PREFERENCES/MOTIVES/ATTITUDES

Questions in this topic area will be used to collect data concerning the public's awareness and observations of the natural and social environments in the parks. Preferences, motives and attitudes will be measured to determine how individual observations influence overall experiences. For purposes of the programmatic review process perception questions will be limited to topics the park or the NPS can control and manage goods and services currently or potentially

TOPIC AREA 5 - CROWDING AND VISITOR EXPERIENCES

Crowding and conflict are among the most intractable problems faced by recreation mangers. Concern over rising visitation in parks, and accompanying impacts on resources and on visitor experience, has led the National Park Service to focus increasing attention on the concept of crowding and carrying capacity. Crowding and conflict arise from the social encounters and interactions among recreationists ranging from basic competition for space (e.g., crowding) to conflicts between forms of activity and related expressions of acceptable or appropriate use. Research on crowding norms and conflict has been particularly helpful in establishing guidelines for Limits of Acceptable Change planning efforts by identifying key social impact indicators and the data required to monitor them. The questions in this topic area will help managers understand the factor associated with the acceptability of crowing and visitor carrying capacity.

TOPIC AREA 6 - EVALUATIONS/OPINIONS OF SERVICES, FACILITIES, AND MANAGEMENT

Public opinion of the services and facilities helps management teams understand the values people hold in relation to park resources and the visitor experience and is critical to creating a plans that can be successfully implemented. Underlying all fundamental planning decisions are competing values, which must be resolved by a decision as to which value is of greater importance in a particular situation. A planning decision is the compromise between competing values at a given point in time. Understanding public values enables the management teams to make informed planning decisions. The questions in this topic area will be used to help managers learn about public concerns, issues, expectations, and values. The collected data can be used to *provide information on how people use the park, on existing and desired conditions and on the acceptability of proposed indicators.*

TOPIC AREA 7 – ECONOMIC IMPACT AND BENEFIT ANALYSIS

Visitor expenditure and income information is needed to calculate the economic impact and benefit of park visitation. Economic impact measures how much the money people spend visiting parks and surrounding areas contributes to the local economy in terms of jobs and income. Economic benefit measures how much visitors value a park above what they spend, or the increase in social welfare a park provides. . Accurate impact assessment requires identification of those portions of expenditures that occur in the local region and inside the park. Questions will be used to develop average spending estimates for visitors to the park and local region. Income and income foregone questions provide information about the value, or economic benefit, of a visit to the park.

Surveys outside the scope of the programmatic review require clearance through the standard information collection review process outlined by the Paperwork Reduction Act.

Submission and Review Process

The Principal Investigator (PI) is responsible for initiating a request for programmatic review and providing a complete and accurate package of review materials. PIs may be park resource management specialists, NPS interpretive designers, agency scientists, researchers from universities, and individuals from organizations cooperating with the NPS, among others. The submission must include:

- (a) a completed programmatic review form,
- (b) a complete copy of the proposed data-collection instrument (e.g., survey or interview guide), and
- (c) other supporting materials (such as cover letters, introductory scripts, follow-up letters, and survey logs).

The programmatic review form is available in this booklet and online at the following Web site: *http://www.nature.nps.gov/socialscience/docs/ex_guide.pdf*

The request for programmatic review and submission of a complete and accurate package must be made ***at least 60 calendar days*** prior to the first day the PI wishes to minister the survey instrument to administer the instrument to the public. ***Submissions received in the busiest months of May and June will likely experience significant delays in review times.***

The NPS will provide an administrative and technical review of all materials and will notify the PI of the results. If revisions are necessary, the PI should complete them as soon as possible so that the NPS can forward materials to OMB in a timely fashion. If no revisions are necessary, the NPS will promptly submit the review package to OMB for review. A description of the steps in the programmatic review process follows.

Step 1

The PI completes the Programmatic Review Form and prepares the proposed data-collection instrument. Instructions are provided for each item on the form (see page 6). *In addition, questions in the proposed data-collection instrument must have each topic area clearly identified.* Please list topic areas by number and title; for example "Topic Area 1-Respondent Characteristics." Topic areas must be included with all instruments, both quantitative and qualitative (including focus group questions). Submissions lacking this information will be returned to the PI, resulting in delays in the review process.

Step 2

The PI submits the completed form and a copy of the proposed survey instrument to the NPS Information Collection Review Coordinator for review. The submission package **must include**:

1. any introductory script used in contacting the public,
2. all cover letters, postcard reminders or follow-up letters to be sent to potential respondents,
3. all survey or interview questions, each question being clearly identified as to the topic area under which it is being submitted
4. (topic area number and title),
5. necessary Paperwork Reduction Act compliance language inserted into the survey instrument1,
6. if applicable, scripts for non-response bias analysis follow-ups, and
7. any other supporting materials (such as survey logs).

