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FINAL REPORT

A SOCIAL SCIENCE PLAN FOR GATEWAY NATIONAL RECREATION AREA

3.27.2017



PREPARED FOR:
GATEWAY NATIONAL RECREATION AREA

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PREPARED FOR:
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1.0 EXECUTIVE SUMMARY

The purpose of this report is to provide a plan for social science research for Gateway National Recreation Area (referred to hereafter as Gateway). The plan provides a roadmap for Gateway to address its highest priority social science information needs, and includes a series of phased projects that together comprise a program of social science research for Gateway for the next seven to ten years. The scope and breadth of the projects included in the social science plan were designed to provide a level of information and understanding that is commensurate with that of existing programs of research and knowledge about the park's natural and cultural resources.

The social science plan is based on findings from a 2016 Social Science Needs Assessment commissioned by Gateway and conducted by RSG in partnership with the National Park Service Social Science Program (NPS SSP) and Gateway staff. The purpose of the social science needs assessment at Gateway was to:

- critically evaluate the extent of the existing social science knowledge at Gateway,
- identify gaps in the park's social science information,
- evaluate contexts where social science project results could improve and inform park management,
- and develop a social science plan for addressing identified information gaps.

The social science plan also incorporates critical issues, legal mandates, and policies that set the context for Gateway. Each of these is described in this report and serve as the basis for the social science plan presented in this report.

The social science needs assessment consisted of two components: 1) a review of existing social science research completed in Gateway (Appendix A), and 2) an onsite scoping trip and social science needs assessment workshop with Gateway staff (Appendix B). Results of the literature review suggest that a coordinated, systematic approach to conducting social science research at Gateway is warranted to increase the park's knowledge on such issues as visitation patterns, visitor experiences and preferences, and the non-visiting public. The onsite scoping trip and staff workshop revealed key knowledge areas identified by Gateway staff as important areas for increased information and understanding to achieve park management objectives. Information gained from these data collection methods and subsequent follow-up conversations with park leadership, considerations for implementation feasibility, and professional judgement were used to determine the types of projects included in the social science plan for Gateway. The social science plan presented includes eleven projects that address the following prioritized needs:

- ***Gateway Visitor Use, Users, and Non-Users:*** Systematic collection of baseline data for monitoring visitor use and users at Gateway
- ***Gateway's Identity as an NPS Unit:*** Identification and establishment of a common direction for Gateway's identity as an NPS unit, both internally among staff and externally among visitors, non-visitors, and park partners
- ***Visitor Use Impacts and Management:*** Characterization of identified visitor use management issues including resource and experience capacities and ecological impacts at the unit/site level and recommendations for resolving identified issues

To address these needs, eleven social science projects are recommended for completion on a seven to ten-year timeline for completion (Table 1). Each proposed project includes a project title, description, justification, and measurable results. Estimates of project durations and rough order magnitude (ROM) costs for each project are included. The ROM's are a rounded estimate of anticipated costs in the current year's dollars. If a proposed project is implemented, a detailed task order and/or scope of work should be defined, including the development of a detailed cost estimate to reflect the defined project details.

TABLE 1. SOCIAL SCIENCE PLAN PROJECT LIST BY PRIORITY

PROJECT TITLE
<i>Gateway Visitor Use, Users, and Non-users</i>
Project 1: Visitor Use Count Procedures Assessment and Refinement: Phase I
Project 2: Visitor Use Count Procedures Assessment and Refinement: Phase II
Project 3: Gateway National Recreation Area Visitor Use Survey: 2020 and 2025
Project 4: Gateway Local Communities Study: Phase I Socio-demographic Analysis of Existing Data
Project 5: Gateway Local Communities Study: Phase II Household Survey Regarding Awareness, Use, and Non-use of Gateway
Project 6: Gateway Organized Groups Study: Longitudinal Survey of Program Participants
<i>Gateway's Identity as an NPS Unit</i>
Project 7: Understanding and Refining Gateway's Identity as an NPS Unit: Phase I Park Staff and Partners Survey
Project 8: Understanding and Refining Gateway's Identity as an NPS Unit: Phase II Public Focus Groups
<i>Visitor Use Impacts and Management</i>
Project 9: Visitor Use Impacts and Management: Phase I Descriptive Data Collection and Analysis
Project 10: Visitor Use Impacts and Management: Phase II Evaluative Data Collection and Analysis
Project 11: Recreation-related Natural Resource Impact Assessment and Monitoring

The social science plan presented in this report is designed for use primarily by Gateway managers and staff to serve as a roadmap for engaging in strategic social science projects at the park. Specifically, the social science plan was designed to promote a level of social science understanding at Gateway that is commensurate with the level of information available within other programs of work at the park for natural and cultural resources. Implementing the social science plan will provide Gateway managers and staff with a comprehensive understanding of key issues and baseline measures Gateway's uses and users.

2.0 INTRODUCTION

The purpose of this report is to provide a plan for social science research for Gateway National Recreation Area (referred to hereafter as Gateway). The plan provides a roadmap for Gateway to address its highest priority social science information needs, and includes a series of phased projects that together comprise a program of social science research for Gateway for the next seven to ten years. The scope and breadth of the projects included in the social science plan were designed to provide a level of information and understanding that is commensurate with that of existing programs of research and knowledge about the park's natural and cultural resources.

The social science plan is based on findings from a 2016 Social Science Needs Assessment commissioned by Gateway and conducted by RSG in partnership with the National Park Service Social Science Program (NPS SSP) and Gateway staff. The purpose of the social science needs assessment at Gateway was to:

- critically evaluate the extent of the existing social science knowledge at Gateway,
- identify gaps in the park's social science information,
- evaluate contexts where social science project results could improve and inform park management,
- and develop a social science plan for addressing identified information gaps.

The social science plan also incorporates critical issues, legal mandates, and policies that set the context for Gateway. Each of these is described in this report and serve as the basis for the social science plan presented in this report.

2.1 | OVERVIEW OF THE PLAN

In Section 3, the broader context for conducting social science research at Gateway is presented. Issues critical to Gateway are summarized, describing ongoing challenges impacting park management, users, non-users, and partners of Gateway (Section 3.1). The presented critical issues were identified through conversations with park staff during project scoping and throughout project administration, results of the social science literature review, and design and conduct of the social science needs assessment including onsite sessions and conversations with park partners. The social sciences included in this plan are defined, following the NPS definition for social sciences (Section 3.2). Finally, policy and planning documents providing legal mandates for conducting social science research in the agency and at the park are summarized (Section 3.3). These reveal a formal mandate and specific responsibilities for conducting social science in support of NPS management.

In Section 4, a summary of the social science needs assessment process is provided. First, a summary of the literature review and annotated bibliography of the existing social science research completed to-date at Gateway completed as a first step in the needs assessment process is presented (Section 4.1 and Appendix A). The literature review and annotated bibliography identified information gaps in the park's existing social science resources. Second, a summary of the onsite scoping and social science needs assessment workshop conducted with Gateway managers and staff is presented (Section 4.2 and Appendix B). The onsite scoping and social science needs assessment workshop identified critical social science questions for the park.

In Section 5, the social science plan for addressing the critical social science questions and identified information gaps needs is presented. The plan is comprised of eleven projects, each containing a project title, description, justification, measureable results, and, forthcoming, estimates of duration and rough order of magnitude costs. Project phasing is included for select projects.

In Section 6, intended uses and users of the social science plan are described to assist park staff in implementing the plan.

Finally, this document includes two appendices. The appendices present complete results of the literature review and annotated bibliography (Appendix A) and the onsite scoping and social science needs assessment workshop (Appendix B).

3.0 GATEWAY

BROADER CONTEXT FOR SOCIAL SCIENCE AT

3.1 | CRITICAL ISSUES FOR GATEWAY

Among other reasons, Gateway was established to serve as a “gateway” to National Park Service (NPS) experiences for urban residents of New York City (NYC) that might otherwise not have the opportunity to engage in a National Park experience. Gateway, while managed as a single NPS unit, is comprised of three distinct and geographically disconnected units. The Staten Island and Jamaica Bay Units are located in NYC, with park locations dispersed throughout the boroughs of Staten Island, Brooklyn, and Queens. The Sandy Hook Unit, located in Sandy Hook, New Jersey, is comprised of the Sandy Hook peninsula. The location of Gateway units both in NYC and in nearby coastal areas contributes to the cultural and ecological diversity of the park’s visitors and resources. With an estimated five-year average annual visitation of over six million visitors, Gateway’s visitation has routinely earned it a ranking in the top ten NPS units for annual visitation. Given the urban landscape, diverse resources, and high visitation, managers of Gateway face a unique set of critical issues that serve as the context for the social science plan presented in this report. The presented critical issues were identified through conversations with park staff during project scoping and throughout project administration, results of the social science literature review, and design and conduct of the social science needs assessment including onsite sessions and conversations with park partners. These critical issues include the following:

- **Lack of Systematic Study and Understanding of Visitor Experience, Behaviors, and Patterns of Use** – The lack of systematically collected, reliable visitor use data on which to base management decisions has created knowledge gaps that have impeded the park’s ability to gain a clear picture of visitor preferences, patterns of use, and visitor experiences. Future collection of such information will serve as baseline measurements from which visitor use can be monitored to generate a more complete picture of Gateway’s visitation.
- **Identity of Gateway** – As noted, Gateway was established, in part, to serve as a “gateway” to the NPS experience for urban residents. However, at present, Gateway does not have a clearly defined identity as an NPS unit among its staff or members of the general public. The lack of a strong identity for Gateway among staff creates ambiguity regarding Gateway’s purpose and role for visitors and non-visitors. Gateway’s unique cultural and natural resources and its location in a major urban center do not constitute a traditional NPS experience, leading to the fracturing of Gateway’s identity among the competing expectations and perceptions of visitors, non-visitors, park partners, and staff. This lack of a unified identity for Gateway impacts the park at multiple levels including decision making and prioritization of park resources, the overall park experience delivered to visitors, and the perception of the park among non-visitors.
- **Geographic Disconnectedness** – Gateway is comprised of three, geographically disconnected units that are accessible primarily by automobile. Opportunities for land and water-based access to Gateway units via public transportation are few. The dispersion of units and facilities combined with NYC traffic and a culture of borough-identity among NYC residents create geographic and cultural barriers to park accessibility for visitors and park employees.

- **21st Century Relevance** – Gateway’s 2014 GMP admits that presently, Gateway’s visitation does not reflect the ethnic, racial, or socioeconomic diversity that characterizes adjacent communities or the US population at large. Moreover, Gateway’s location in the largest and most diverse urban center in the US places it at the center of the NPS’s growing efforts to increase the engagement of millennials and traditionally underrepresented racial and ethnic minority groups. Strategies such as the NPS’s “Achieving Relevance in Our Second Century” and initiatives such as “Every Kid in a Park” highlight specific efforts to increase the relevance of the NPS in an increasingly multi-cultural and technologically oriented society. As the values and lifestyles of the American public continue to evolve throughout the 21st century, Gateway will have to continue to adapt by realizing new ways to connect with the visiting and non-visiting public.
- **Cultural Gaps between Urban Populations and National Park Experiences** – Cultural gaps exist between the experiences provided by Gateway and the experiences and/or lifestyles of NYC residents and other communities adjacent to Gateway. Initiatives such as the NPS’s “Urban Agenda” highlight the importance of the NPS in engaging urban communities to bridge cultural and experience gaps. The agenda states,

“Urban environments present a high density and more diverse population, lands that often have past industrial or disturbance legacies, and a complex set of overlapping jurisdictions... The NPS... has much to offer the urban dweller: a sense of place, an escape from cubicle confines, recognition that everyone’s history is important, a restored and accessible waterfront, and a threshold experience to a greater outdoors.”

Gateway is uniquely positioned to fill the above stated roles for urban residents of NYC, providing a venue for engaging in activities and programming that might not otherwise be available without the presence of Gateway in NYC.

- **Vulnerability to Climate Change and Extreme Weather Events** – Much of Gateway’s land area is located in areas that are projected to be impacted by climate change and extreme weather events in the coming century. Even today, Gateway continues to face the challenges of rebuilding park infrastructure damaged in October 2012 by Hurricane Sandy. Impacts to the park’s environment, both built and natural, will impact the visitor experience, particularly with regard to accessibility and safety in certain areas of the park.

These critical issues serve as the foundation for this social science plan, providing broader context for the cultural and socioeconomic issues influencing Gateway. Acknowledging and understanding these issues frames the social science plan presented in this report; however, the social science plan is not designed to address each of the above stated critical issues individually. These issues far exceed the scope of individual projects, yet the success of any social science project implemented at Gateway will require acknowledgement and understanding of these critical issues for Gateway.

It should be noted, the critical issues discussed in this social science plan are not the only critical issues faced by Gateway managers – park managers are challenged with addressing a variety of competing issues in managing the park. The presented critical issues were selected due to their direct influence on social science needs and research at Gateway. Two other critical issues that were identified through the social science needs assessment process, but less directly applicable to social science research include the following:

- Many of Gateway’s cultural and historic built structures are in disrepair. Gateway is challenged with preserving and protecting a large inventory of built structures with limited funding.
- The presence of environmentally hazardous areas and/or traditionally unsafe areas in Gateway may have created historic barriers to visitation. Gateway continues to work to clean up environmental contamination in these areas (such as Great Kills Park) and increase visitor safety.

3.2 | SOCIAL SCIENCE DEFINED

For the purposes of this social science plan, the definition of social science used to develop the projects for Gateway presented in this report follows the definition included in NPS Director’s Order #78: Social Science. The definition is as follows:

“For the purposes of this Director’s Order, social science under the jurisdiction of the NPS Social Science Program (SSP) includes the disciplines of economics, geography, psychology, political science, and sociology, as well as appropriate interdisciplinary research fields.

Economics (both macro- and micro-economics) treats markets, industries, and economics as key units of study; the driving force of change is economic value broadly defined. Economics can aid NPS managers through studies of park economic impacts, the costs and benefits of park policies, and the role of parks in the tourism industry and national economy.

Geography (specifically human geography) treats regions, landscapes, and other spatial units (governmental, ecological, and so forth) as critical. The central concern is the spatial distribution of people, resources, and culture. Geography can aid NPS managers through studies of tourist travel patterns, regional development, and human impacts on park resources, both natural and cultural.

Psychology has as its key unit the individual, and communication is a central driving force. Psychology can assist NPS managers through studies of visitor experiences, interpretive media, and other forms of park-related communication.

Political science focuses upon institutions of state (at many levels); the central engine of change to many political scientists is power and its use. Political science can benefit NPS managers through studies of public participation in park planning, the role of local communities and interest groups, and improving organizational effectiveness.

Sociology treats social groups, organizations, and communities as key units of study, with human behavior as its central concern. Sociology can aid NPS managers through studies of demographic trends, visitor behavior, and public opinion regarding park policies.”

3.3 | POLICY RATIONAL FOR SOCIAL SCIENCE

Legal mandates for the NPS to conduct social science research exist in the forms of federal legislation, agency policies, and NPS Director’s Orders. Similarly, legal mandates specific to Gateway provide a rationale for the park to develop and implement a social science plan. The following section, organized chronologically, highlights both national and park-specific legal mandates for engaging in social science at Gateway.

NATIONAL MANDATES

Organic Act of 1916

A mandate for the NPS to conduct social science emerges directly from the NPS mission stated in the Organic Act of 1916. The act establishes the agency's mission to,

“... conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations (16 U.S.C. sec. 1).”

The social sciences are mandated by the NPS mission as they are integral to resource protection (such as studies of visitor impacts) and to providing enjoyment (such as studies of visitor experiences). The mission emphasizes both protecting resources and providing for visitor enjoyment — social science research directly supports the achievement of the dual mandate.

Usable Knowledge: A Plan for Furthering Social Science and the National Parks (Machlis, 1996)

A plan for the establishment of the NPS Social Science Program (SSP), approved by the NPS. The plan established the mission of the NPS SSP and outlined the types of research questions viable under the research agenda for the NPS SSP. The establishment of formalized organizing for social science at the agency level further emphasizes the importance of and need for social science research in the NPS.

Public Law 105-391 (National Park Service Omnibus Management Act of 1998)

Public Law 105-391 grants superintendents and managers the legal authority to conduct various scientific programs in National Parks, authorizing use of parks for scientific study. A key component of the legislation directs the Secretary of the Interior to, “assure that management of units of the National Park System is enhanced by the availability and utilization of a broad program of the highest quality of science and information (Sec. 202, Research Mandate).” This legislation opened the opportunity for social science research, among other types of scientific research, to be conducted in National Parks by federal and non-federal public and private agencies, organizations, individuals, and other entities. Furthermore, it calls for the use of science to provide high quality information for management of NPS units.

Director's Order #78 “Social Science” (2002)

Director's Order #78 was created for the purpose of establishing the policies, procedures, and responsibilities for social science in the NPS under the jurisdiction of the NPS SSP. Among the establishment of other administrative and legal responsibilities, the order specifically references “Needs Assessments,” stating the following:

“Park units are encouraged to conduct needs assessments to prioritize social science research and technical assistance needs. Needs may be identified in management plans, social science research plans, environmental compliance documents, or other planning or management documents.”

Thus, not only does Director's Order #78 establish guidelines for conducting social science within the NPS, it also calls out the use of social science needs assessments specifically for the identification and prioritization of social science research.

NPS Management Policies 2006

This document contains specific guidelines for using social science to fulfill the role of the NPS mission, establishing direct links between social science and many NPS responsibilities. Section 8.11, “Social Science Studies” states:

“The NPS will facilitate social science studies that support the NPS mission by providing an understanding of park visitors, the non-visiting public, gateway communities and regions, and human interactions with park resources. The approach will provide a scientific basis for park planning, development, operations, management, education, and interpretive activities.”

Through establishing a direct policy link between social science research and the NPS mission, this document underscores the relationship between social science and the NPS enabling legislation that can be inferred from the NPS mission itself.

Incorporating Ecosystem Services into Federal Decision Making (2015)

Memorandum directing agencies to incorporate ecosystem services into federal planning and decision making, including but not limited to, federal planning and decision making within the NPS. Highlighting the value of connections between humans and the environment, the emphasis on economic valuation of ecosystem services directs attention to the need for economic research (one of the disciplines within social science) to support NPS decision making.

Visitor Use Management Framework: A Guide to Providing Sustainable Outdoor Recreation (2016)

An interagency guidance document outlining a common approach to visitor use management. Specifically, the document describes a framework that shapes engagement in proactive and adaptive processes for managing visitor use while maintaining and achieving desired resource conditions and visitor experiences across federally protected areas with recreational access. The Interagency Visitor Use Management Council, which includes representatives from the NPS, authored the framework to enhance best practices, interagency consistency, cost-effectiveness, and defensibility of decisions related to visitor use management. The involvement of the NPS in the development of the document and in the council demonstrates a commitment to systematic and thoughtful visitor use management. Utilizing both existing and emergent social science research is a central component of engaging in thoughtful visitor use management planning.