Be sure that for qualitative surveys (including focus groups) there is an introductory script, including the necessary PRA compliance language. For person-to-person information collections, such as on-site interviews, telephone interviews and focus groups, a short statement describing how the PI intends to communicate PRA compliance information to respondents is required in the description of the survey methodology. All submission packages must be formatted as MS Word documents (the recent version up to and including MS Word XP) and sent via e-mail to the NPS Social Science Branch at the following address: *phadrea_ponds@nps.gov*

**Please do not send materials in PDF format, as these will be returned.

Step 3

The NPS Social Science Branch staff conducts an administrative and technical review of the submission. The staff recommends either: approval, revision, resubmission under the Standard Paperwork Reduction Act approval process, or rejection of the proposed survey. The NPS Information Collection Review Coordinator will make the decision based upon a complete review of the submitted package, and the PI will be promptly notified.

Should a submission be rejected, the PI may submit an appeal, in writing, to the Associate Director, Natural Resource Stewardship and Science, for a final decision.

Step 4

If approved by the NPS, the NPS Social Science Branch staff transmits the submission to OMB for final review.

Step 5

OMB reviews the submission and notifies the NPS of approval or necessary revisions. Should OMB have specific questions about the survey instrument or proposed methodology, the NPS Information Collection Review Coordinator will immediately inform the PI and work with the PI to make necessary revisions. The NPS Information Collection Review Coordinator will submit the PI's revisions to OMB and inform the PI of the results.

Step 6

If approved by OMB, the NPS Information Collection Review Coordinator will notify the PI immediately and assigns an OMB number and an expiration date not to exceed three years or the expiration date OMB has assigned to the overall Program. The standard expiration date applied to Programmatic approvals is six months after the survey dates listed on the approval form. If OMB requires any special conditions for the approval (e.g., furnishing actual response rates to surveys), the PI will be informed and the conditions must be met for approval.

Step 7

The PI prepares a final revised survey instrument, submitting both a final electronic copy and hardcopy to the NPS Social Science Branch. The final survey instrument must (without exception) include the following:

a) the OMB number
b) the expiration date, and
c) the Paperwork Reduction Act statement.

Additions or changes to a survey instrument after it has been approved, even within the specific topic areas, are not allowed by OMB. An exception is that questions may be deleted after approval by OMB, if necessary. In addition, the PI must provide the NPS Social Science Branch with an archive copy of the final report describing the results of the survey.

All archive copies of reports will be catalogued in the Social Science Studies Collection, physically housed in the NPS Washington Office. Reports housed in the Social Science Studies Collection will also be made available electronically to park managers and the public through the NPS Focus Digital Library and Research Station.

Other Approvals

In addition to OMB approval, PIs conducting surveys within units of the National Park System must meet requirements of the National Park Service Research Permit and Reporting System. Research permits under this system are issued by the specific park unit(s) in which the research takes place. Parks may have additional requirements as well. PIs should contact staff members of respective park sites to make this determination. Information on the NPS Research Permit and Reporting System is available online at the following Web site:

http://science.nature.nps.gov/research

Frequently Asked Questions

1. Is approval required for information collected in focus groups or field experiments?

Information collected in focus groups or field experiments must be approved if the participation includes ten or more persons and they are asked identical questions. If a series of focus groups is conducted on the same topic using substantially similar questions and the total participants in all groups combined is more than ten, then approval is required.

2. I am a graduate student conducting a study of national park visitors. Do I need approval for my study?

NPS and OMB approval is required if the study is conducted, sponsored, or funded by the NPS. If you are receiving financial or in-kind support from the NPS, approval will be required. The submission should list your major professor or faculty advisor as the PI. Approval by university Institutional Review Boards (Human Subjects Committees) does not substitute for NPS and OMB approval. However, research occurring in national park units that is funded by external sources (e.g., independent grants) and is not assisted or reviewed by the NPS in any way does not require NPS and OMB approval.

3. I intend to study visitor response to interpretive exhibits. I will observe visitors' behavior as they approach, read, and interact with the exhibits under different experimental conditions. Will I need approval?

Observations are exempt from the review and PRA approval process if no information is solicited from the public. Also exempt are questions asked of the person that are specific to that individual or result from observation. Approval is needed if standardized questions will be asked of ten or more observed people.

4. How long does the Programmatic review process take?

The request for Programmatic review, and submission of a complete and accurate review package, must be made at least 60 calendar days prior to the first day the PI wishes to administer the survey in the field.