MANDATES SPECIFIC TO GATEWAY

Gateway National Recreation Area Enabling Legislation (16 U.S.C. sec. 460)

In a manner similar to the Organic Act of 1916, the enabling legislation for Gateway invokes the dual mission of the NPS to both preserve and protect while providing for the enjoyment of current and future generations. Social science research is integral to the preservation and protection of resources (such as studies of visitor impact) and the enjoyment of current and future generations (such as studies of visitor experiences). Therefore, it is integral to accomplishing the dual missions set out in Gateway’s enabling legislation.

General Management Plan (2014)

The record of decision for the 2014 General Management Plan indicates that the selected alternative, *Alternative B: Discovering Gateway*, will provide, “the widest range of activities and most recreation opportunities in dispersed locations throughout the park.” One of the highlighted desired future conditions of this

alternative is to improve the visitor experience. Specific aspects of visitor experience identified for improvement include enhancing communication, promotion, and wayfinding to increase the visibility and awareness of Gateway among visitors and to increase the diversity of recreation opportunities. Social science research can directly support such initiatives by enabling data-driven decision making to achieve established desired future conditions in the plan.

4.0 SOCIAL SCIENCE NEEDS ASSESSMENT

The social science needs assessment consisted of two components: 1) a review of existing social science research completed in Gateway (Appendix A), and 2) an onsite scoping trip and social science needs assessment workshop with Gateway staff (Appendix B). This section of the report includes a summary of these components, highlighting the outcomes and themes that were influential in the development of the social science plan to follow. Detailed descriptions of each component are reported in Appendices A and B.

4.1 | LITERATURE REVIEW

RSG conducted a review and prepared an annotated bibliography of Gateway's existing social science research and/or management documents related to social science to-date (Appendix A). In total, fifteen documents were compiled by Gateway and NPS Social Science Program (SSP) staff and transferred to RSG for review. The purpose of the literature review and annotated bibliography was to assess and characterize the existing social science knowledge at Gateway. The literature review was structured to identify the following specific study elements for each document: year, purpose, population, sample technique, data collection, results, and recommendations.

Results of the literature review suggest that since Gateway's inception as an NPS unit in 1972, social science research in the park has been conducted sporadically and is relatively limited in scope. The compiled studies focused on the following topics:

- Documenting and/or monitoring visitor use impacts along Gateway's beaches and other coastal sites (4 studies)
- Characterizing visitor use at a specific location (2 studies, Floyd Bennett Field and Jacob Riis Park), within a unit (1 study, Jamaica Bay Unit), or park-wide (2 studies)
- Ethnography of traditional uses of natural resources in a unit (1 study, Jamaica Bay Unit)
- Administrative or management documents outlining goals and/or targets for recreational use of resources and buildings or the development of interpretive themes (4 documents)
- Summary of anticipated impacts of climate change on Gateway's visitation (1 study)

Overall, few existing social science studies focused on collecting and summarizing information at the park-wide level. Rather than being generalizable to the visiting population as a whole, the existing social science research acts as a snapshot of place-based issues and/or visitor groups. The information presented in the reviewed studies is fragmented between units, with many more studies conducted in the Jamaica Bay Unit than the other units. The sporadic occurrence of the existing social science studies precludes the use of trend analyses to track changes in visitor uses and users over time and highlights the need for a systematic approach to future social science work in the park.

4.2 | ONSITE SCOPING TRIP AND STAFF WORKSHOP

A two-day, onsite scoping trip and staff workshop was conducted by RSG and Social Science Program staff at Gateway. The trip was designed to collect staff perspectives on the park's social science needs and to observe, first-hand, some of the park's visitor use issues. The trip activities included:

- Staff-led site scoping tours in each of Gateway's units to observe on-the-ground conditions, gather staff perspectives, and discuss site specific information needs.
- A large-group World Café (The World Café Community Foundation, 2015) session to kick-off the workshop component of the trip. Invited staff brainstormed social science information needs through a series of structured, small-group discussions. A group-wide report out of small group discussions concluded the session.
- Follow-up sessions were conducted with informal working groups to refine topics brainstormed during the World Café session. Staff were encouraged to review outputs of the World Café session through the lens of their working groups' disciplines and/or responsibilities and add missing items as needed. These sessions allowed for more in-depth discussion of social science needs than the World Café session allowed. Working groups included the following: Sandy Hook Unit Visitor Experience, Jamaica Bay Unit Visitor Experience, Staten Island Visitor Experience, Business Services, Resources Management and Facilities, and Law Enforcement.
- A work session was held with Gateway's Senior Management Team to present a summary of consolidated themes and findings from the World Café and work group sessions and to initiate preliminary discussion of social science priorities for the park.

Results of the onsite scoping trip and staff workshop suggest that important areas of focus for near term social science research at Gateway include projects that increase the park's understanding in the following areas:

- The identity of Gateway as a National Park Unit and the implications of this identity
- Visitor experience including evaluations of services, programs, facilities, and park communications
- Visitor expectations for the park and motivations for visiting
- Relevance and engagement among local visitors and non-visitors
- Barriers for local non-visitors that may prevent or preclude their ability or desire to visit Gateway
- Patterns of visitation, movement, and mode of transportation and/or access to Gateway
- Resource and experiential capacities

4.3 | NEEDS ASSESSMENT SUMMARY

Results of the literature review suggest that a coordinated, systematic approach to conducting social science research at Gateway is warranted to increase the park's knowledge on such issues as visitation patterns, visitor experiences and preferences, and the non-visiting public. The onsite scoping trip and staff workshop revealed key knowledge areas identified by Gateway staff as important areas for increased information and understanding to achieve park management objectives. Information gained from these data collection methods and subsequent follow-up conversations with park leadership, considerations for implementation feasibility, and professional judgement were used to determine the types of projects included in the social science plan for Gateway.

5.0 SOCIAL SCIENCE PLAN FOR GATEWAY

5.1 | PRIORITIES FOR SOCIAL SCIENCE

The social science plan presented here includes eleven projects that address the following prioritized needs (Table 1):

- ***Gateway Visitor Use, Users, and Non-Users:*** Systematic collection of baseline data for monitoring visitor use and users at Gateway
- ***Gateway's Identity as an NPS Unit:*** Identification and establishment of a common direction for Gateway's identity as an NPS unit, both internally among staff and externally among visitors, non-visitors, and park partners
- ***Visitor Use Impacts and Management:*** Characterization of identified visitor use management issues including resource and experience capacities and ecological impacts at the unit/site level and recommendations for resolving identified issues

These prioritized needs result from synthesis of the social science needs assessment conduct. Particularly, the onsite scoping trip and staff workshop revealed key knowledge areas identified by Gateway staff as important areas for increased information and understanding to achieve park management objectives. Information gained from these data collection methods and subsequent follow-up conversations with park leadership, considerations for implementation feasibility, and professional judgement were used to identify the above listed prioritized needs and the types of projects appropriate for addressing those needs.

5.2 | IMPLEMENTATION CONSIDERATIONS

INFLUENCE OF GATEWAY'S GEOGRAPHY

Gateway is comprised of three, geographically disconnected units that are accessible primarily by automobile. Opportunities for land and water-based access to Gateway units via public transportation are few. The dispersion of units presents geographic and cultural barriers to park accessibility for visitors and park employees. These geographic barriers also have the potential to influence the success of project implementation at the park-wide scale. As such, implementation of the projects included in this social science plan should be considered at the park-wide scale only if feasible. Each of the projects in the social science plan may be best implemented at the unit-level scale to maximize study feasibility, reliability, and accuracy. Additionally, due to the disparate nature of Gateway's three units, visitor preferences and needs are expected to differ among units. Unit-level research would account for and enable customization of methods and instrumentation to fit the needs of local circumstances and study populations.

REPRESENTATIVENESS OF SURVEY RESULTS

The representativeness of social science research is a direct function of the sampling and implementation methods selected to collect social science data. For example, no survey, unless it is conducted year-long at an extremely high cost, produces results representative of all park visitors. Correspondingly, the time period(s) of implementation should be selected to according to the target study population(s) and research questions.. For example, if the park is interested in understanding summer visitation, a survey targeted at summer visitors

should be conducted during the summer months to capture a sample of all summer visitors. Similarly, the methods used for survey administration should be conducive to the target population. For example, a survey of park visitors may be best implemented onsite at Gateway where visitors to the park can be directly intercepted. Due to variation in visitors and non-visitors between Gateway's units, implementation and data collection methods may need to be tailored to unit specific needs to accurately and successfully collect target data.

TASK ORDERS AND COST ESTIMATES

Each project in the social science plan includes a project title, description, justification, and measurable results. Estimates of project durations and rough order magnitude (ROM) costs for each project are included. The ROM's are rounded estimates of potential costs in the current year's dollars, pending detailed specification of a particular project implementation. If a proposed project is implemented, a detailed task order and/or scope of work should be defined, including the development of a detailed cost estimate to reflect the defined project details. The WASO NPS Social Science Program office is available to work with Gateway to develop such detailed task orders and revised cost estimates.

TABLE 2. OUTLINE OF SOCIAL SCIENCE PLAN

PROJECT TITLE	ROM*	DURATION**
<i>Gateway Visitor Use, Users, and Non-users</i>		
Visitor Use Count Procedures Assessment and Refinement: Phase I	\$120,000 to \$150,000 total	18 months total
Visitor Use Count Procedures Assessment and Refinement: Phase II	\$125,000 to \$225, 000 per unit	18 months per unit**
Gateway National Recreation Area Visitor Use Survey: 2020 and 2025	\$125,000 to \$200,000 per unit, 2020 cycle \$130,000 to \$210,000 per unit, 2025 cycle	18 months per unit, per implementation cycle**
Gateway Local Communities Study: Phase I Socio-demographic Analysis of Existing Data	\$50,000 to \$100,000 per unit	12 months per unit**
Gateway Local Communities Study: Phase II Household Survey Regarding Awareness, Use, and Non-use of Gateway	\$350,000 to \$500,000 total	36 months total
Gateway Organized Groups Study: Longitudinal Survey of Program Participants	\$925,000 to \$1,325,000 for 5 implementations over 10 years	18 months per implementation**
<i>Gateway's Identity as an NPS Unit</i>		
Understanding and Refining Gateway's Identity as an NPS Unit: Phase I Park Staff and Partners Survey	\$95,000-\$115,000 total	12 months total
Understanding and Refining Gateway's Identity as an NPS Unit: Phase II Public Focus Groups	\$200,000 to \$400,000 total	18-24 total months, dependent on number of segments
<i>Visitor Use Impacts and Management</i>		
Visitor Use Impacts and Management: Phase I Descriptive Data Collection and Analysis	\$150,000 to \$175,000 per unit	18 months per unit**
Visitor Use Impacts and Management: Phase II Evaluative Data Collection and Analysis	\$150,000 to \$175,000 per unit	24 months per unit**
Recreation-related Resource Impact Assessment and Monitoring	\$35,000-\$50,000 per unit	12 months per unit**

*ROM (Rough Order of Magnitude) Cost – Detailed cost estimates should be prepared prior to implementation.

**Per unit projects may occur concurrently or separately depending on park needs and available resources.

5.3 | PROJECT DESCRIPTIONS

1. **Project Title:** Visitor Use Count Procedures Assessment and Refinement: Phase I

Project Description

Gateway consists of three, geographically distinct units with sites dispersed in and around NYC and Sandy Hook, New Jersey. Consequently, accurately counting visitor use and estimating park visitation are difficult. This project will focus on evaluating the accuracy of the existing NPS Public Use Statistics Program's count procedures for estimating visitation at Gateway. The project will commission a site scoping trip for visitor use estimation experts to evaluate existing equipment and procedures and identify areas for improved accuracy. Specific questions that will be addressed by this project include:

- Is the currently deployed count equipment functioning properly?
- Do the current count procedures systematically over- or under-estimate visitor use at Gateway?
- Do person-per-vehicle, non-reportable visit, non-recreation visit, and length of stay estimates accurately reflect current conditions?

Project Justification

All units of the NPS are required to collect and report data on visitor use. This information is archived, analyzed, and made public by the Public Use Statistics Collection and Reporting Program, housed within the WASO NPS Social Science Program. NPS Units use the public use statistics generated by this program for internal and external planning, management, and communication; to be useful for these purposes, visitor use statistics must accurately reflect the types and amounts of visitation that park units receive. The existing NPS's Public Use Statistics Program's count procedures for Gateway provide a starting point for understanding current visitor use estimation methods at Gateway; however, those procedures were last updated nearly 10 years ago. This project will systematically evaluate and recommend potential refinements to Gateway's count procedures to ensure that visitation data are being collected and reported accurately. Similar projects, conducted in partnership with the NPS SSP, to update visitor use counting procedures have been completed at parks such as Hot Springs National Park and Chattahoochee River National Recreation Area.

Measurable Results

This project will provide a basis for refining and updating the park's count procedures to maximize the accuracy of visitation estimates and public use statistics for Gateway. Results will be summarized in a Visitor Estimation Study Strategy report that specifies methods to accurately collect and estimate visitor use at Gateway. Park staff will be able to use the results of this project as a basis to develop a long-term, systematic, administratively feasible plan for operation and maintenance of counting equipment and procedures.

Specific measurable results from this project will include:

- A Visitor Estimation Study Strategy Report with recommendations for updating counting procedures and methods for collecting any additional data needed to update the count procedures
- An ROM cost estimate for implementing the study strategy and updating the count procedures

ROM: \$120,000 to \$150,000 total

Duration: 18 months total

2. Project Title: Visitor Use Count Procedures Assessment and Refinement: Phase II

Project Description

This project will implement recommendations from the Visitor Use Count Procedures Assessment and Refinement: Phase I project to improve the accuracy of visitor use counts and visitation estimates for Gateway. The project will include data collection and analysis of visitor use volumes and patterns within and across Gateway units and recreation sites, using the methods specified in the Visitor Estimation Study Strategy Report prepared in the Phase I project. Specific questions that will be addressed by this project include:

- What are the monthly and annual numbers of recreational visits to Gateway?
- What are the trends in monthly and annual visitation at Gateway?
- How many non-recreational and non-reportable visits occur at Gateway monthly and annually?
- What are the patterns of visitor use among Gateway units and recreation sites?

Project Justification

Gateway consists of three, geographically distinct units with sites dispersed in and around NYC and Sandy Hook, New Jersey. Sites within the NYC units of Staten Island and Jamaica Bay are dispersed, with numerous access points to park lands. Consequently, accurately counting visitor use and estimating park visitation are difficult. The existing NPS's Public Use Statistics Program's count procedures provide a starting point for understanding historical and current methods for counting visitors and estimating visitation at Gateway; however, those procedures were last updated nearly 10 years ago. The Visitor Use Count Procedures Assessment and Refinement: Phase I project systematically evaluated and recommended refinements to Gateway's count procedures to ensure that visitation data are being collected and reported accurately. This project will collect and analyze the visitor use data needed to implement the recommendations from the Phase I project to update the visitor use counting and reporting procedures at Gateway.

Measurable Results

This project will improve the accuracy of visitation estimates and public use statistics for Gateway, and produce results that are critical to park planning and management efforts, developing annual budgets, and preparing staffing and operations plans. Measurable results from this study will include:

- Updated adjustment factors for recreational, non-recreational, and non-reportable visits to Gateway
- Updated and/or new adjustment factors for visitor use counts to maximize the accuracy of public use statistics for Gateway
- A study completion report with methods, results, and data needed for long-term visitor use counting and reporting procedures

ROM: \$125,000 to \$225,000 per unit

Duration: 18 months per unit

3. Project Title: Gateway National Recreation Area By Unit Visitor Use Study (VUS): 2020 and 2025

Project Description

This project will collect information about visitor use, users, and economic impacts at Gateway on a long-term, systematic, and recurring basis. The project will collect data at the by-unit level. To minimize logistical challenges, survey implementation should occur a 5-year cycle, following one of the below outlined schedules:

- 1) Survey is administered such that one unit is surveyed each year for three consecutive years. Implementation for the next two survey administrations cycles would be as follows: 2020: unit 1, 2021: unit 2, 2022: unit 3 (first cycle); 2025: unit 1, 2026: unit 2, 2027: unit 3 (second cycle).
- 2) Survey is administered such that each unit is separately sampled during the same administration year and field season. However, implementations at each unit would include separate field teams and administration schedules. Implementation for the next two survey administration cycles would be as follows: 2020 all three units individually sampled, 2025 all three units individually sampled.

To allow for comparison of results across study years, the project should closely follow the methods and instrumentation of the 2015 Gateway VUS. Consideration should be given to relative benefits and costs of using bilingual survey administrators. A cash incentive for participation should also be considered to increase response rates. Specific questions that will be addressed by this project include:

- What are the demographic characteristics of Gateway visitors and how are they changing over time?
- What information, activities, facilities, services, and programs are important to and used by visitors?
- What is the economic impact of Gateway visitor spending in the local area?

Project Justification

This project will provide Gateway with a long-term, systematic method for collecting fundamental information about park visitors, uses, and economic impacts to the local economy that is necessary for park planning, management, and operations. The project will allow Gateway to track trends in use and users over time, which will help to inform and monitor efforts to enhance awareness, engagement, and visitation among a broad spectrum of the public. The project will allow for decision making that incorporates visitors' needs.

Measurable Results

The project's methods and results, including trends analysis and visitor spending effects modeling, will be documented in a Visitor Use Survey Report for each study year and unit. Specific, measurable results from this project will include:

- Descriptive statistical summaries of current visitor use and user characteristics for each study year
- Visitor spending effects and corresponding economic impact to the local economy
- Trends in visitor use, users, and spending effects on the local economy over time

ROM 2020 (Cycle 1) Survey/Trends Analysis/Spending Effects: \$125,000 to \$200,000 per unit

ROM 2025 (Cycle 2) Survey/Trends Analysis/Spending Effects: \$130,000 to \$210,000 per unit

Duration: 18 months per unit, per implementation cycle

4. Project Title: Gateway Local Communities Study: Phase I Socio-demographic Analysis of Existing Data

Project Description

This project will compile and analyze socio-demographic information about residents of Gateway's adjacent communities from existing secondary sources, such as US Census data and data available through state and city agencies, non-profit groups, and universities. The project will focus on identification, collection, and analysis of socio-demographic data and trends for residents of Staten Island, Queens, Brooklyn, New York and Sandy Hook, New Jersey. Specific questions that will be addressed by this project include:

- What are the demographic characteristics of residents in each of the local communities adjacent to Gateway?
- To what extent have the socio-demographic characteristics of residents in Gateway's local communities changed over time?
- How are the socio-demographic characteristics of Gateway's local communities projected to change in the near- and long-term future?
- How do socio-demographic trends and projected future changes in Gateway's local communities compare to those in NYC and nationally?

Project Justification

A centerpiece of Gateway's mission is to serve as a "gateway" to the NPS experience for urban residents of NYC. Correspondingly, a primary goal of Gateway is to enhance local community residents' level of engagement, awareness, sense of relevance, and use of the park. This project will provide information that is necessary to effectively develop outreach, education, programs, services, and facilities targeted to the local communities surrounding Gateway. As the largest urban population center in the country, NYC has been the focus of numerous socio-demographic and economic analyses; therefore, information exists about the communities adjacent to Gateway that has not yet been distilled and realized for Gateway managers.

Measurable Results

The results of this project will include detailed profiles of current, historical, and projected future trends in the socio-demographic characteristics of Gateway's neighboring communities, reported at both the park-wide and by unit levels. Project results will help Gateway achieve its goals and mission to enhance relevance, awareness, and engagement with residents in Gateway's neighboring communities. Specific measurable results of this project will include:

- Spatial, tabular, and graphical data summaries of socio-demographic characteristics of residents in the local communities adjacent to Gateway
- Historical trends analysis and future projections regarding socio-demographics of local communities
- A project completion report with a summary of implications and recommendations for park planning, management, programming, operations, and facilities

ROM: \$50,000 to \$100,000 per unit

Duration: 12 months per unit

5. Project Title: Gateway Local Communities Study: Phase II Household Survey Regarding Awareness, Use, and Non-use of Gateway

Project Description

This project will involve developing and administering a survey of residents in the local communities adjacent to Gateway, across the five boroughs of New York City and in Sandy Hook, NJ. The survey will be designed to collect statistically representative survey data from local community residents about their levels of awareness, engagement, sense of relevance, and use of Gateway. The survey will also collect information about the demographic characteristics of users and non-users of Gateway, potential barriers to and strategies to promote visitation for non-users, and the types of activities, facilities, services, and programs that are important to local residents. The project will address the following types of questions:

- To what extent are local community residents aware of, engaged in, and use Gateway?
- How do the characteristics of local residents who do use Gateway differ from those who do not?
- Are local residents aware of Gateway as a NPS unit, and what do they think its purpose should be as a NPS unit?
- What programs, services, facilities, and other strategies are important to maintain interest among those who currently use Gateway and overcome barriers for those who don't?

Project Justification

A centerpiece of Gateway's mission is to serve as a "gateway" to the NPS experience for urban residents of NYC. Correspondingly, a primary goal of Gateway is to enhance local community residents' level of engagement, awareness, sense of relevance, and use of the park. This project will provide information that is necessary to effectively develop outreach, education, programs, services, and facilities targeted to the local communities surrounding Gateway. The results of the project will complement those from the Phase I Socio-demographic Analysis of Existing Data by attributing descriptive information about community characteristics from that project with information about the preferences, perceptions, and attitudes of those communities collected through this project.

Measurable Results

The project's methods and results will be documented in a Gateway Local Communities Household Survey Report. Park staff will be able to use results of the project to evaluate and prioritize park programs, services, and facilities that target local communities to enhance their levels of awareness, engagement, and use of Gateway. Specific measurable results of the project will include:

- Descriptive statistical summaries of local community residents, including users and non-users of Gateway
- Statistically representative information regarding local community residents' use of and perceptions about Gateway

ROM: \$350,000 to \$500,000 total

Duration: 36 months total

6. Project Title: Gateway Organized Groups Study: Longitudinal Survey of Program Participants

Project Description

This project will collect data from participants that have been a part of select organized group programs offered by Gateway. In the context of this project, target organized group programs are programs that offer students and/or youth an immersive experience at Gateway that is expected and/or intended to have a high impact on developing a connection between program participants and the park. An example of such a program is the Ecology Village tent camping program. Through a longitudinal survey administered to a sample of willing program participants on a biannual basis for 10 years, the park will collect data to assess the impact of the programs on the development of a connection to park and place and the development of stewardship behaviors and career interests. Specific questions addressed by this project include:

- Do participants return to Gateway after engaging in the experience?
- Did participant experiences initiate enthusiasm for natural and/or cultural park resources?
- Did the experience lead participants to seek further exposure to outdoor recreation activities?
- Did participant experiences influence academic or career choices?

Project Justification

Results of this 2016 Social Science Needs Assessment at Gateway suggest that Gateway managers are interested in understanding the long-term effects of participating in organized group programs offered by the park. Of particular interest to the park is the influence of the Ecology Village tent camping program, a program designed to introduce students grades 4-8 to overnight camping experiences that has been in existence since the 1970s. With goals of fostering environmental stewardship and a connection to nature and the park among participants, Gateway managers and Ecology Village program administrators would like to measure the impact of the designed programming. This project will play an important role in helping park and program managers identify areas of long-term program impact.

Measurable Results

The project's methods and results will be documented in a Longitudinal Study of Organized Group Programs Report. With each implementation of the longitudinal survey, collected data will be summarized. Additionally, the collected biannual datasets will be compared to each other. In this way, changes in the impact of the programming can be tracked over time. Specific measurable results of the project will include:

- A Longitudinal Study of Organized Group Programs Report, including summaries of the five biannual implementations of the survey and trend analysis of impacts overtime
- Identification of key areas of program influence and potential areas for program improve

ROM: \$925,000 to \$1,325,000 total, for 5 implementations of longitudinal study over 10 years

Duration: 18 months per implementation

7. Project Title: Understanding and Refining Gateway's Identity as an NPS Unit: Phase I Park Staff and Partners Survey

Project Description

This project will collect data from Gateway staff and park partners regarding their perceptions of and ideas about what Gateway's identity should be as an NPS unit. An anonymous survey will be used to collect responses from all Gateway staff and partners. The project will also include a facilitated discussion/charrette with Gateway's Senior Management Team to discuss findings from the survey and with the goal of refining and clarifying Gateway's identity as an NPS unit. Specific questions addressed by this project include:

- What are the important aspects of Gateway's designation as an NPS unit?
- What are the central themes around which Gateway's identity as an NPS unit should be refined and clarified?
- How effective is Gateway at creating awareness among local communities, NYC tourists, and the visiting public that it is an NPS unit?
- What should Gateway do to create and raise awareness among the visiting and non-visiting public about Gateway's purpose and mission as an NPS unit?

Project Justification

Results of this 2016 Social Science Needs Assessment at Gateway suggest that refining and clarifying Gateway's identity as an NPS unit is among the park's highest priorities for focus of social science research. To date, park staff and management have struggled to establish a clear and unifying identity for Gateway as an NPS unit due to challenges associated with the park's historic organizational structures, geographically dispersed nature, financial and budgetary constraints, staffing challenges, and the political landscape of NYC. This project will play an important role in helping park management refine and clarify an identity for Gateway that incorporates the perspectives, experiences, and expectations of the park's staff and partners. A clear and unifying identity for Gateway is necessary for park staff, managers, and partners to share a common sense of direction for how to engage with the public, establish themes for programs, services, and facilities, identify management goals and objectives, and prioritize future investments.

Measurable Results

The project's methods and results will be documented in a Park Staff and Partners Survey Report. Results of the project will help park staff and managers develop and prioritize park programs, services, facilities, investments, and partnerships that are consistent with Gateway's identity, goals, and objectives as an NPS unit. Specific measureable results of the project will include:

- A Park Staff and Partners Survey Report and Senior Management Team Facilitated Discussion Meeting Minutes
- Statistical summaries of park staff and partners' perceptions of and ideas about what Gateway's identity should be as an NPS unit

ROM: \$95,000 to \$115,000 total

Duration: 12 months total

8. Project Title: Understanding and Refining Gateway’s Identity as an NPS Unit: Phase II Public Focus Groups

Project Description

This project will collect information from the public regarding their awareness and perceptions of Gateway as an NPS unit. The project will include a series of focus groups with one or more segments of Gateway visitors and non-visitors, which could include local community residents who have recently visited Gateway; local community residents who have not recently or ever visited Gateway; non-local visitors to Gateway; and NYC tourists who do not visit Gateway during their trip to the city. This information will be used in conjunction with the findings from the Phase I Park Staff and Partners Survey to help park managers refine and clarify Gateway’s identity as an NPS unit. Specific questions addressed in this project include:

- Are visitors’ expectations about the types of opportunities that should be provided at Gateway informed by and consistent with Gateway’s designation as an NPS unit?
- Do visitors and non-visitors know of Gateway’s mission to serve as a “gateway” to the national park experience for urban residents?
- What does the NPS symbol of the arrowhead mean to the public?

Project Justification

Results of this 2016 Social Science Needs Assessment at Gateway suggest that refining and clarifying Gateway’s identity as an NPS unit is among the park’s highest priorities for focus of social science research. As part of refining and clarifying Gateway’s identity, park staff and managers identified a need to understand whether or not visiting and non-visiting members of the public are aware that Gateway is an NPS unit. Gateway’s urban location creates some degree of contrast with the “typical national park experience”, which may inhibit the public’s awareness and perception of Gateway as an NPS unit. Consequently, the public’s expectations and preferences for the types of facilities, services, and activities that should be provided at Gateway may not always align with the park’s designation as an NPS unit. This project will help Gateway staff and managers understand the extent to which public perceptions align or contrast with their goals, objectives, and mission as an NPS unit.

Measurable Results

The project’s methods and results will be documented in a Public Focus Groups Report. Results of the project will include scientifically robust findings regarding the public’s perceptions and awareness of Gateway as an NPS unit, and expectations about visiting Gateway. This information can be used to develop targeted information, education, outreach, and management strategies and actions to strengthen and enhance the public’s connections with and enjoyment of Gateway as an NPS unit. Specific measurable results of the project will include:

- A Public Focus Groups Report with scientifically derived themes regarding public perceptions of and expectations about Gateway

ROM: \$200,000 (two segments) to \$400,000 (four segments)

Duration: 18 to 24 months total, dependent on number of segments

9. Project Title: Visitor Use Impacts and Management: Phase I Descriptive Data Collection and Analysis

Project Description

This project will collect data at high-use sites in Gateway during peak visitor use periods regarding visitor use volumes, patterns, and behaviors. Data collected in this project will include information about the number of visitor arrivals per hour and day, lengths of stay at key locations, the number of people at one time at popular park locations, vehicle traffic volumes, the number of vehicles parked in designated lots and overflow areas, and visitor use behaviors that may cause resource (both natural and cultural) and/or experiential impacts at Gateway. Data will be analyzed and summarized in relation to known physical capacities of facilities in Gateway (e.g., parking lot sizes) to provide preliminary indications of the extent to which existing volumes, types, and/or patterns of use exceed park capacities. Specific questions addressed in this project include:

- What are the hourly and daily number of inbound vehicles, parked vehicles, and visitor arrivals by alternative means (i.e., ferry service) at key locations in the park during peak periods?
- How do vehicle volumes, parking demand, and visitor use of popular areas at Gateway vary through the hours of the day, days of the week, and/or months of the peak season?
- Are there times and places at Gateway where visitor use, traffic, visitors by alternative methods (i.e., ferry service), and/or parking demand exceed physical capacities of Gateway's facilities?

Project Justification

Results of this 2016 Social Science Needs Assessment at Gateway suggest that visitor use volumes, patterns, and behaviors may cause unacceptable impacts to park resources (natural and cultural), visitors' experiences, and park facilities, and strain operational, staffing, and administrative capacities. Yet, the park lacks data regarding the amounts and types of visitor use at key locations during peak periods needed to systematically assess when, where, and to what extent visitor use impacts occur. This project will provide Gateway with the necessary descriptive data to quantify volumes and patterns of visitor use to identify key locations, times, and activities where visitor use impacts occur and visitor use management strategies are needed.

Measurable Results

The results of this project will include scientifically rigorous, quantitative information about the types, amounts, and patterns of visitor use at key locations during peak periods. These results will help Gateway staff and managers identify when and where visitor use management strategies, alternative transportation, facility improvements, additional staffing, and/or operations enhancements may be needed to protect park resources (natural and cultural) and visitors' experiences. Specific measurable results will include:

- Tabular and graphical data summaries of visitor use, vehicle traffic, parking demand, and visitor behaviors at high-use locations during peak periods at Gateway
- Analysis of visitor use data in relation to known physical capacities of Gateway's built environment
- A project completion report containing methods, results, and implications for visitor use management

ROM: \$150,000 to \$175, 000 per unit

Duration: 18 months per unit

10. Project Title: Visitor Use Impacts and Management: Phase II Evaluative Data Collection and Analysis

Project Description

This project will collect information from visitors about their perceptions of and tolerances for the types and amounts of visitor use at high-use locations during peak periods at Gateway, and corresponding conditions of park resources (both natural and cultural), facilities, and experiences. The project will also collect information from visitors about their support or opposition for potential visitor use management strategies and actions to address visitor use impacts to Gateway resources (natural and cultural), experiences, facilities, services, and programs. Information will be collected in this project using survey instruments that will be designed based on findings from the Visitor Use Impacts and Management Phase I project and administered to visitors onsite at Gateway during peak use periods. Specific questions addressed by this project include:

- Do visitors experience crowding, conflict, and/or other impacts to the quality of their experiences during peak periods at high-use sites at Gateway?
- What are the maximum levels of visitor use that can be accommodated at high-use locations without unacceptable impacts to the quality of visitors' experiences?
- To what extent are visitors aware of park laws and policies implemented to protect park resources?
- To what extent do current visitors support or oppose potential visitor use management strategies to protect park resources (both natural and cultural) and visitors' experiences?

Project Justification

Results of this 2016 Social Science Needs Assessment at Gateway suggest that visitor use volumes, patterns, and behaviors may cause unacceptable impacts to park resources (both natural and cultural), visitors' experiences, and park facilities, and strain operational, staffing, and administrative capacities. Yet, the park lacks data regarding visitors' perceptions of and tolerances for the amounts, types, and impacts of visitor use at high-use locations and their attitudes toward potential visitor use management strategies. This project will provide Gateway with scientifically rigorous data addressing these topics. This information is needed to incorporate visitors' attitudes, perceptions, and preferences into decisions about how to manage visitor use to protect park resources (both natural and cultural) and visitors' experiences.

Measurable Results

Measurable results from this study will include visitor evaluations of current use levels and preferences for future conditions and visitor use management strategies that may be employed by Gateway managers. Specific measurable results include:

- A Visitor Use Impacts and Management Report documenting the methods and results of the project
- Statistical summaries of visitors' perceptions, evaluations of current visitor use levels, and support/opposition for potential visitor use management strategies
- Visitor-based thresholds of acceptability, including scenario-based definitions and examples, for visitor use-related impacts to park natural resources, cultural resources, facilities, and/or experiences

ROM: \$150,000 to \$175,000 per unit

Duration: 24 months per unit

11. Project Title: Recreation-related Resource Impact Assessment and Monitoring

Project Description

The purpose of this project is to determine the state of both natural and cultural resource conditions at select popular recreation sites in Gateway. This project will involve selection of recreation sites for ecological condition assessments and cultural resource condition assessments through consultation with Gateway's Resource Managers and using the quantitative data collected through the Visitor Use Management and Capacity: Phase I Descriptive Data Collection project (described previously). Multiple ecological condition assessment approaches may be used, depending on the anticipated severity of impact and size of the area to be assessed. Cultural resource condition assessment methods will be employed following best practices for such assessments and in consultation with the park's Resource Managers. This project will answer such questions as:

- What is the extent of visitor impacts to resources at identified locations?
- What is the nature of visitor impacts to resources at identified locations?
- Within an identified location, where are resource impacts most concentrated?

Project Justification

Results of the literature review conducted as part of this 2016 Social Science Needs Assessment at Gateway reveal a legacy of visitor use impacts in fragile coastal ecosystems under the protection of Gateway; however, the visitor impact studies conducted are dated and do not reflect present day use volumes, types, or patterns. Moreover, the literature review results revealed a lack of information on visitor use impacts to cultural resource areas within the park. This project will provide managers with updated ecological condition assessment data for use in determining the necessity for and appropriate types of visitor use management strategies and habitat restoration projects. The project will also provide managers with a recreation-related impact monitoring plan for ecologically sensitive areas identified through the ecological condition assessment. Finally, the project will provide managers with recommendations for visitor use management strategies to protect and preserve sensitive cultural resources that are found to be negatively impacted by visitor use.

Measurable Results

Measurable results of this project will include georeferenced maps and summary tables of results from the ecological condition assessment. Protocols for monitoring visitor use in fragile environments identified through the ecological condition assessment will also be developed in this project. Specific measurable results of this project will include:

- Spatial and statistical analysis and documentation of recreation-related impacts to natural resources at Gateway
- Spatial analysis and summaries identifying priority areas for ecological restoration
- Protocols for long-term monitoring of recreation-related impacts in ecological sensitive areas of Gateway

ROM: \$50,000 to \$75,000 per unit

Duration: 12 months per unit

5.4 | SUMMARY

This social science plan for Gateway addresses three prioritized needs:

- ***Gateway Visitor Use, Users, and Non-Users:*** Systematic collection of baseline data for monitoring visitor use and users at Gateway
- ***Gateway's Identity as an NPS Unit:*** Identification and establishment of a common direction for Gateway's identity as an NPS unit, both internally among staff and externally among visitors, non-visitors, and park partners
- ***Visitor Use Impacts and Management:*** Characterization of identified visitor use management issues including resource and experience capacities and ecological impacts at the unit/site level and recommendations for resolving identified issues

To address these needs, eleven social science projects are recommended for completion on a seven to ten-year timeline for completion. Each proposed project includes a project title, description, justification, and measurable results. Estimates of project durations and rough order magnitude (ROM) costs for each project are included. The ROM's are a rounded estimate of anticipated costs in the current year's dollars. If a proposed project is implemented, a detailed task order and/or scope of work should be defined, including the development of a detailed cost estimate to reflect the defined project details.

6.0 INTENDED USERS OF THE SOCIAL SCIENCE PLAN

The social science plan presented in this report is designed for use primarily by Gateway managers and staff to serve as a roadmap for engaging in strategic social science projects at the park. Specifically, the social science plan was designed to promote a level of social science understanding at Gateway that is commensurate with the level of information available within other programs of work at the park for natural and cultural resources. Implementing the social science plan will provide Gateway managers and staff with a comprehensive understanding of key issues and baseline measures Gateway's uses and users. Recommended uses for the social science plan are outlined by group of potential users below.

- Park managers can use the social science plan:
 - As a guide for creating short- and long-term plans for resource and staff allocation for social science project implementation and administration.
 - As a means for systematically supporting the gathering of social science information that will address the most pressing near-term information gaps in the park's current understanding of its use and users.
 - To achieve goals and objectives in the 2014 General Management Plan.
- Park staff and scientists can use the social science plan:
 - As a template for creating PMIS statements for funding requests and resource allocation.
 - As a tool for evaluating proposed projects, prioritizing those that focus on identified needs.
- External researchers can use the social science plan:
 - To align proposals for research at Gateway with identified social science needs.
- External funders and partners can use the social science plan:
 - As a guide for creating short- and long-term fundraising plans for supporting needed social science projects in the park.
 - To identify specific information needs to which partners and/or external funders can assist given existing knowledge, resources, and expertise.
 - To understand a component of Gateway's near-term needs and objectives and garner support among interested members or groups to further support Gateway's mission.