5. How do I provide Paperwork Reduction Act compliance information to the respondents of my survey?

Respondents to NPS-sponsored surveys must be informed that the information collection is approved and in compliance with the Paperwork Reduction Act. Depending on the type of survey instrument used, compliance information is passed along to the respondents in different ways. The compliance information can be printed on an on-site or mail-back questionnaire. General compliance information can be presented verbally in face-to-face interviews, focus groups, or telephone surveys. Additional information will need to be made available to respondents upon request. Sample compliance information appropriate to different situations can be found on the NPS Social Science Branch Web site.

6. I will be surveying small groups of park visitors. Is approval required?

NPS and OMB approval is required if identical questions are asked of ten or more persons.

7. Do I need approval if I am pre-testing a survey for later submission?

Pre-testing of survey instruments and methodology is encouraged. If pre-testing involves collecting the same information from ten or more members of the public, clearance for the pre-test is required. The request for approval of the pre-test can be submitted separately or with the final survey package, whichever is appropriate. However, if done with 9 or less people, pre-testing instruments prior to submission is recommended, especially if you are new to the survey design process and/or the survey includes questions that have not already been well-tested.

8. I intend to offer respondents to my survey a small token of thanks from the park cooperating association. Is this acceptable?

Generally, OMB discourages use of incentives in federal surveys because of the possibility of biasing a sample. Under certain circumstances, non-monetary incentives can be used. You should contact the NPS Social Science Branch to discuss your proposed use of an incentive in your survey.

9. Are there any restrictions on the use of Web surveys?

Use of Web surveys as an option for respondents is acceptable. The Web should not be the only method of survey administration. There are restrictions on surveys of Web site users. If you intend to do a survey of this population, please contact the NPS Social Science Branch early in your planning process. Further, in terms of sample selection, the Web should not be the means by which a sample population is recruited, since this will bias the sample. An exception occurs when the population being surveyed consists of visitors to a Web site, such as www.nps.gov. Contact the Social Science Branch if you are planning such a survey.

10. How should I anticipate my expected response rate?

Expected response rates should be based on previous like studies in which the method of data collection and sample population were similar. In reporting your expected response rate, please be sure to justify it with specific reference to these similar studies. If you are having difficulty with this, please contact the Social Science Branch for assistance.

11. Can I assure my participants that their identity (if known) will remain confidential?

Information collections approved under this program are subject to Freedom of Information Act requests. The Department of the Interior has no statutory authority to exempt studies from such requests. Therefore, confidentiality cannot be pledged. However, any information on surveys that identifies respondents can be removed or stored separately from survey databases so that the two are not linked. These steps should be disclosed to respondents.

Programmatic Review Instructions and Form

1. Insert a title for the proposed study and include park name, if appropriate (e.g., Yosemite National Park Visitor Study). Include the date of submission of the approval request to NPS.

2. Summarize the proposed study with an abstract not to exceed 150 words.

3. Fill in the PI contact information. The NPS Social Science Branch will communicate with the PI listed here throughout the entire process. For studies in which graduate students are taking an active role, please list the faculty advisor as the PI.

4. Fill in the park or program liaison contact information; list only one park liaison for the purposes of the review process, even if a PI is conducting a multi-park study.

5. List the park(s) in which the data collection will be conducted or the park(s) for which the data is being collected.

6. List the time period in which the survey will be conducted, including specific starting and ending dates. The starting date should be at least 60 days after the submission date.

7. Check the type(s) of information collection instrument(s) that will be used. If "other," please explain.

8. Provide a brief justification for the study, its purpose, goals, need for specific information, and utility to managers. NPS Social Science Branch staff can provide assistance as needed.

9. Provide a description of the survey methodology. This description must be specific and include each of the following:

> a) the respondent universe (e.g., all adult visitors over 16 years of age to Yosemite National Park from Memorial Day to Labor Day 2012);
>
> b) the sampling plan and all sampling procedures, including how individual respondents will be selected and a justification for the planned sample size;

c) how the instrument will be administered in the field, including follow-up procedures to increase response rates;

d) expected response rate and confidence levels, including a justification of the anticipated response rate by citing specific studies similar to the proposed one and their response rates;

e) a plan for analyzing and reporting the implications of any non-response bias detected (include a copy of your survey log, if applicable);

f) A description of any pre-testing and peer review of the methods and/or instrument.

10. Fill in the total number of initial contacts and the total number of expected respondents.

11. Fill in the estimated time to complete the initial contact and the survey instrument (in minutes).

12. Fill in the total number of burden hours. Burden hours refer specifically to interaction with the sample, including initial contact, reviewing instructions, and filling out a survey. Burden on non-respondents (such as initial contact interviews with individuals declining to participate) should be included in this total.