7.0 APPENDICES

Appendix A: Annotated Bibliography: Gateway National Recreation Area Existing Social Science Studies

Appendix B: Workshop Minutes: Workshop to Identify and Prioritize Social Science Needs for Gateway National Recreation Area



APPENDIX

APPENDIX A





ANNOTATED BIBLIOGRAPHY

GATEWAY NATIONAL RECREATION AREA EXISTING SOCIAL SCIENCE STUDIES

2.19.2016



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PREPARED FOR:
GATEWAY NATIONAL RECREATION AREA

SUBMITTED BY:
RSG

INTRODUCTION

Gateway National Recreation Area (hereafter Gateway) and the National Park Service Social Science Branch (NPS SSB) contracted RSG to lead a social science needs assessment for the park to identify social science needs and research priorities for Gateway. A central component of the social science needs assessment process is to understand previously conducted social science research and important social science themes at Gateway — this annotated bibliography serves to provide a concise summary of this existing social science knowledge. Gateway and the NPS SSB provided RSG with fifteen documents related to social science themes and previous social science work completed at Gateway in preparation for the 2016 Gateway social science needs assessment. An annotated entry was created for each document including the APA citation, a brief narrative summary of the document as it relates to social science research and themes, and a summary table providing additional detail on groups targeted, research methods and design, and results and recommendations. For documents that included references to Gateway among other park units and/or studies, only the portion related to Gateway was reviewed in detail. Additionally, some of the table fields were not applicable to all reviewed documents; where this occurred “N/A” is included in the table to indicate that the field was not applicable.

The documents reviewed include the following, ordered as they appear in the alphabetical bibliography entries that follow:

1. Jamaica Bay Wildlife Refuge Visitor Use Study (1975)
2. Race, Ethnicity, and Use of the National Park System (1999)
3. The Changing Traditional Uses of Jamaica Bay, New York (2012)
4. Winter Monitoring of Beach Use at Fort Tilden and Breezy Point, Gateway National Recreation Area (2000)
5. Visitor Services Project Gateway National Recreation Area (1991)
6. Value analysis study for Gateway Education Center, Fort Wadsworth Building 210, Great Kills Field Station (1997)
7. Phase 1 Project Report: National Park Service Coastal Visitor Impact Monitoring (2003)
8. National Park Service Coastal Visitor Impact Monitoring Phase 2 Report (2003)
9. A New Vision for a Great Urban National Park: Gateway National Recreation Area Final General Management Plan Environmental Impact Statement (2014)
10. Gateway National Recreation Area Personal Watercraft Use Environmental Assessment (2003)
11. Gateway National Recreation Area: How might future warming alter visitation? (2015)
12. Gateway National Recreation Area Visitor Use Study (2015)
13. Summer Monitoring of Beach Use at Plum Island Gateway National Recreation Area Spermacetti Cove, Sandy Hook Unit (2002)
14. Gateway National Recreation Area – Floyd Bennett Field Visitor Study (2004)
15. William Ryan Visitor Center Gateway National Recreation Area Interpretive Prospectus (1983)

1. Cooperative Research Unit. (1976). Jamaica Bay Wildlife Refuge visitor use study.

A three-part study of visitor use and impact was conducted at Jamaica Bay Wildlife Refuge (JBWR) in 1975. The study collected data on the perceptions and attitudes of organizational leaders with an interest in JBWR, identified visitor use patterns, and evaluated visitor use impacts on natural resources, particularly migratory birds. Researchers recorded 8-months of visitor behavior observations, conducted a breeding-bird census on the islands of Jamaica Bay, interviewed 18 organizational leaders, and received 814 completed mail-back survey questionnaires from JBWR visitors. Observational results indicate visitors tend to visit during the migratory season, on weekends, and during weekday mornings. The breeding bird study confirmed the use and importance of Jamaica Bay islands as migratory bird breeding habitat. Data from both the interview and survey components confirm observed visitor use trends and show consensus among visitors and organizational leaders for the continuation of non-development and restricted use at JBWR. Study findings suggest the following with respect to existing management practices: 1) reassess the permit policy (in 1975) with consideration for returning to previous policy of more restricted use; 2) increase personnel support for existing education programs; 3) restrict access to Jamaica Bay islands to protect migratory bird breeding; and 4) patrol and monitor nesting areas.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	1975
Purpose	Identify visitor opinions, use patterns, and impacts at JBWR
Population	<i>Observation Phase:</i> JBWR visitors from Feb. – Oct. 1975 <i>Interview Phase:</i> Leaders of environmental organizations which utilize JBWR in the New York City and Long Island areas <i>Survey Phase:</i> Visitors that obtained a permit to visit JBWR from January 1 to September 1, 1975
Sample Technique	<i>Observation Phase:</i> Onsite convenience sample of visitors to JBWR during specific observation days and times <i>Interview Phase:</i> Mailed invitation to identified organizational leaders <i>Survey Phase:</i> Mailed survey to all persons who had obtained a permit to visit JBWR
Data Collection	<i>Observation Phase:</i> Weekly observations of visitor behavior, including areas of use, hours of arrival, group composition, and rule infractions <i>Interview Phase:</i> In-person or phone, semi-structured interviews <i>Survey Phase:</i> Mail-back paper survey booklet, no postcard or follow-up mailing sent
Results	<i>Observation Phase:</i> Annual peak visitation occurs during bird migration seasons; weekly peaks occur on weekends and during the morning hours. Visitors go to the West Pond Area more often than the East Pond Area.

STUDY COMPONENT	DETAILED DESCRIPTION
	<i>Interview Phase:</i> Leaders expressed a “wait and see” approach to evaluating NPS management of JBWR, a need for a full-time biologist and caretaker, and strong concern and support for maintaining JBWR in its current state, without development or increases to visitation. <i>Survey Phase:</i> Visitors average between 5 and 6 visits per year, with migration seasons being the most popular seasons. West Pond Area is the primary area of use; conversely, only 75% of visitors enter park headquarters. The principle visitor activity is birding. Visitors tend to support for continued non-development of JBWR. <i>General:</i> Observed use closely aligns with visitor reports of use. Support among leaders and visitors for no major changes or developments in JBWR.
Recommendations	1) The permit policy (in 1975) should be reassessed with consideration given to returning to previous policy of more restricted use. 2) Education programs should be maintained at current levels with increased personnel support. 3) Access to Jamaica Bay islands should continue to be restricted due to migratory bird breeding. 4) Nesting areas should be regularly patrolled and monitored.

2. Floyd, M. (1999). Race, ethnicity, and use of the National Park System. *Social Science Research Review* 1(2): 1-24.

Social science literature on racial and ethnic minority use of the National Park System is reviewed. Four theoretical perspectives for understanding race, ethnicity, and use of recreation lands are examined. Specific findings from a 1983 ethnography of users of Jacob Riis Park Beach, a location within Gateway National Recreation Area, are referenced. Researchers examined the process by which individuals separate themselves on a beach, finding that lifestyle preferences (specifically with regard to sexual orientation), race, ethnicity, and age led to separation of users of the beach. Researchers confirmed that such patterns of separation were not unique to Jacob Riis Park Beach, but that they are common to urban parks in similarly diverse areas.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	1999
Purpose	Review of social science literature on racial and minority use of parks.
Population	N/A
Sample Technique	N/A
Data Collection	The paper discusses a specific example of work relevant to race and ethnicity performed in Gateway by W. Kornblum in 1983. Ethnography of users of Jacob Riis Park Beach was used to understand why and how separation of users occurs on the beach.
Results	Found separation of groups by lifestyle preferences, race, ethnicity, and age. Specifically, young white adults formed a spatially distinct group compared to other beach users. Researchers concluded this pattern is not unique to GATE or Jacob Riis Park Beach.
Recommendations	N/A

3. Kornblum, W., & Van Hooreweghe, K. (2012). The changing traditional uses of Jamaica Bay, New York. *Northeast Region Ethnography Program National Park Service*.

An ethnographic inventory and assessment was conducted to understand changes in traditional uses of Jamaica Bay (the Bay) resources since the area became part of Gateway National Recreation Area (hereafter Gateway). Demographic analyses, participation by researchers in local relevant events, and in-depth key informant interviews generated information about cultural and population trends in the urban areas of the Jamaica Bay watershed. Since Jamaica Bay has become a part of Gateway, the area has experienced increases in racial and ethnic diversity of the populations nearest to the Bay, with original immigrant groups being replaced by newer immigrant groups. These changes have led to shifts in, among other activities, the religious uses of the Bay. These shifts in population and cultural practices create the need for NPS managers to value Gateway interpretative and management resources in the context of changes uses and users.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2012
Purpose	To understand changes in traditional uses of Jamaica Bay resources since the area became part of GATE in 1972 (1972-2012 period)
Population	Residents of the urban region in the Jamaica Bay estuary watershed
Sample Technique	Key informant identification (ethnographic in-depth interviews)
Data Collection	Demographic analysis of U.S. Census data from 1970-2008 to identify demographics trends. Ethnographic inquiry through participation in meetings, public events, events at GATE park locations, and in-depth interviews from key informants from Jamaica Bay communities to reveal trends and cultural norms.
Results	Newer immigrant groups are replacing traditional groups of Irish, Italian, Jewish, and African-American immigrants. Today, over 60% of the population around the Bay identifies as non-white Hispanic and/or Caribbean. However, some original cultural groups directly adjacent to Jamaica Bay have maintained close ties. These groups include bay men, boating families, naturalists, and local environmental activists. The Jamaica Bay estuary has a “religious ecology” for some cultural groups, with increases in use by Hindu, Santeria, and other African religious affiliations.
Recommendations	Gateway should develop new interpretive resources around local knowledge of the Bay and racial tensions retained by remaining historical Bay residents. Managers should renew efforts to engage with new immigrant populations to build constituencies through interpretive initiatives and programs. Finally, Gateway should capitalize on active religious uses and environmental activism to create opportunities for public engagement around environmental responsibility.

4. Luce, P., da Cruz, P., Frame, G. W., & Tanacredi, J. T. (2000). Winter monitoring of beach use at Fort Tilden and Breezy Point, Gateway National Recreation Area. *Division of Natural Resources, Gateway National Recreation Area, National Park Service.*

Demand for increased access to GATE beaches during the winter months led to a winter beach use monitoring study at Fort Tilden Beach and Breezy Point Beaches (ocean-side and bay-side) to understand visitor use impacts under current use levels. A 6-week observational study of winter visitors showed that vehicle use and off-leash dogs are two primary causes of human impacts. Approximately 58% of observed vehicles did not display the appropriate park permit for beach vehicle use, and some vehicles exhibited damaging behaviors. Eighty-six percent of observed dogs were off-leash, which is illegal according to park policy. Researchers recommend enforcement of the dog-leashing and vehicle permit policies, with additional education on regulations and appropriate behaviors to minimize use impacts.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2000
Purpose	Identify impacts of current winter visitor use of beaches
Population	Visitors to Fort Tilden Beach and Breezy Point Beaches (ocean-side and bay-side) from 2/15 to 3/31/2000
Sample Technique	Random/Convenience – Effort was made to randomize hours of observation; however, researchers admit that convenience and staff availability played a role
Data Collection	Visitors were observed for a one-hour period each sample day. Observers recorded number of people on beach, number of vehicles on beach, bird species present, and damage caused to natural resources by human-related activities.
Results	Fort Tilden Beach received the majority (71%) of the total observed visitors. Most frequent visitor activities across beach sites include walking, jogging, and sitting. At Fort Tilden, the primary impact is from humans and dogs – 86% of dogs were off-leash. At Breezy Point Beaches, primary impact is from vehicles – 58% of vehicles did not display the appropriate permit.
Recommendations	At Fort Tilden Beach, special attention should be given to protection of dunes and enforcement of leashed dog policy. At Breezy Point Beaches, vehicle access should be actively managed to minimize impacts. Education regarding policies and human impacts to natural resources should be emphasized.

5. Madison, D. L. (1991). Visitor services project Gateway National Recreation Area. *Cooperative Park Studies Unit, Report 32*.

A mail-back Visitor Services Project (VSP) survey was conducted at Gateway National Recreation Area (hereafter Gateway) July 8 – 14, 1990. Approximately 767 park visitors accepted a mail-back survey questionnaire (95% acceptance rate) at one of five potential contact locations: Riis Park, Carnarsie Pier, Jamaica Bay Wildlife Refuge, Sandy Hook Beaches, and Great Kills Park. Visitors entering the study locations were sampled using selected intervals to contact entering people or vehicles. Intervals varied between locations, with target contacts per site reflecting the site's proportion of Gateway's overall visitation. A three-phase follow-up approach including a postcard and two reminder mailings was used to increase return rates. Five-hundred visitor groups returned completed questionnaires (66% response rate), answering questions related to visitor and trip characteristics, importance of services and facilities, information use prior to visit, usefulness of interpretive information, anticipated involvement in planning, and likes/dislikes.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	1990
Purpose	Survey of park visitors
Population	Visitors to five Gateway locations
Sample Technique	Onsite intercept of visitors entering sample location; specified interval used to select participants (every n th method)
Data Collection	A 13-question mail-back, paper survey booklet was used to collect information. A reminder postcard and two full follow-up mailings were used to increase response rates.
Results	Report includes descriptive information on visitor demographics, trip characteristics, and visitor preferences and opinions related to services, facilities, information use, interpretive information, and likes/dislikes.
Recommendations	No explicit recommendations to park managers specified.

6. Management Services Group, Denver Service Center, National Park Service. (1997). Value analysis study for Gateway Education Center, Fort Wadsworth Building 210, Great Kills Field Station. *Gateway National Recreation Area Value Analysis Study 101-98 (Draft)*.

The Gateway Education Center was conceptualized to fulfill Gateway National Recreation Area's role as a major educational provider and community partner to provide educational opportunities about the National Park Service and stewardship. The physical design of the Gateway Education Center is the focus of this value analysis study. Specifically, the study was conducted to provide recommendations for the conceptual design of the Gateway Education Center at Fort Wadsworth (in Building 210) and the Great Kills Field Station to the design team that meet budgetary requirements. The value analysis included a functional analysis to identify needs and objectives for the facilities, alternatives development to determine creative solutions, and a recommendation of alternatives for each of the two spaces. Ultimately, the selected design/cost alternatives met the park's functional requirements and needs for the physical space, retained some design elements of interest, and met in the \$2.5 million dollar budget requirement.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	1997
Purpose	To identify alternative conceptual designs for the Gateway Education Center that meet park functional needs for the space without exceeding budget or losing too many design elements
Population	Value study team from Denver Service Center
Sample Technique	N/A
Data Collection	Collection of documents related to existing design, estimates, purpose statements, and other contextual information related to Gateway Education Center; conversations and meetings with Gateway staff
Results	Alternative D was selected for Building 210 at Fort Wadsworth because it provides the most efficient use of space, clear and reasonable air circulation patterns, and was within the \$2 million budget. Alternative D included a major change to the HVAC system, leading to cost savings. A new schematic alternative was developed for the Great Kills Field Station component of the Gateway Education Center. This alternative included changes to roadways, more efficient space arrangements, and elimination of some viewpoints.
Recommendations	Recommendation to implement Alternative D for Building 210 and the new schematic alternative for the Great Kills Field Station is implicit in document.

7. Monz, C., Leung, Y., Bauman, H., & Ingle, C. (2003). Phase 1 project report: National Park Service coastal visitor impact monitoring.

Gateway National Recreation Area (hereafter Gateway) was selected as one of seven NPS units for inclusion in the National Park Service Coastal Visitor Impact Monitoring program designed to test candidate variables for future system-wide visitor impact monitoring programs. Phase 1 of the project included site visits to each NPS unit to evaluate the range of visitor use impacts at select sites. The following eight sites were selected for site-specific observation and evaluation at Gateway: North Channel Bridge, Breezy Point, Bergen Beach, Spring Creek, Sandy Hook, Staten Island, Skeleton Island/Plum Island, and Plum Beach. Impacts from visitor activities were documented at each site. Researchers generally concluded that visitors to the park are diverse in culture, seeking to use Gateway for a variety of uses. These uses may not always align with managerial directives to facilitate use while protecting resources.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2003
Purpose	Observe visitor impacts to natural resources at 7 NPS units, including Gateway
Population	Visitors to 8 Gateway locations
Sample Technique	8 Gateway locations selected due to high visitor use, existence of protected natural areas, and dispersed visitor recreation
Data Collection	Observation of visitor behaviors and discussion/ informal interviews with Gateway managers
Results	Behaviors with stated impacts to natural areas include picnicking, fishing, illegally harvesting clams/fish/horseshoe crabs, OHV use near bird nesting areas, beach walking and use near bird nesting areas, horseback riding, and dirt bike use.
Recommendations	Managers should thoroughly assess the location, extent, and severity of visitor impacts to the Breezy Point area before access is improved to this location. Thorough mapping and assessment of horse and social trails along Bergen Beach should be completed. The amount of trash and litter should be assessed across locations to serve as a baseline evaluation for management actions taken to prevent litter (i.e. measure reduction).

8. Monz, C., Leung, Y., Bauman, H., & Ingle, C. (2003). National Park Service coastal visitor impact monitoring phase 2 report.

The Phase 2 report identifies which of the seven evaluated NPS units meet the criteria to be considered suitable park units for implementation of the NPS visitor use impacts monitoring program. To be suitable, park units had to include significant resource protection areas, experience regular visitation near those resource protection areas, actively manage visitor activities in the area, and determine that changes to facilities are not desirable or practical in the resource project area. Jamaica Bay and Sandy Hook met these criteria; therefore, these two units of Gateway National Recreation Area (hereafter Gateway) were recommended as strong candidates for implementation of the visitor use impacts monitoring program. A second round of site visits to these areas revealed that social trails and visitor dispersion cause impacts across Gateway sites. Researchers suggest this may be due to a lack of effective communication regarding expected and appropriate visitor behaviors.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2003
Purpose	Identify vital signs indicators for visitor impacts noted during Phase 1
Population	Visitors to select Jamaica Bay and Sandy Hook locations at Gateway
Sample Technique	Re-evaluation of locations selected/sampled in Phase 1 that contained visitor-restricted areas and/or were deemed to be areas of high resource protection
Data Collection	Observation of visitor behaviors and discussion/informal interviews with Gateway managers
Results	Jamaica Bay and Sandy Hook were determined to be areas of high resource protection in GATE and therefore are considered to be suitable sites for implementation of the NPS visitor impact monitoring program. Social trails and visitor dispersion cause visitor impacts within these units, affecting nesting bird habitats. Staten Island was determined to be an area of low resource protection and was not revisited.
Recommendations	Gateway needs signage stating appropriate visitor behaviors. Social trails and visitor dispersion occur, in part, due to lack of designated walkways or trail signage.

9. National Park Service, U. S. Department of the Interior. (2014). A new vision for a great urban National Park: Gateway National Recreation Area final general management plan environmental impact statement.

The April 2014 Final General Management Plan Environmental Impact Statement identified Alternative B: Discovering Gateway as the National Park Service preferred alternative for the Gateway National Recreation Area General Management Plan. For each of the three administrative units of Gateway, Alternative B identifies recreation and visitor experience improvements. Themes of these improvements include the following: increase and diversify recreation opportunities including improving facilities and adding new opportunities and engage local neighborhoods, non-visitor groups (especially minority populations), young people and families through recreation opportunities and outreach. Water-based recreation opportunities, enhanced travel networks for water transportation, walking, and biking, and additional interpretative engagement programs are included as specific action areas for achieving recreation and visitor experience improvements. The GMP EIS also identifies the following four interpretive themes as a component of Gateway’s “Foundation for the Future”: 1) two centuries of national defense, 2) the natural wonders, dynamics, and challenges of an urban estuary, 3) maritime heritage, and 4) recreation and education: quality of urban life of all visitors. Finally, “Engaging New Audiences” is identified as an explicit planning challenge that Gateway seeks to be aware of and to address through the GMP.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2014
Purpose	To set the direction for a new vision and general management for the future of Gateway
Population	N/A
Sample Technique	N/A
Data Collection	N/A
Results	The GMP EIS included many topics applicable to a social science research agenda for Gateway. Each developed alternative contained a “Recreation and Visitor Experience” section, which included explicit recommendations on improvements for this component of Gateway management. Across units, recommendations centered on increasing recreation access, improving facilities, and engaging new audiences. The GMP EIS does not include specific discussion or citations for social science research; however, social science topics are heavily emphasized in future visioning for the park.
Recommendations	Alternative B: Discovering Gateway is the NPS preferred alternative

10. National Park Service, U.S. Department of the Interior. (2003). Gateway National Recreation Area personal watercraft use environmental assessment.

In accordance with National Park Service-wide policy on personal watercraft use in NPS units, Gateway National Recreation Area closed itself to personal watercraft use on April 22, 2002. To reauthorize personal watercraft use within Gateway units, each unit had to select a preferred alternative and draft special regulations to authorize personal watercraft use. Each of the three Gateway units selected a preferred alternative allowing personal watercraft use under a special regulation with additional geographic restrictions. With regard to social science research and themes, the EA included brief descriptions of visitor conflict between users and non-users of personal watercraft, visitor safety concerns, and potential economic impact. User and non-user conflicts exist when personal watercraft users encroach on other recreation activities such as swimming or angling opportunities. Safety concerns stem from a fatal and a near fatal crash that occurred within park boundaries involving personal watercraft use. Finally, additional concerns stem from the reduction in economic opportunity for businesses that rent personal watercraft to visitors; however, the NPS only identified one such vendor in the area.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2003
Purpose	To explore alternatives for reauthorization of personal watercraft use in Gateway
Population	N/A
Sample Technique	N/A
Data Collection	Specific social science studies are not cited within this document; therefore, data collection is not applicable.
Results	Each Gateway unit selected a preferred alternative that allowed personal watercraft use under a special regulation with geographic restrictions. This is a change from the elimination of personal watercraft use instituted by Gateway in April 2002. In each preferred alternative, personal watercraft use would be allowed for limited purposes such as for navigational purposes and accessing private residences.
Recommendations	Preferred alternative implementation.

11. Natural Resource Stewardship and Science, National Park Service, U.S. Department of the Interior. (2015). Gateway National Recreation Area: How might future warming alter visitation? *Park Visitation and Climate Change, Part Specific Brief*.

The relationship between climate change and visitation is explored. For Gateway National Recreation Area, the relationship between historically monthly average air temperature and historical visitation data was used to model future potential visitation according to air temperature projections. Two climate-warming scenarios were modeled, accounting for temperature variation under a reduced greenhouse gas temperature scenario and a “business as usual” temperature scenario. Air temperature was the only explanatory factor to changes in visitation. For Gateway, the relationship between historical temperature and visitation data was strongly positive, explaining 99% of the variation in visitation (in a 3rd-order polynomial model). Given this strong relationship, future annual visitation and future peak season visitation are expected to increase by 13-39%, low season visitation is expected to increase by 18-42%, should season length is expected to increase by 11-42%, and the overall visitation season is expected to increase by 13-31 days per year.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2015
Purpose	To explore the relationship between temperature and visitation
Population	N/A
Sample Technique	N/A
Data Collection	Historical visitation data (1979-2013) and historical monthly average air temperature were used to determine visitation/temperature relationship.
Results	A strong relationship between air temperature and visitation was identified, explaining 99% of variance in visitation. Future visitation was modeled using projected air temperature increases under two climate change scenarios. Holding all other factors constant, visitation at Gateway is expected to increase as temperature increases.
Recommendations	Document suggests park managers should explore additional questions in the context of visitation to be prepared for future shifts in visitation that may be expected due to shifts in monthly air temperature.

12. Resource Systems Group, Inc. (2015). Gateway National Recreation Area Visitor Study (Draft)*. *Resource Systems Group*, White River Junction, VT.

A mail-back visitor survey was conducted at 11 sites (4 in the Jamaica Bay unit, 3 in the Staten Island unit, 4 in the Sandy Hook unit) in Gateway National Recreation Area (hereafter Gateway) September 1 – September 8, 2015. Approximately 712 visitors accepted a mail-back survey questionnaire (44% acceptance rate). A two-phase follow-up approach including a postcard and one reminder mailing was used to increase return rates. Three-hundred and twenty-six visitor groups returned completed questionnaires (45.8% response rate), answering questions related to visitor and trip characteristics, sources of information used in trip planning, activities, transportation access, expenditures in the nearby area, evaluations of park activities and services, and preferences for management and future programming. Notable findings include the following: 16% of visitors identified as Spanish/Hispanic/Latino ethnicity; 85% of visitors reported awareness that Gateway is managed by the National Park Service; 85% of visitors used private vehicles to access Gateway; previous visits (46%) and friends/relatives (33%) were the most common sources of information about Gateway; 29% percent of visitors did not have any information about Gateway before their visits; viewing wildlife (56%), walking/hiking (45%), and swimming/surfing (41%) were the most common activities engaged in by Gateway visitors.

**Please Note: The final report for this visitor study was in draft at the time of this inclusion; therefore, results presented in this annotated bibliography are draft final in nature.*

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2015
Purpose	Survey of park visitors
Population	Visitors to Gateway National Recreation Area
Sample Technique	Onsite intercept of visitors entering one of eleven sample locations
Data Collection	A 32-question mail-back, paper survey booklet was used to collect information. A reminder postcard and one full follow-up mailing were used to increase response rates.
Results	Report includes descriptive information on visitor and trip characteristics, sources of information used in trip planning, activities, transportation access, expenditures in the nearby area, evaluations so park services and facilities, and preferences for management and future programming.
Recommendations	No explicit recommendations to park managers specified.

13. Schreibman, M. P. & Tanacredi, J. T. (2002). Summer monitoring of beach use at Plum Island Gateway National Recreation Area Spermacetti Cove, Sandy Hook Unit. *Brooklyn College Aquatic Research and Environmental Assessment Center*.

Increased visitor use pressures at Sandy Hook led to a summer beach use monitoring study of Spermacetti Cove to evaluate the level and integrity of specific recreation activities, with an emphasis on dog walking. A one-week observational study of summer beach users showed that disturbances on the beach are likely caused by the predominant activities of beach walking and/or dog walking. People on the beach were responsible for over half of the observed damage to resources. Specifically, people walking on the beach dunes causes trampling to vegetation leading to greater ecological impacts. The majority of observed dogs were off-leash, which is illegal according to park policy. Researchers recommend enforcement of the dog-leashing policies, with additional education and signage related to regulations and appropriate behaviors to minimize use impacts.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2002
Purpose	Identify impacts of current summer visitor use of beaches
Population	Visitors to the bay side of Spermacetti Cove/Plum Island Beach (Sandy Hook Unit) from 6/17 – 6/23/2002
Sample Technique	Reasons for selection of observation hours not specified
Data Collection	Visitors were observed for a three one-hour periods each sample day. Observers recorded number of people on beach, number of vehicles on beach, type of bird species present, and any damage caused to natural resources by human-related activities.
Results	Most frequent visitor activities include fishing, walking, sunbathing, walking with a dog, jogging, and sitting on the beach. Majority of the people observed on the beach were on foot and/or walking with a dog – disturbances to natural resources most likely due to these activities. People walking on dunes caused significant trampling. Many dogs were observed off-leash.
Recommendations	Efforts should be made to reduce trampling of dunes, protect bird nesting and breeding areas, and protect wrack (important for bird breeding), as all of these resources are impacted by human and dog walking. Signs should be posted to communicate dog leash policies to beach users.

14. Shields, W. L., Littlejohn, M. A., & Hollenhorst, S. J. (2004). Gateway National Recreation Area – Floyd Bennett Field visitor study. *University of Idaho Park Studies Unit, Report 141*.

A mail-back Visitor Services Project (VSP) survey was conducted at Floyd Bennett Field (FBF) in Gateway National Recreation Area (hereafter Gateway) May 24 – June 1, 2003. Approximately 857 visitors accepted a mail-back survey questionnaire (89% acceptance rate) at the survey intercepts on the main road to FBF or along the Rockaway Gateway Trail/Greenway. A three-phase follow-up approach including a postcard and two reminder mailings was used to increase return rates. Four-hundred and ninety-two visitor groups returned completed questionnaires (57.4% response rate), answering questions related to visitor and trip characteristics, sources of information used in trip planning, activities, transportation access, and preferences for management and future programming. Nine percent of visitors identify as Spanish/Hispanic/Latino ethnicity, with 55% of these visitors indicating Puerto Rican ethnicity. Fifty-three percent of FBF visitors reported visiting at least once per week. Most visitors obtained information about FBF by word of mouth (67%), and most common activities were fishing (30%), jogging/walking/hiking (27%), gardening (24%), and model airplanes (23%).

STUDY COMPONENT	DETAILED DESCRIPTION
Year	2003
Purpose	Survey of park visitors
Population	Visitors to Floyd Bennett Field
Sample Technique	Onsite intercept of visitors entering either of two sample locations
Data Collection	A 29-question mail-back, paper survey booklet was used to collect information. A reminder postcard and two full follow-up mailings were used to increase response rates.
Results	Report includes descriptive information on visitor and trip characteristics, sources of information used in trip planning, activities, transportation access, and preferences for management and future programming.
Recommendations	No explicit recommendations to park managers specified.

15. Soubier, C. L. (1983). William Ryan Visitor Center Gateway National Recreation Area interpretive prospectus. *Harpers Ferry Center, Division of Interpretive Planning*.

The Harpers Ferry Center published an interpretive prospectus for the William Ryan Visitor Center at Floyd Bennett Field to amend the interpretive direction set for the building in 1978. Specifically, the prospectus adds greater emphasis to Gateway National Recreation Area's (hereafter Gateway) relationship to the National Park System (NPS), serving as a "gateway" to the NPS at Gateway. The prospectus states future interpretive materials will include information on the NPS in general and resources for other NPS units will be available for visitors. Information about Gateway, specifically related to the history of aviation at Floyd Bennett Field, will be retained at Floyd Bennet Field in addition to the recommended content updates.

STUDY COMPONENT	DETAILED DESCRIPTION
Year	1983
Purpose	Provide interpretive themes and direction for the William Ryan Visitor Center at Floyd Bennett Field, amending the direction established in 1978
Population	N/A
Sample Technique	N/A
Data Collection	N/A
Results	3 Themes for William Ryan Visitor Center: Gateway to the NPS, Gateway National Recreation Area, Floyd Bennett Field and Its Place in the History of Flight. Various components of the building will be designed to incorporate these themes as separate entities in the interpretive displays.
Recommendations	Specific recommendations and descriptions of each theme, according to building room, are included in the interpretive prospectus.



APPENDIX

APPENDIX B



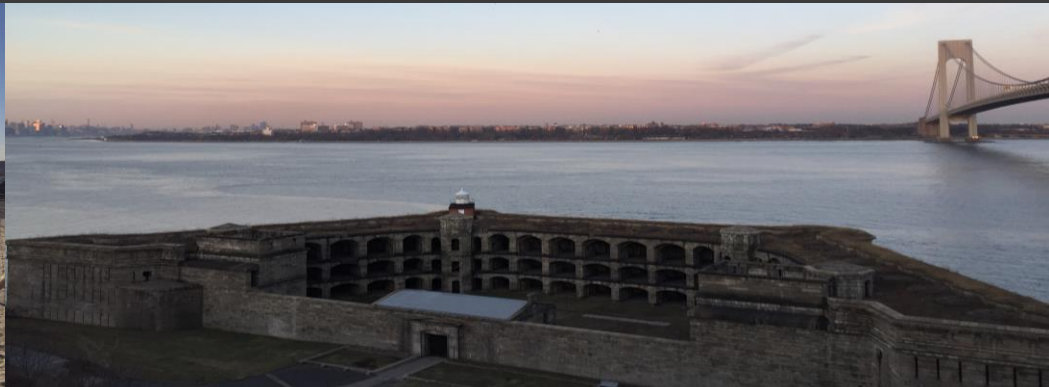


WORKSHOP MINUTES

WORKSHOP TO IDENTIFY AND PRIORITIZE SOCIAL SCIENCE NEEDS FOR GATEWAY NATIONAL RECREATION AREA

FEBRUARY 23-24, 2016

4.26.2016



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802.295.4999
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PREPARED FOR:
GATEWAY NATIONAL RECREATION AREA

SUBMITTED BY:
RSG

PURPOSE AND ORGANIZATION

This document summarizes the discussions that took place during the onsite workshop sessions to identify and prioritize social science needs for Gateway National Recreation Area (hereafter Gateway) conducted by RSG, and held on February 23-24, 2016. The summary is presented in minutes format with the discussion grouped by workshop session.

Gateway and the National Park Service (NPS) Social Science Program (SSP) contracted RSG to lead a social science needs assessment to assist the park in identifying social science needs and research priorities for incorporation into a prioritized plan for social science information products for Gateway for the next 10 years. A central component of the social science needs assessment process was to conduct an onsite workshop with Gateway staff to gain park staff perspectives about visitor management and park operational issues as they related to social science needs and issues at Gateway.

The workshop was designed to provide park staff with multiple opportunities to provide input on the social science needs and themes most relevant to their work at Gateway. Select park partners were also invited to provide insight into social science needs and priorities for Gateway. Table 1 presents the workshop agenda.

TABLE 1. WORKSHOP AGENDA

2/23/2016	DAY 1 WORKSHOP SESSIONS
9:00 AM – 9:30 AM	Workshop Introductory Session
9:30 AM – 10:00 AM	Verification of Gateway Social Science Themes
10:00 AM – 12:00 PM	World Café
12:00 PM – 1:30 PM	Break
1:30 PM – 2:15 PM	Subgroup Meeting 1: Sandy Hook Unit Visitor Experience
2:15 PM – 3:00 PM	Subgroup Meeting 2: Jamaica Bay Unit Visitor Experience
3:00 PM – 3:45 PM	Subgroup Meeting 3: Business Services
4:00 PM – 4:30 PM	Report out to Superintendent
2/24/2016	DAY 2 WORKSHOP SESSIONS
10:00 AM – 11:00 AM	Senior Management Team Prioritization Meeting
12:15 PM – 1:00 PM	Subgroup Meeting 4: Resources Management and Facilities
1:00 PM – 1:45 PM	Subgroup Meeting 5: Safety and Law Enforcement
1:00 PM – 1:45 PM	Subgroup Meeting 6: Staten Island Unit Visitor Experience
2:00 PM – 2:30 PM	External Partner Call 1: Science and Resiliency Institute at Jamaica Bay
2:30 PM – 3:00 PM	External Partner Call 2: Sandy Hook Foundation
3:30 PM – 4:30 PM	Report out to Superintendent

In addition to the onsite workshop, RSG conducted four additional phone calls, at the request of Gateway, with park staff and park partners that were unable to participate in the workshop. Table 2 presents the additional calls. Information from these additional follow-up phone calls has been integrated into the agenda item summaries as appropriate.

TABLE 2. SCHEDULE OF ADDITIONAL CALLS

3/8/2016	CALL PARTICIPANT
9:00 AM – 10:00 AM	John Daskalakis, Operations, Jamaica Bay Unit
10:00 AM – 10:30 AM	Renee Barnes, Programs Director, National Parks of New York Harbor Conservancy
11:00 AM – 12:00 PM	Pam McLay and Karen Edelman, Business Services
3:00 PM – 3:30 PM	Sarah Aucoin, Chief of Education and Wildlife, New York City Parks

The remainder of this workshop report presents the minutes, by agenda item (Table 1). Each entry includes the time, date, and location of the session, the session participants, and summarized session notes. Verbatim notes can be made available upon request for subgroup meetings and additional phone calls.

SUMMARIZED MINUTES

Workshop Introductory Session

9:00 AM – 9:30 AM

Tuesday, February 23, 2016

Multi-Media Room, Building 120, Fort Wadsworth, Staten Island Unit

Session Leaders: Jen Nersesian (Superintendent), Mark Christiano (GIS/Resources Management), Dave Pettebone (NPS SSP), Steve Lawson (RSG), and Susie Irizarry (RSG)

Session Participants: Minka Sendich (Deputy Superintendent), Keith White (Volunteer Coordinator), Gene Kuziw (Safety Officer), Geri Kobryn-Blatter (Park Ranger), Daphne Yun (Acting Public Affairs Officer), Pam McLay (Chief, Business Services), Patti Rafferty (Chief, Resources Management), Charles Markis (Superintendent's Office), Kevin Heuser (Acting Chief of Operations/Supervisory Park Ranger), Brian Feeney (Staten Island Unit Coordinator), William Tate (Chief of Operations, Staten Island Unit), Jim Grant (Chief, Facilities Management Division), Jeff Kangas (Chief, Project Management & Facilities), Marilou Ehrler (Chief, Cultural Resources), Kim Pepper Parker (Special Use and Permits, Sandy Hook), Kathleen Cuzzolino (Environmental Protection Specialist), Allison Luchnick (Operations, Sandy Hook Unit), Jennifer Cox (Interpretation, Sandy Hook Unit), Barbara Repeta (Chief of Staff, NPNH), Jeanette Parker (Chief, Interpretation and Education), Jennifer Bethea (Jamaica Bay Unit), Kathy Garofalo (Recreation Specialist, Staten Island Unit), Dave Taft (Jamaica Bay Unit Coordinator)

Session Summary

- Jen Nersesian – Welcomed staff, reiterating the importance of social science for achieving goals and objectives stated in the recently completed GMP. Thanked staff for their time and ideas, and reinforced her support for this process and what it means for Gateway's future.
- Mark Christiano – Provided background for the reasoning for the social science needs assessment, including the desire to have a plan for social science that can be turned in to PMIS statements for tangible project work. Introduced the project team members.
- Dave Pettebone – Introduced the role of SSP as a support mechanism for social science in the NPS. Provided a definition of social science, and talked about the types of projects that are covered under the umbrella of social science in the NPS.
- Susie Irizarry – Spoke about work completed to date, providing detail on the completed annotated bibliography of previous social science studies done at Gateway. Spoke about the purpose and design of the workshop sessions. Described role of moderators in workshop activities.
- Steve Lawson – Introduced RSG, speaking about RSG's history of doing social science research across many different protected area settings. Reiterated purpose of workshop to collect feedback from Gateway staff, encouraging participation of attendees. Steve further reiterated the common goal to produce a useful plan for future social science research at Gateway.