13. Provide a brief description of the reporting plan for the data being collected. This might include a final technical report to the park, a briefing for park managers, a Park Science article, a peer-reviewed journal article, etc. A copy of all survey reports must be archived with the NPS Social Science Branch for inclusion in the Social Science Studies Collection.

Checklist for Submitting a Request for Programmatic Review

- ❒ Survey population includes only park visitors, potential park visitors, and/or residents of communities near parks.

- ❒ All questions in the survey instruments are within the scope of the topic areas covered by the Programmatic review, are non-controversial, and are designed to furnish useful applied knowledge to NPS managers and planners.

- ❒ The Programmatic review package is being submitted to the NPS Social Science Branch at least 60 days prior to the first day the PI wishes to administer the survey to the public.

The Programmatic review package includes:

- ❒ a completed Programmatic review form
- ❒ a copy of the survey instrument or telephone interview script (with each question clearly identified as to the topic number and area under which it is being submitted)
- ❒ other supporting materials, such as
    - ❒ cover letters to accompany mail-back questionnaires
    - ❒ scripts for initial contact of respondents and for any follow-up calls as part of a non-response bias check
    - ❒ a survey log recording the disposition of contacts, including refusals
    - ❒ necessary Paperwork Reduction Act compliance language
    - ❒ follow-up letters/reminders sent to respondents

The survey methodology presented on the Programmatic review form includes a specific description of:

- ❒ the respondent universe
- ❒ the sampling plan and all sampling procedures, including how respondents will be selected and a
- ❒ justification for the planned sample size
- ❒ how the instrument will be administered, including follow-up procedures
- ❒ expected response rate (with justification) and confidence levels
- ❒ plan for non-response bias analysis
- ❒ a description of any pre-testing and peer review of the methods and/or the instrument
- ❒ The burden hours reported on the Programmatic review form include the number of burden hours associated with the initial contact of all

individuals in the sample (i.e., including refusals), if applicable, and the burden associated with individuals expected to complete the survey instrument.

- ❒ The package is properly formatted and sent to the NPS Social Science Branch.

All submission packages must be formatted as MS Word documents (any recent version up to and including MS Word XP) and sent via e-mail to the NPS Social Science Branch at the following address:

Phadrea D. Ponds
Information Collections Review Coordinator
Environmental Quality Division
Social Science Branch
National Park Service
phadrea_ponds@nps.gov
970-267-7213 (Office)

Form for Submitting a Request for Programmatic Review

National Park Service
U.S. Department of the Interior

Programmatic Review for NPS-Sponsored Public Surveys

1. **Project Title | Submission Date:**

2. **Abstract:**

(not to exceed 150 words)

3. **Principal Investigator Contact Information**

First Name: **Last Name:**

Title:

Affiliation:

Street Address:

City: **State:** **Zip code:**

Phone: **Fax:**

Email:

4. **Park or Program Liaison Contact Information**

First Name:

Title:

Park Office/Division:

Street Address:

City: **State:** **Zip code:**

Phone: **Fax:**

Email:

Project Information

5. **Park(s) For Which Research is to be Conducted:**

6. **Survey Dates:** (mm/dd/yyyy) to (mm/dd/yyyy)

7. **Type of Information Collection Instrument (Check ALL that Apply)**

- ❑ **Mail-Back Questionnaire**
- ❑ **On-Site Questionnaire**
- ❑ **Face-to-Face Interview**
- ❑ **Telephone Survey**
- ❑ **Focus Groups**
- ❑ **Other (explain)**

8. **Survey Justification: (Use as much space as needed; if necessary include additional explanation on a separate page.)**

9. **Survey Methodology: (Use as much space as needed; if necessary include additional explanation on a separate page.)**

10. **Total Number of Initial Contacts | Expected Respondents:**

11. **Estimated Time to Complete Initial Contact | Instrument (mins.):**

12. **Total Burden Hours:**

13.	**Reporting Plan:**	

Mission Statement

The objectives of the NPS Social Science Branch are to conduct and promote state-of-the-art social science related to the mission of the National Park Service and deliver usable knowledge to NPS managers and to the public.

For additional information, contact:

Social Science Branch
National Park Service
Natural Resource Stewardship and Science (NRSS)
1201 Oakridge Dr., Suite 200
Fort Collins, CO 80525
http://www.nature.nps.gov/socialscience

As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering wise use of our land and water resources, protecting our fish and wildlife, preserving the environmental and cultural values of our national parks and historic places, and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people. The department also promotes the goals of the Take Pride in America campaign by encouraging stewardship and citizen responsibility for the public lands and promoting citizen participation in their care. The department also has major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

DSC September 2012 138/111466