Verification of Gateway Social Science Themes

9:30 AM – 10:00 AM

Tuesday, February 23, 2016

Multi-Media Room, Building 120, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG)

Session Participants: Jen Nersesian (Superintendent), Mark Christiano (GIS/Resources Management), Minka Sendich (Deputy Superintendent), Keith White (Volunteer Coordinator), Gene Kuziw (Safety Officer), Geri Kobryn-Blatter (Park Ranger), Daphne Yun (Acting Public Affairs Officer), Pam McLay (Chief, Business Services), Patti Rafferty (Chief, Resources Management), Charles Markis (Superintendent's Office), Kevin Heuser (Acting Chief of Operations/Supervisory Park Ranger), Brian Feeney (Staten Island Unit Coordinator), William Tate (Chief of Operations, Staten Island Unit), Jim Grant (Chief, Facilities Management Division), Jeff Kangas (Chief, Project Management & Facilities), Marilou Ehrler (Chief, Cultural Resources), Kim Pepper Parker (Special Use and Permits, Sandy Hook), Kathleen Cuzzolino (Environmental Protection Specialist), Allison Luchnick (Operations, Sandy Hook Unit), Jennifer Cox (Interpretation, Sandy Hook Unit), Barbara Repeta (Chief of Staff, NPNH), Jeanette Parker (Chief, Interpretation and Education), Jennifer Bethea (Jamaica Bay Unit), Kathy Garofalo (Recreation Specialist, Staten Island Unit), Dave Taft (Jamaica Bay Unit Coordinator)

Session Summary

Prior to the session, participants were provided with a memo (Appendix A) providing the draft list of social science research themes for Gateway. Participants were encouraged to review the draft list (included below), bringing questions or comments regarding the themes to the workshop.

- Interpretation, Education, Services, Programs, Partnerships, and Volunteers
- Access, Transportation, and Facilities
- Park Users and Non-Users
- Economic Impacts and Visitor Spending
- Visitor Interactions with Resources

Steve Lawson moderated the question and answer session, generating the following feedback on the proposed themes:

- Staff felt that Theme 1, “Interpretation, Education, Services, Programs, Partnerships, and Volunteers” contained too many topics. The information that would be covered via this theme encompasses three different internal NPS groups that would use the data. The topics of services, partnerships, and volunteers should be removed, with an emphasis on “Interpretation, Education, and Programs.” Volunteers should be considered across all themes, as the volunteer program interacts with many different divisions and all park units. The term “services” was too ambiguous – in reality “services” is interpretation and education. Partnerships are more relevant to economic impacts than to interpretation, education, and programs.

- Resolution: Focus primarily on interpretation, education, and programs for Theme 1. Consider “volunteers” across all themes. Move “partnerships” to Theme 4: Economic Impacts and Visitor Spending.
- Theme 2, “Access, Transportation, and Facilities” received little discussion. Park staff seemed to agree that this theme had the appropriate balance of being broad, yet specific enough to generate relevant ideas and discussion.
 - Resolution: No edits were made to this theme.
- Theme 3, “Park Users and Non-Users” should also encompass topics of awareness of the park among visitors and virtual visitation. NPS identity among users and non-users should also be covered by this topic. Questions related to how park-users and non-users would be counted and what is considered “visitor access” are also under the purview of this theme.
 - Resolution: The topics of “awareness, access, NPS identify, and virtual” use were added to this theme.
- Theme 4, “Economic Impacts and Visitor Spending,” should also include explicit call-outs for commercial services and commercial partnerships. Economic impacts can relate to both internal and external economic impacts of presence of Gateway in community.
 - Resolution: The “partnerships” was moved from Theme 1 to this theme. “Commercial services” was also added.
- Theme 5, “Visitor Interactions with Resources” should also include topics of visitor capacity and visitor use management.
 - Resolution: The topics of “capacity” and “visitor use management” were added to this theme to explicitly reference these types of studies.

The themes were revised to the following for use in the World Café session to more closely reflect the staff experience and understanding of the themes as they manifest at Gateway:

- Interpretation, Education, and Programs
- Access, Transportation, and Facilities
- Park Users and Non-Users: Awareness, Access, NPS Identity, Virtual Use
- Economic Impacts, Visitor Spending, and Commercial Services and Partnerships
- Visitor Interactions with Resources, Visitor Capacity, Visitor Use Management

World Café Session

10:00 AM – 12:00 PM

Tuesday, February 23, 2016

Multi-Media Room, Building 120, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management), Minka Sendich (Deputy Superintendent)

Session Participants: Keith White (Volunteer Coordinator), Gene Kuziw (Safety Officer), Geri Kobryn-Blatter (Park Ranger), Daphne Yun (Acting Public Affairs Officer), Pam McLay (Chief, Business Services), Patti Rafferty (Chief, Resources Management), Charles Markis (Superintendent's Office), Kevin Heuser (Acting Chief of Operations/Supervisory Park Ranger), Brian Feeney (Staten Island Unit Coordinator), William Tate (Chief of Operations, Staten Island Unit), Jim Grant (Chief, Facilities Management Division), Jeff Kangas (Chief, Project Management & Facilities), Marilou Ehrler (Chief, Cultural Resources), Kim Pepper Parker (Special Use and Permits, Sandy Hook), Kathleen Cuzzolino (Environmental Protection Specialist), Allison Luchnick (Operations, Sandy Hook Unit), Jennifer Cox (Interpretation, Sandy Hook Unit), Barbara Repeta (Chief of Staff, NPNH), Jeanette Parker (Chief, Interpretation and Education), Jennifer Bethea (Jamaica Bay Unit), Kathy Garofalo (Recreation Specialist, Staten Island Unit), Dave Taft (Jamaica Bay Unit Coordinator)

Session Summary

The revised list of social science research themes served as topics for discussion at five separate tables during the World Café session. The World Café session was split into 4, 20-minute sessions, allowing staff to rotate between at least 4 of the 5 discussion tables. For each 20-minute “round”, the session attendees “self-sorted” into the tables that had the themes they were most interested in discussing. The session leaders served as table discussion moderators, taking notes and prompting staff with the following questions:

1. What research questions come to mind when thinking about this theme?
2. Do you have any ideas for specific studies or projects that you would like to see done at Gateway related to this theme?
3. What type of information would you need to address this theme in your work?

A consolidated list of social science topics generated through the World Café brainstorm and discussion session is included below. To show the range and breadth of topics discussed, the consolidated list is organized by topic of interest, rather than by the five social science research themes. This was done because many conversations included discussion of elements of multiple themes. A transcribed list of the flipchart notes recorded by session moderators is included in Appendix B.

Consolidated Social Science Topics

- Alternative Transportation
 - To and from GATE
 - Within park and among sites within park
 - The role of alternative fuels in transportation provision
 - Water based access to GATE
 - Affordability of transportation and access (e.g., \$45 ferry)

- Redistributing use and/or managing visitor use via transportation options
 - Staten Island Ferry
 - Measures of use, by mode at all units
- Facilities
 - Maintenance priorities
 - Expectations and perceptions of facility conditions
 - Lack of open facilities (e.g. Fort Wadsworth)
- Marketing/Branding/Identity
 - GATE as a gateway to NPS for visitors
 - Awareness of NPS designation
 - Importance and meaning of NPS designation to users and non-users
 - GATE identity differences among local residents depending on where they live
 - What does arrowhead mean to users and non-users?
- Relevance and Engagement
 - Youth engagement
 - Programs
 - Education/curriculum
 - Schools
 - Volunteer opportunities
 - Recruitment
 - Volunteer evaluation of experience
 - Partnerships
 - Philanthropy
- Interpretation and Education
 - Assessment of outcomes
 - How to move from passive/negative behaviors to stewardship
 - What programs are people interested in?
 - Are these interests/programs congruent with GATE/NPS mission?
- Economic Impacts and Visitor Spending
 - Concession services: What are the expectations? How do they fit with GATE mission?
 - Alcohol, concerts, sports fields
 - Leases
 - Financial feasibility
 - Pricing
 - Visitor spending inside and outside park
 - Local and regional economic impact
 - Permits and revenue
 - Do GATE business practices affect visitation?
- Barriers to Visitation
 - Local residents
 - Need information about neighboring communities
 - Do people move between boroughs?
 - Languages, travel, money
 - National/international visitors to NYC

- Why doesn't 20-30-year-old crowd visit?
- Visitor Expectations and Motivations
 - Services
 - Facilities
 - Information
 - Activities and behavior
 - Congruence with GATE/NPS mission
 - Would you return?
- Capacity
 - Over/under, depending on location, season, perspective
 - Physical/resource/experiential
 - Latent demand
 - Revenue implications
- Expand and Connect Visitor Experience
 - Beyond concessions
 - Resource-based
 - Reducing “pass-by” recreationists and/or users
 - Converting non-users to users
 - Non-beach visitor use and characteristics
 - Virtual visitor use
 - Translating virtual users into onsite visitors
 - What works?
- Communication
 - Rules/regulations
 - Concerns about sign pollution
 - Opportunities/experiences/significance
 - Best way to increase stewardship
 - Safety
 - Wayfinding
 - Ranger presence/VC operations
 - Languages
 - Social media
 - With local government/building relationships
- Water-Based Use
 - Number of visitors, by type
 - Who/what/where?
- Universal Accessibility
 - Campgrounds, trails, front country facilities

Subgroup Meeting 1: Sandy Hook Unit Visitor Experience

1:30 PM – 2:15 PM

Tuesday, February 23, 2016

Multi-Media Room, Building 120, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

Session Participants: Keith White (Volunteer Coordinator), Daphne Yun (Acting Public Affairs Officer), Kim Pepper Parker (Special Use and Permits, Sandy Hook), Allison Luchnick (Operations, Sandy Hook Unit), Jennifer Cox (Interpretation, Sandy Hook Unit)

Session Summary

Sandy Hook Visitor Experience staff were asked to review the posted flipchart notes generated during the World Café session, marking statements, questions, and/or topics of particular interest to Sandy Hook with the abbreviation “SHU.” Participants were also encouraged to add topics that may have been missed during the World Café brainstorm, but should be represented on the flipcharts. Session participants were given about 10 minutes to review the posted information. These notations are included in Appendix B.

Session participants were asked to share why they marked certain statements, questions, and/or topics on the flipcharts. The Sandy Hook Unit Visitor Experience subgroup meeting focused on the topics of communication, visitor behavior, and volunteerism.

- Staff expressed a desire to evaluate whether current communication strategies are effective in reaching visitors, and if they are not, an interest in understanding how to better communicate with visitors.
- Discussion of communication ranged from speaking about interpretive sign design and effectiveness, to the types of languages that should be used to communicate to visitors, to the effectiveness and impact of ranger-led interpretative programs.
- Staff expressed concern about the presence of alcohol, smoking, and nudity at Sandy Hook. Questions were raised about the appropriateness of these activities, the lack of a family friendly area, and the anticipated backlash from visitors if these activities were limited or prohibited at Sandy Hook.
- Staff also expressed a desire to understand visitation volumes and patterns. Discussion centered on understanding current peak-season use at Sandy Hook, as well as understanding shoulder season and off season visitation. Questions were raised about infrastructural limits to visitation due to facility shortages (i.e., not enough camping areas, not enough ferry boats) and/or due to lack of transportation between areas of interest at Sandy Hook (i.e., provision of a bus service from parking lot areas to historical and cultural sites).
- Finally, the appropriate role of volunteerism at Sandy Hook was discussed, focusing on the need to understand the skills that volunteers can donate, who should train volunteers, and what is a sustainable model for incorporating volunteers to best serve Sandy Hook’s needs.

Subgroup Meeting 2: Jamaica Bay Unit Visitor Experience

2:15 PM – 3:00 PM

Tuesday, February 23, 2016

Multi-Media Room, Building 120, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

Session Participants: Keith White (Volunteer Coordinator), Daphne Yun (Acting Public Affairs Officer), Charles Markis (Superintendent's Office), Jennifer Bethea (Jamaica Bay Unit), Dave Taft (Jamaica Bay Unit Coordinator), Geri Kobryn-Blatter (Park Ranger, Jamaica Bay Unit)

Session Summary

Jamaica Bay Visitor Experience staff were asked to review the posted flipchart notes generated during the World Café session, marking statements, questions, and/or topics of particular interest to the Jamaica Bay Unit with the abbreviation "JBU." Participants were also encouraged to add topics that may have been missed during the World Café brainstorm, but should be represented on the flipcharts. Session participants were given about 10 minutes to review the posted information. These notations are included in Appendix B.

Session participants were asked to share why they marked certain statements, questions, and/or topics on the flipcharts. The Jamaica Bay Unit Visitor Experience subgroup meeting focused on the topics of connectivity, visitor behavior, and meaning of NPS designation and management.

- In some areas, Jamaica Bay has little transportation connectivity, making visitation to multiple sites within Jamaica Bay difficult.
- User groups at Jamaica Bay are changing, particularly at Fort Tilden and Jacob Riis Park. Anecdotally, this has resulted in increased visitation rates at Fort Tilden, changes to visitor behavior, increased bicycle ridership to Fort Tilden, and preferences for specific experiences. How has the lack of uniformed presence impacted these trends? How can we deal with illicit visitor behaviors (graffiti, fire, etc.) at these sites? How will transportation and/or traffic be impacted by increased visitation?
- Given the uniqueness of the camping opportunities available at Jamaica Bay, what types of amenities are campers looking for? What are visitor expectations for camping experiences?
- Jamaica Bay staff were concerned about the impact of the appearance of NPS facilities at Jamaica Bay on the public's perception of the NPS. How does the appearance of park facilities play into the meaning of Gateway as a National Park Service Unit? If facilities were maintained more consistently, would visitor behaviors and perceptions change? Would vandalism decrease? Would stewardship increase?
- Jamaica Bay Unit staff expressed interest in understanding the impact of popular Jamaica Bay programming, such as the kayaking program and the Ecology Village program. How can these programs increase impact? What is the desirable reach of these programs?

Follow Up Jamaica Bay Visitor Experience Phone Call

John Daskalakis (Kayaking Program, Operations, Jamaica Bay Unit) was unable to participate in the workshop. A follow-up phone call was scheduled at the request of Gateway to include additional input from John related to the kayaking program at Jamaica Bay.

Participants: John Daskalakis (Kayaking Program, Operations, Jamaica Bay Unit), Susie Irizarry (RSG), and Mark Christiano (GIS/Resource Management)

- The discussion focused broadly on barriers to participation in programs and activities at Gateway. Anecdotally, the lack of connectivity, challenges with accessibility, and visitor motivations seem to be factors that discourage engagement with Gateway.
- How can Gateway reach the people that are not currently coming to Gateway? How can we reach people that are not participating in the programs offered?
- Specifically related to paddling, what brings private paddlers to Gateway? Historically, Queens and Brooklyn have not been considered destinations for paddling; however, in recent years we have seen an increase in paddlers in these areas. What has led to this increase? There seems to be some cross-over in people participating in paddling programs and participation in other aspects of Gateway (volunteerism, other programs).
- How can we embrace the changing uses at Jacob Riis and Fort Tilden? The new audiences are likely to stay; so how can we work with them?
- Getting people to visit Gateway and/or attend the programs is one of the biggest challenges faced by staff that work with programming at Gateway. What keeps people living so close to Gateway from coming into the park, particularly the underserved communities in and around Gateway sites? Are the barriers transportation barriers, social barriers, financial barriers, or all of the above? How can those barriers be addressed to increase participation?

Subgroup Meeting 3: Business Services

3:00 PM – 3:45 PM

Tuesday, February 23, 2016

Multi-Media Room, Building 120, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

Session Participants: Michael Winooski (Business Management Specialist), John Burnell (Concessions Management Specialist), Trina Lapinsky (Supervisory Business Manager), John Felly (Business Management Services)

Session Summary

The staff in attendance at the Business Services subgroup meeting were not able to attend the World Café session; therefore, this meeting focused primarily on presenting the verified social science research themes and soliciting social science questions, topics, and project ideas from the Business Services staff. The conversation focused primarily on the importance of understanding what types of services visitors expect, and the appropriateness of provided services given NPS mission and visitor use of sites.

- How can Gateway further engage visitors that come to the park? People come to the park for special events; how can Gateway turn these people into regular park visitors?
- There is a lack of recognition by participants in specific events and at specific facilities (i.e., Floyd Bennett Field, Miller Field) that they are in a National Park.
- Cultural and historic resources at Gateway have fallen into disrepair. How can Gateway let the public, particularly qualified investors, know about leasing opportunities for public/private partnerships to restore these resources? There is a concern that the state of the cultural and historic resources reflects poorly on the reputation of Gateway.
- Business services staff expressed a desire to engage the public to understand what types of facilities and services they would like to see, so that they [Business Services] can issue RFP's that solicit proposals for the desired services. This interest is particularly relevant at Sandy Hook, where the Seagull's Nest (Area D Bar and Restaurant) restaurant cannot be rebuilt because it is in a flood prone area (the park is not authorized to rebuild in such areas). Any plans for future services must account for the seasonal nature of the location and requirements that future growth and development be "resilient." Studies that solicit visitor feedback given these development constraints would be helpful in designing RFPs.
- Discussion also focused on the interconnectedness of transportation options for accessing Gateway, pricing, and the amenities available to visitors upon arrival. What is the visitor spending price-point and/or threshold for the combination of transportation and services for Gateway?

Follow Up Business Services Phone Call

Pam McLay (Chief Business Services) and Karen Edelman (Agreements & Business Management Specialist) were unable to participate in the Business Services subgroup meeting held during the onsite workshop. A follow-up phone call was scheduled at the request of Gateway to continue seeking input and feedback on the social science research needs and topics of interest to Business Services at Gateway.

Participants: Pam McLay (Chief Business Services), Karen Edelman (Agreements & Business Management Specialist), Susie Irizarry (RSG), and Mark Christiano (GIS/Resources Management)

- Gateway is considering changes to services across the park (i.e., marinas, beach clubs, etc.). It would be helpful to understand how people will react to changes in services. Similarly, it would be helpful to know what types of services and facilities visitors would like to see and/or are expecting to be provided at Gateway. Specific areas of interest include the beach clubs located in the Jamaica Bay Unit and the marinas in the Staten Island and Jamaica Bay Units.
- What types of year-round facilities would the public support? The park would like to increase the number of services available year-round rather than on a seasonal basis. It is difficult to attract year-round operations given the park's seasonal nature. It would be helpful to know what types of services visitors would use year-round.
- Transportation to and within Gateway is insufficient. Accessing different areas of the park is difficult without an automobile. What do visitors think is a fair price for water or other transportation to and from the park? Gateway needs to do a better job with transportation and connectivity within units and between units. It is difficult to conceptualize Gateway as a single entity due to transportation and communication barriers.
- The park proposes, and is in the process of making increases to, expanded camping opportunities. What type of camping experiences are visitors looking for at Gateway? Do visitors want RV spaces or more traditional camping opportunities (particularly a concern for RV camping at the Belt Parkway at Jamaica Bay Unit)?
- Other specific questions from the Business Services group provided during the notes comment period include the following:
 - What activities are visitors looking for at Jacob Riis Park if the Pitch and Putt were to be used for something other than golf?
 - What activities or services are visitors seeking at the facility currently known as Aviator Sports at Floyd Bennett Field?

Senior Management Team Prioritization Meeting

10:00 AM – 11:00 AM

Wednesday, February 24, 2016

Superintendent's Conference Room, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

Session Participants: Jen Nersesian (Superintendent), Minka Sendich (Deputy Superintendent), Gene Kuziw (Safety Officer), Daphne Yun (Acting Public Affairs Officer), Patti Rafferty (Chief, Resources Management), Kevin Heuser (Acting Chief of Operations/Supervisory Park Ranger), Brian Feeney (Staten Island Unit Coordinator), William Tate (Chief of Operations, Staten Island Unit), Jim Grant (Chief, Facilities Management Division), Jeanette Parker (Chief, Interpretation and Education), Dave Taft (Jamaica Bay Unit Coordinator), Trina Lapinsky (Business Services), Pete McCarthy (Sandy Hook Unit Coordinator, Phone Attendee)

Session Summary

Senior Leadership Team Meeting attendees were presented with the consolidated list of themes from the World Café brainstorm discussion (see Consolidated Social Science Topics in World Café section) and asked to indicate their top four topics of interest as social science priorities. Specifically, participants were asked to apply a “four-star” rating to three topics of interest and a “five-star” rating to one topic of interest. This process allowed for an initial step toward prioritization of the range of social science research topics and needs identified during the workshop.

The results from this prioritization exercise are reported in Table 3 for those participants that turned in their ranked social science topics.

The topic of “Identity of Gateway as an NPS Unit” received the most five-star rating from the group, five of the eleven participants selected a five-star rating, and two of the eleven participants selected a four-star rating. The only other topic receiving seven ratings was Visitor Expectations and Motivations, which received two five-star ratings, and five four-star ratings. Other topics receiving four or more ratings from meeting participants include Facilities, Relevance and Engagement, Interpretation and Education, Expand/Connect Visitor Experience, and Communication. Of note, the topics of Water-Based Use and Universal Accessibility did not receive any ratings during this exercise.

It should be noted that this exercise was only a preliminary prioritization exercise among individuals that were able to attend the senior leadership team meeting and turned in their rating worksheets.

TABLE 3. PRELIMINARY PRIORITIZATION OF CONSOLIDATED TOPIC AREA LIST

	<i>Participant Ratings (Names have been omitted for anonymity)</i>										
	1	2	3	4*	5	6*	7*	8*	9	10	11
Alternative Transportation											
Facilities											
Identity of Gateway as an NPS Unit											
Relevance and Engagement											
Interpretation and Education											
Economic Impacts & Visitor Spending											
Barriers											
Visitor Expectations and Motivations											
Capacity											
Expand/Connect Visitor Experience											
Communication											
Waster-Based Use											
Universal Accessibility											

**Participant indicated more than three four-star issues.*

	Four Star Rating		Five Star Rating
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Subgroup Meeting 4: Resources Management and Facilities

12:15 PM – 1:00 PM

Wednesday, February 24, 2016

Superintendent's Conference Room, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

Session Participants: Patti Rafferty (Chief, Resources Management), Jeff Kangas (Chief, Project Management & Facilities), Marilou Ehrler (Chief, Cultural Resources) Doug Adamo (Chief, Natural Resource Management Division)

Session Summary:

The Resources Management and Facilities staff were asked to review the posted flipchart notes generated during the World Café session, marking statements, questions, and/or topics of particular interest to their respective roles at GATE with the abbreviation “NRM” for Natural Resources Management, “CRM” for Cultural Resources Management, and “Facilities” for Facilities. Participants were also encouraged to add topics that may have been missed during the World Café brainstorm, but should be represented on the flipcharts. Session participants were given about 10 minutes to review the posted information. These notations are included in Appendix B.

Session participants were asked to share why they marked certain statements, questions, and/or topics on the flipcharts. The Resources Management and Facilities subgroup meeting focused on the topics of signage, information needs for NEPA analyses, and encouraging visitors to engage with both natural and cultural resources at Gateway.

- Current signage in and around Fort Wadsworth does not communicate that Fort Wadsworth is part of an NPS unit. The signs on the highway are green rather than the traditional brown signs with the NPS emblem. Fort Wadsworth signage does not create a welcoming environment for potential visitors, and may even turn some people away from entering the facility. The lack of facilities, particularly restrooms, is also problematic at Fort Wadsworth.
- From a cultural resource perspective, how can Gateway convert visitors that come to the park primarily for recreational opportunities into visitors that come to the park to engage with cultural resources as well?
- The Natural Resources Management Division work includes NEPA analyses. Social science information needs related to NEPA analyses include the following:
 - Perceptions of natural areas, natural area management, and threatened and endangered species among visitors. How do perceptions change if people have a strong personal affinity for a specific place? Do differences exist in the perceptions of piping plovers among visitors to different units within Gateway?
- Protection of natural and cultural resources from visitor use impacts was a topic of concern for staff. Visitor behaviors such as tagging and trampling were discussed. What types of communication strategies would be most effective in protecting natural and cultural resources?

Subgroup Meeting 5: Law Enforcement and Safety

1:00 PM – 1:45 PM

Wednesday, February 24, 2016

Superintendent's Conference Room, Fort Wadsworth, Staten Island Unit

Session Leaders: Steve Lawson (RSG), Mark Christiano (GIS/Resources Management)

Session Participants: Dustin Parker (Law Enforcement, Sandy Hook), Kathleen Cuzzolino (Environmental Protection Specialist), Kevin Heuser (Acting Chief of Operations/Supervisory Park Ranger), Gene Kuziw (Safety Officer), Carl Martinez (Water Safety Coordinator), Greg Norman (Captain, U.S. Park Police, Acting Chief Ranger)

Session Summary:

The Law Enforcement and Safety staff were asked to review the posted flipchart notes generated during the World Café session, marking statements, questions, and/or topics of particular interest to their respective roles at GATE with the abbreviation “Safety” or “LE” for Law Enforcement. Participants were also encouraged to add topics that may have been missed during the World Café brainstorm, but should be represented on the flipcharts. Session participants were given about 10 minutes to review the posted information. These notations are included in Appendix B.

Session participants were asked to share why they marked certain statements, questions, and/or topics on the flipcharts. The Safety and Law Enforcement subgroup meeting focused on the topics of signage, aligning visitor and employee behaviors with park safety goals, and communicating complex safety and resource issues to visitors.

- Discussion focused on the role of signs in communicating rules and regulations to visitors. Staff questioned whether existing signs are effective, whether visitors read signs, and how signs may be improved (messaging, design, flashing lights, etc.) to be more effective in communicating messages.
- Staff also spoke about the need to change staff behaviors to increase support for on the ground enforcement of rules of regulations. Discussion centered on the need for all GATE staff to be aware of rules and regulations, and to promote abiding by safety and regulatory restrictions in all visitor interactions. Consistency in enforcement and messaging is needed.
- GATE has many areas that are dangerous for visitors to enter, specifically the radiation areas and buildings that are in disrepair. Staff wondered how visitors perceive these restrictions and how the park can better communicate these complex environmental and safety issues to visitors to support understanding of the park's actions and the need for restricted access. Specific examples cited include the radiation area at Great Kills and the structures at Fort Hancock.
- If safety is the management objective, then the allowable visitor behaviors should be reviewed for consistency with the safety objectives. Specifically, if safety is the priority at Sandy Hook, then allowing alcohol does not necessarily support this goal.
- What is the appropriate balance between enforcement of regulations and the importance of the issue to the park (i.e., should the response taken by Safety Officers and LE officers be proportional to the importance of the issue to the park).



Subgroup Meeting 6: Staten Island Unit Visitor Experience

1:00 PM – 1:45 PM

Wednesday, February 24, 2016

Superintendent's Conference Room, Fort Wadsworth, Staten Island Unit

Session Leaders: Susie Irizarry (RSG), Dave Pettebone (NPS SSP)

Session Participants: Brian Feeney (Staten Island Unit Coordinator), Kathy Garofalo (Recreation Specialist, Staten Island), William Tate (Chief Operations, Staten Island Unit), Jeanette Parker (Chief, Interpretation and Education), Rick Jenkins (Supervisory Park Ranger, Interpretation and Education, Jamaica Bay and Staten Island)

Session Summary

The Staten Island Unit Visitor Experience staff were asked to review the posted flipchart notes generated during the World Café session, marking statements, questions, and/or topics of particular interest to the Staten Island Unit with the abbreviation “SIU” and adding topics that may have been missed during the World Café brainstorm session but should be included. Session participants were given about 10 minutes to review the posted information. These notations are included in Appendix B.

Session participants were asked to share why they marked certain statements, questions, and/or topics on the flipcharts. The Staten Island Unit Visitor Experience subgroup meeting focused on the topics of first impressions, visitor needs, and the changing demographics of Staten Island.

- Staten Island Unit staff expressed a desire to improve the services and facilities offered at Fort Wadsworth. The area was described as a “clean slate” for reinterpreting the visitor experience. Staff would like to make visitor-informed improvements. What would the local population like to see? What would bring more visitors to Fort Wadsworth?
- The population of Staten Island is increasing. How are the local demographics going to change as the population increases? How will this affect Staten Island Unit visitation?
- Staff expressed that, generally speaking, they would like to have a better sense of Staten Island visitor impressions and perceptions. More information about visitor decision-making, motivations, expectations, and behaviors would be very helpful.
- The first impression of Fort Wadsworth may be deterring visitor use of the site. The military entrance is not welcoming, and the site lacks visitor amenities (food and bathrooms) and appropriate signage. Staff wonder what is the visceral reaction to the current state of Fort Wadsworth? What type of reaction do we want to generate in our visitors?
- How can Gateway increase the visitor understanding of the NPS mission?
- Staff expressed an interest in real-time data, recognizing that data gets old fast.
- Campers at Fort Wadsworth are a diverse group – anecdotally, about one-third of visitors come from out-of-state, one-third international, and one-third from the surrounding boroughs. What are these different groups looking for in their camping experience? Where did they get their information about camping at Fort Wadsworth? How many are return campers?

Phone Conversations with External Partners

Calls with a select group of Gateway's external partners were conducted to provide a sense of the social science themes and research questions of interest for these groups as they relate to their current role at Gateway. Calls were conducted on Wednesday, February 24, and Tuesday, March 8, 2016. Each call lasted approximately 30-minutes. Upshot bullet points for each call are included below.

Science and Resiliency Institute at Jamaica Bay (SRIJB)

Participants: Adam Parris (Executive Director, SRIJB), Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

- The SRIJB collaborates with a number of other organizations to understand the population in and around Jamaica Bay including Cornell University, the United States Forest Service (USFS) Urban Field Station, and NYC parks. There may be opportunities for Gateway to collaborate and/or share data with these organizations in future social science studies.
- Desired projects and/or studies of interest for the SRIJB include visitor spending effects of Jamaica Bay Unit, quantification of the ecosystems services provided by Gateway, understanding of perceptions of risks and impacts to the bay in local communities, identifying motivations for participation of local communities in volunteer efforts to support the bay.
- Equity is a central theme for the SRIJB. Understanding the social factors that make different populations vulnerable to future changes in the bay is important, particularly given climate change and Hurricane Sandy impacts.

Sandy Hook Foundation (SHF)

Participants: Betsy Barrett (President, SHF), Steve Lawson (RSG), Susie Irizarry (RSG), Dave Pettebone (NPS SSP), Mark Christiano (GIS/Resources Management)

- Who is not coming to Sandy Hook? Why are they not coming? When are they not coming? Generally, locals do not come to Sandy Hook during the peak use season because there is a lack of desirable beach-going environments. Currently, Sandy Hook does not offer a family friendly beach or swimming areas/designated safe swimming zone/swimming lessons. This deters locals, particularly those with families, from visiting Sandy Hook during peak season.
- Economic barriers exist to engaging with Sandy Hook. Schools can no longer afford to bus students out to Sandy Hook for programming. Locals that cannot afford private beach pass access are deterred from Sandy Hook due to social environment of beaches. Those who cannot afford swimming lessons will not come to Sandy Hook and/or will not participate in water-based programming due to safety concerns.
- Concert series at Sandy Hook is sponsored by SHF. People that attend concert series usually come out strictly for the concerts. These people generally do not comprise the donor base or regular visitors to Sandy Hook.
- Provision of concessions seems to be an issue among visitors. Particularly, visitors miss the presence of the restaurant/bar concessionaire at Sandy Hook. Also, visitors using the ferry may have a need to rent beach items because they have difficulty carrying them while on the ferry to Sandy Hook.



National Parks of New York Harbor Conservancy (NPNH Conservancy)

Participants: Renee Barnes (Programs Director), Susie Irizarry (RSG), Mark Christiano (GIS/Resources Management)

- The main focus of the NPNH Conservancy at Gateway is promoting programming. Specially, at Jamaica Bay they have provided funding and gear for the kayaking programs. At Staten Island, their work and support focuses on developing camping at Fort Wadsworth. The park is currently going through an EA to expand camping at Staten Island Unit based on site planning that was funded by the NPNH Conservancy.
- NPNH Conservancy expressed an interest in collecting data, or having access to data, that can be used to report performance measures to funders to increase the likelihood of receiving future funding opportunities. Generally, funders are very interested in the “stories” of how the received donation is impacting local communities. Any data that could be used to measure the impact of sponsored programming would be very useful.
- It would be desirable to have a mechanism for knowing who is using the available programs (especially those sponsored and/or supported by NPNH Conservancy), how those individuals are impacted, why those individuals come to the park, etc.

New York City Parks (NYC Parks)

Participants: Sarah Aucoin* (Chief of Education and Wildlife), Susie Irizarry (RSG), Mark Christiano (GIS/Resources Management)

- How can NYC Parks and Gateway increase the “destination image” of the resources available at Jamaica Bay? Both Gateway and NYC Parks have unique natural resources available in Jamaica Bay; however, the NYC Parks resources tend to be relatively unknown. How can Gateway and NYC Parks work together to increase the salience of these sites for locals and tourists? Any data, strategies, or experience that Gateway has specific to increasing Jamaica Bay visitation would be greatly appreciated.
- Currently, NYC Parks has a partnership with the USFS Urban Field Station at Fort Totten. The USFS and NYC Parks partnership engages in social science research at this Field Station. Moving forward, there may be data sharing possibilities or the opportunity to leverage concurrent efforts between the two agencies (NPS and USFS).

**Sarah mentioned that she is only able to represent the Education and Wildlife perspective of NYC Parks, not the perspective of the organization as a whole.*

APPENDIX A. THEME VERIFICATION MEMO



MEMO

TO: Social Science Needs Assessment Workshop Participants

FROM: RSG

CC: Mark Christiano, Dave Pettebone

DATE: February 23, 2016

SUBJECT: Social Science Research Themes – Draft List for Review

Good Morning!

We will use the following list of social science research themes for Gateway during today's session conservations and activities. If you have not already had the opportunity to do so, please read this list of social science research themes for Gateway and identify any comments or questions you may have. We will have the opportunity to discuss, clarify, and refine these research themes as needed during a short theme verification exercise that will take place from 9:30 am – 10:00 am this morning.

Social Science Research Themes for Gateway National Recreation Area:

- Interpretation, Education, Services, Programs, Partnerships, and Volunteers
- Access, Transportation, and Facilities
- Park Users and Non-Users
- Economic Impacts and Visitor Spending
- Visitor Interactions with Resources

APPENDIX B. TRANSCRIPTION OF FLIP CHART NOTES FROM WORLD CAFÉ



Interpretation, Education, and Programs (Moderator: Minka Sendich, GATE)

- 1) Information on what types of programs visitor wants, GATE-wide (JB, SIU)
- 2) Data on how to reach youth / if GATE is reaching youth, specifically 20-30 yr. olds
- 3) Existing volunteer program brings diverse new audiences to GATE
- 4) An interpretation & education needs assessment
 - a) What programs are people interested in?
 - b) Do they fit with mission of GATE & NPS?
 - c) Are we communicating the NPS mission?
- 5) We need data on the communities surrounding Sandy Hook, GATE-wide (SHU)
- 6) Data on partners – What are the partnership possibilities? (SIU)
- 7) Volunteers – We need a better understanding of GATE options and/or opportunities for volunteers
- 8) Data on languages of surrounding communities to better incorporate into GATE media/public materials
- 9) Recreation program: what are needs/wants of the surrounding communities?
- 10) Need data on surrounding communities for all 3 units*
- 11) Understanding of schools – how can we engage? What is appropriate engagement?
 - a) Understanding of how GATE/NPS fit into school resources*
 - b) Curriculum – offer programs that complement other organizations and/or the Agency
- 12) Understanding education outreach of our partners – how do we connect?
- 13) Understanding of what visitors want – and how we can engage with them most effectively (SIU)
- 14) Study on most effective way to relay information (S, SIU)
- 15) Are our methods of communicating info effective? (RM)
- 16) Understanding of how to complement programs of NYC parks
- 17) Understanding “gaps” or needs of GATE in order to strategically target the most applicable partners
 - a) SHU – who will manage VIPs? Is this really collateral duty if done right?
- 18) How do we build a continuation of repeat volunteer groups & individuals?
 - a) Establish list of volunteer projects by divisions
 - b) Project lists for partners
 - c) Data/understanding of what volunteer opportunities people want to participate in – focus on resource opportunities (JB, RM)
 - d) Determine local volunteer interests of each units
 - e) Data on best way to reach potential volunteers
- 19) Better understanding/data of existing visitors & what additional programs appeal to them – can we connect beach visitor to resources? (SHU, JBU – Riis/Tilden)
- 20) Understanding communities’ challenges in getting to GATE
 - a) Travel, money, language?
- 21) Understanding needs and challenges of surrounding schools – are our facilities conducive to classroom interaction?
 - a) Should NPS offer educational programs at SHU and not leave it to partners?
- 22) Data on points of contact/stakeholder lists for surrounding schools
- 23) Data on partners to engage with
- 24) What does GATE need in terms of capacity to manage partners & volunteers effectively?
- 25) Better understanding of the visitor – better targeted understanding (SIU)
- 26) Understanding of visitor by age groups
- 27) Data that separates out true visitors from ‘temporal’ visitor
- 28) How do you make the ‘temporal’ visitor expand their park visitation?
- 29) Study on flexibility of interpretation programs – how to stay relevant – change as needed (SHU)

- 30) Identifying visitor expectations and interests (RM)
 - a) Common themes?
- 31) Non-beach visitor data
- 32) Better understanding of visitor/interpretation needs/wants to better utilize existing staff
- 33) Data on how to make the virtual user become physical user.
- 34) How do we effectively communicate to the public all that GATE has to offer? (resources, programs, etc.)

Access, Transportation & Facilities (Moderator: Steve Lawson, RSG)

- 1) What does access mean? (NRM)
 - a) Access to the park?
 - b) Universal accessibility?
 - i) Campgrounds
 - ii) Trails
 - iii) Front country facilities
 - c) Access to information?
 - i) Views from observation decks
 - ii) Large format print
 - iii) Braille
- 2) How to limit carbon footprint of access and/or transportation to and from the park and within the park?
 - a) Alternative energy transportation
 - b) Alternative energy fuels
- 3) Movement among destinations in Sandy Hook (SHU)
 - a) Shuttle system for all visitors not just ferry
 - b) Ferry shuttles don't allow movement among destinations
 - i) Can get to D&E parking areas or Gunnison & North beaches
 - ii) Very few visit VC, batteries, other because buses don't go there; campground access
- 4) Facilities
 - a) Maintenance issues present, visitor safety issues (JBU, NRM, SIU)
 - b) Non-compliance with closure signs; what would be effective? (NHS)
 - i) More staff, barriers?
 - c) When does sign pollution detract from the visitor experience? (JBU, SHU, SIU)
 - i) If no sign, does it mean it's okay?
 - d) Safety & resource management issues
 - i) (LE/SHU – clearly mark resource areas and safety hazard with signs)
- 5) Shuttle between Brooklyn & Fort Tilden; brought new users to the park
 - a) Not NPS shuttle; was a business enterprise (JBU)
- 6) Only public transportation is \$45 ferry; eliminates those who couldn't afford it
 - a) Maybe fewer ferries, add buses from long branch to account for capacity issues
- 7) Ferry, at peak, drops 400 per boat, 4 times per day; in storm, nowhere for people to be, no evacuation plan for ferry passengers (SHU)
- 8) Transportation study*
 - a) Signage (welcome to NPS @ all units; welcome to Fort Wadsworth Belt Parkway)
 - b) Traffic pattern management
 - c) Traffic control devices
- 9) Barbed wire fence at Fort Wadsworth; guard both; doesn't look like park; people aren't aware (JBU)
- 10) Lacking open facilities at Fort Wadsworth

- 11) Intersections do not have street names; finding your way to the park and around the park is difficult
- 12) Connected to users/non-users
 - a) Either special interest or nearby
- 13) Intent for GATE was for access by water
 - a) Hasn't been financially viable
 - b) Easy to get to GATE by water; hard by land
 - c) If come to GATE, you have driven
- 14) You have a lot of people using it, but is a function of transportation and/or lack of transportation (JBU)
- 15) Do we need more people, though?
 - a) What about better transportation to places where we want more use (RM)
- 16) It is not just about the number of people
- 17) Do we shrink parking lots if a ferry is added?
- 18) How to expand shoulder season to distribute use more?
- 19) If have transportation modes, do we need facilities to support them?
- 20) If free service, can reach other users
- 21) Ferry to Sandy Hook is to bus, not to a destination; hard with chairs, umbrellas, kids (SHU)
- 22) Staten Island ferry is an opportunity
 - a) Need to gauge interest (SIU)
 - i) What activities are they looking for?
 - ii) Do they have time to visit GATE as part of it?
 - b) Nice to as those people what else they would do; besides viewing STCI
- 23) Two groups anticipate for Staten Island ferry
 - a) Tourists; visitors; STCI viewers
 - b) Local residents (out of borough) who might come over, who currently aren't
- 24) How often do residents go to other boroughs?
 - a) Should we focus our outreach more locally? Borough specific?
 - b) What is best use of the money?
 - c) Difference between native Staten Island and other local residents
 - i) GATE is "Great Kills" if lives in; GATE is "Floyd Bennett" if live in; GATE is "Sandy Hook" if live in
- 25) Do you know this is NPS unit?
 - a) Does that matter? Mission is different than city parks
- 26) Do visitors have an opinion of the condition of our facilities (SIU)
 - a) Deeper dive than then high-level question in 2015
 - b) Which facilities are most important to fix; from visitor perspective? (JBU)
- 27) Interesting that 85% were by auto; NYC residents have low car ownership; surprised not more public transport
- 28) We can measure parking accumulation and MTA can measure ridership
 - a) We don't know how many couldn't get on bus to Jacob Riis, what is the demand?
- 29) Return ferry trip from Sandy Hook to Brooklyn, not always enough room all the people waiting on the next arriving ferry
 - a) Do we need more capacity at North End of S.H.?
 - b) More boats? It is already hard to management the people at current use levels (SHU)
 - c) What if we had traffic management contractor?
 - i) Could the park "take more" visitors then?
 - (1) Is it just a physical/operational capacity issue, or also a resource issue?
- 30) How about more use in off season? (JBU)
 - a) Don't have off-season ferry at SH, for example?

- 31) What are visitors expecting in terms of facilities? (JBU, SHU)
 - a) What do visitors want, relative to Fort Hancock lease opportunities?
- 32) FBF lacks some facilities for S.I. unit
- 33) Signage; don't have ranger presence; so how are people finding their way to and around GATE; what can we do to make it easier
 - a) Visitors
 - b) Under-represented demographics, varies by unit
 - c) LGBT
 - d) Vets
 - e) Marathon
 - f) Schools
 - i) Asking of:
 - (1) Community boards
 - (2) Schools
- 34) Partnership with MTA for shuttle around FBF; transportation gaps; can get to some destinations, but not all
- 35) How do people get in to programs, facilities at, around FBF & similar?
- 36) Access to Ft. Wadsworth- currently this is poorly signed
 - a) People don't know it is here and that it is NPS; but, do have bus service here
- 37) Do have club tours that come through Fort Wadsworth?
 - a) Had a trolley circulating in Fort Wadsworth
- 38) Had a bus service at FBF; biggest use is leaseholders
- 39) BSA project; develop planes for FBF runways (NRM)
- 40) No access problem at Great Kills - they use the MUP
- 41) No public bus service to or within SH unit (SHU, JBU)
- 42) Campus circulator shuttle @ FBF? SH unit?
- 43) Need large enough user group coming on ferry to support hours of service at SH unit?
- 44) Does SH unit have capacity to support more visitors via bus? Think so (SHU)
- 45) Would you reduce revenue at entrance, if bus? Probably not
- 46) MTA right through Fort Wadsworth.; can do Staten Island ferry to Fort, Great Kills
- 47) Bike path from refuge to FBF; mostly used for purposes other than park access
- 48) Road cyclists at SH unit use roadway; safety issues, conflict
- 49) Measures of use, by mode is challenging (SAU)
- 50) A lot of JB unit is by auto only (JBU)
- 51) Miller field
 - a) Vandalism, graffiti of facilities
- 52) Batteries at SH unit; Ft. Tilden
 - a) People are going in where shouldn't be
 - i) Vandalism, parties
- 53) Facilities issues:
 - a) Upkeep
 - b) Utilities
 - c) Campgrounds
 - d) Staffing
 - i) Rely more of partners & volunteers
- 54) How do we secure facilities to reduce/prevent vandalism, unsanctioned use?

Park Users & Non-Users – Awareness, Identity, & Virtual Visitor (Moderator: Dave Pettebone, NPS SSP)

- 1) Socio-economic/demographics
 - a) @Jamaica Bay new commercial operator
 - b) Recreational demands (SHU)
 - i) What do visitors want in terms of opportunities?
 - ii) Re: Policy – what are appropriate NPS activities?
 - (1) Commercial activates
 - (2) Blimp, hot air balloon festivals, kites, sports/fields (JBU)
 - (3) Define GATE
- 2) “Spottiness” of visitation
 - a) Geographically, activity, etc.
- 3) Evaluate efficiency of NPS awareness efforts (SHU)
- 4) Public input into GATE management goals
- 5) Are purpose of visits and visitor values congruent with NPS mission and values?
 - a) What is public’s expectations of GATE? (SIU)
 - i) Birdwatching opportunities? Sports? Etc.? (SHU, NRM)
 - ii) How often do visitors use GATE? How? Why?
- 6) Evaluate concessions/services
- 7) Evaluate safety information (Safety, SIU)
 - a) E.g. Around abandoned buildings (JBU, SHU)
- 8) How are information sources used?
 - a) Virtual visitation – Who? What works?
- 9) Investigate dialog/communication with politics
 - a) How to build relationships
 - i) Who, how, when, etc.
 - b) What services do they expect from GATE?
- 10) What is the potential for off-site programs?
- 11) Why do people come to Sandy Hook?
 - a) Are they driven by alcohol allowance?
- 12) Users perspective: what is NPS identity?
- 13) Recreation demands, what do users want in terms of recreation opportunities?
 - a) E.g. facilities (RV’s)
- 14) Capacity, when is too much? (SHU, MF, SIU)
 - a) Options to manage use?
 - b) Re-distribution opportunities within GATE?
- 15) Motivations
 - a) Interest in alternate activities?
- 16) Why don’t visitors identify with Fort Wadsworth?
- 17) Evaluate directional signs (wayfinding) (SIU)
 - a) Quality, efficiency
- 18) Understanding other similar areas?
- 19) Non-users, barriers to 20-30yr. crowd?
 - a) Facilities, expectations, e.g. food affordability
 - b) Incentives to visit areas of park
 - i) E.g. Fort Hancock
- 20) Community service, volunteer opportunities
 - a) Communities’ interest to be involved at GATE

- b) What skills would people want to donate?
- c) What activities to engage groups to communicate message?
- 21) Barriers to visitation
 - a) Transit costs (e.g. tolls)
- 22) Facility evaluation, availability
- 23) How to build relationships with local groups (NRM)
 - a) How to facilitate and communicate national significance of GATE? (JBU)
 - i) We need “buy-in” from both users and non-users
- 24) What does arrowhead mean to GATE users and community?
- 25) What messages do we need to communicate to users/non-users about mission, identity, and relevance?
 - a) How can we leverage social media?

Economic Impacts, Visitor Spending, Commercial Services (Moderator: Mark Christiano, GATE)

- 1) Transportation cost
 - a) How much does it cost to visit? Gas? Tolls? (JBU)
 - i) Range of cost by area (what is the expectation related to cost)
 - (1) Parking
 - (2) Food
- 2) What is spending inside and outside the park?
 - a) What is the economic benefit of food, vendors, restaurants?
 - i) Internal to park?
 - ii) External to park?
- 3) How does GATE compare with other similar parks in terms of parking fees, entrance fees, etc.?
- 4) Is the cost of visiting GATE preventing or encouraging visitation?
 - a) Does this affect capacity? Affect resources?
- 5) Do you know this park’s economic benefit to the area? (SIU)
- 6) Do you know where your money goes?
- 7) How much signage is enough? (Safety)
- 8) How does income affect the visitor and/or park?
- 9) What services or food (SIU) are wanted?
- 10) What is the economic benefit of adding these services? To the park? To the vendor?
 - a) Economic impact
 - i) Visitor
 - ii) User
 - iii) Day use/destination
 - b) What is local?
 - i) What do our visitors consider local?
 - ii) Can you be local to only one unit
 - iii) How transportation affects who is local?
 - c) Visitor spending → Resource protection/preservation (GRP, MF, Signage)
 - i) Economic benefits
 - ii) Economic opportunities ex. Trans Co
 - d) Do services provide a better visitor experience? What types of services?
- 11) Concession opportunities? (SIU, FOWA)
- 12) What is the percentage of funds generated from permits?
 - a) What is the role of permits at GATE?
 - b) Would online permits be appealing?
 - c) Is money generated for permits used for resource upkeep? Can it be?

- 13) Does the cost of a permit affect visitation and/or accessibility?
- 14) Do visitors know where to obtain permits?
- 15) Are permits a necessary evil? Other opportunities for doing the same thing that permits achieve?
- 16) Enabling partners to better donate money
 - a) Managing expectation better process
- 17) Are our services self-sustaining? Do they need to be?
 - a) Camping is in the red (JBU). What are other parks spending and/or charging?
 - i) Chapel is in the green.
- 18) Should Gateway be free?
 - a) Visitors already pay taxes
- 19) Concessions: Money makers or inhibitors? What is the capacity for concessions? Leaseholders?
- 20) Does our economic practice have a negative effect on visitor?
 - a) Parks in dangerous areas
- 21) What about the mission of GATE?
 - a) Bringing the NPS expectations to the city
- 22) Camping (FOWA – RVs) (SHU – RVs low hanging fruit, study the need)
 - a) Expand to run in the black
 - b) More sites
 - c) Staff costs
- 23) Understanding costs to visitors beyond permit
 - a) Tents, sleeping bags, wood, camp stove
- 24) Volunteers
 - a) Offsetting costs
 - b) Campground host (8,000 + 113, 000 hrs.)
 - c) 2 to 3 million \$ a year through volunteer activities
- 25) Fee for services?
 - a) Parking, tours, visitation
- 26) Vending services
 - a) Soda/candy machine/ seasonal parks (can't be year rounds, can we expand visitation)
 - i) Is that enough?
 - ii) Water bottles?
 - b) Re-education or re-branding of park
 - i) Change of visitor expectations
 - c) Food trucks? (FOWA – yes or inside buildings food)
 - i) Good → visitor expectation (economic vs. visitor need)
 - (1) There during high visitation
 - (2) Mobile – go where the need is
 - (3) Seasonal
 - d) What are the price points?
 - i) How much is a hot dog?
 - ii) Is it too high/low?
 - e) Do they bring their own food? Coolers?
 - i) Trash issues (FOWA – dumpster at campground)
 - ii) Impact on outside communists
 - iii) Beach expectation
 - f) Do we rent dumpsters in Gunnison + Lot D or all beach centers during the summer? (SHU!!!, Safety, Pub. Health)
 - i) Carry in/Carry out does not work!

- 27) Eastern National
 - a) Do better?
 - i) Print item in decline
 - ii) Apparel on the rise
 - iii) USA made?
 - iv) Branding
- 28) Alcohol (Safety; SAHO – should be no alcohol on beaches)
 - a) Policies are different across the park
 - b) Should we sell or should we remove alcohol?
 - c) Alcohol sales are needed for concessionaire profit
 - d) What about a beer garden?
- 29) Special Events
 - a) Application fee/cost recovery
 - b) \$20k, 5,000 people, off season
- 30) Short Term Leases
 - a) What are the opportunities? 1 day – 60 days, market value
 - i) Chapel
 - ii) Theater
 - iii) Carrase house
- 31) Close
 - a) Seabright problems
 - b) 200 spots threshold
 - c) Shoulder season

Visitor Interaction with Resources and Visitor Capacity (Moderator: Susie Irizarry, RSG)

- 1) Are we meeting their needs? (JBU)
 - a) Parking needs?
 - b) Bathroom (NR, RM, GKP, MK lot)
 - c) Information needs (signage, programs, resource interpretation). (SHU, LE – regulation & restriction signage needed)
- 2) Do we have hidden capacity needs? (unknown)
 - a) Recreational opportunities (SIU, GKP – add fitness trail on MUP)
 - b) Not knowing demand
 - c) Volunteering opportunities
 - d) Shoulder season? Schools*
- 3) What are they coming to the park to do? Exercise* (SIU – regular visitors, intermittent tours)
 - a) Are they coming for community service opportunities? (Volunteer Program)
 - b) Are they coming for the resources? (NRM, CR)
 - c) Are they aware of the cultural/natural resources? (NRM, CR)
 - d) Sandy Hook – cultural resources? (CR)
- 4) Balance between recreation, natural history, cultural history and significance of what Gateway is famous for – Aviation & defense (F.B.F, MF, SAHO)
 - a) How to expand/connect visitor experience beyond concessions? (JBU)
 - i) Sports complex – Floyd Bennet Field (meal, ice skating, drink) (10,000 + people @ events)
 - b) Why do they only use concessions?
 - c) How can we reach them?
 - i) Through volunteer function in cooperate the (play, learn, serve, work)
- 5) Passive Interaction with GATE

- a) What information is missing related to passive interaction & connections with GATE? (RM)
 - i) Push notifications
 - ii) Menu, pictures, signs (LE/SHU)
 - iii) What info would visitors want & use?
 - iv) Would they use information apps?
- 6) Camping – come, camp, leave? (NRM)
 - a) Do they know about other activities available @ NPS unit? (JBU)
 - b) Does it depend on the unit? (SIU – has mix of foreigners and out of state due to access of SI ferry – camp used for just a cheap place to stay)
- 7) Why is there a lack of interaction with cultural and natural resources? (NRM, RM, CR)
- 8) What are the different forms of visitor trips? (SHU – beach parties)
- 9) Why did you come this time, would you come back for something else next time? (JBU, CR)
- 10) What are appropriate capacities? (NRM)
 - a) How does capacity change between visitor groups, local communities?
- 11) Aquatic sites → Who is in the water? Who is using the water resources? (RM)
 - a) Specific emphasis on knowing how many non-program participants (private users) are on the water
 - b) Knowing the numbers is not enough – If we have 100 visitors per hour, that is great, but what are these people doing?
- 12) Water Safety – and how to communicate to the public (S)
 - a) What is the right visitation for sensitive areas? (Jamaica Bay) (RM)
 - b) Local usage of facilities – play grounds/basketball
- 13) Capacity – What do we know about existing capacities? Where are there knowledge gaps in capacity? Where are the capacity management challenges?
 - a) Miller field parking (weekend)
 - b) Sandy Hook beaches (summer)
 - c) Permits (special events)
 - i) How does it affect allowing/visitors?
 - d) How much can the resources? (NRM)
 - i) Both under + over utilized
- 14) Expectations
 - a) What are visitor expectations for their behavior? (RM, SHU, SIU)
 - b) When/how can we set visitor expectations? (JBU)
- 15) Behavioral changes (NRM, JBU, RM)
 - a) Graffiti (CR, SIU)
 - b) Social trails
 - c) Area closed (NR)
- 16) How can we change or improve negative behaviors? (JBU, NRM)
 - a) Visitors
 - b) Ex. JB visitor volunteer groups
- 17) Capacity
 - a) Right people @ right time do know about Gateway
 - i) What sites are at or over currently? (NR)
 - (1) North Channel Bridge (JB) (Parking)
 - ii) What sites are under capacity? Underutilized by visitors? (NRM, CR)
 - (1) Fort Wadsworth
 - (2) Floyd Bennett Field
 - iii) What sites do we not know anything about? (NRM, CR)
 - (1) Fort Tilden

- (2) Sandy Hood – non beach goers
 - (3) Great Kills – non Martha users
- 18) What are the effective means of communicating with the visitors? (RM, Safety)
 - a) Best method of enforcement vs. education. Communication of regulation? (SHU, NR)
 - b) Do they know that there are different rules and behaviors for different areas? Different units? (NR)
- 19) Assess → What are we communicating (NRM)
 - a) Did you get info about the rules?
 - i) Different rules for different users
 - b) What is the best way to increase compliance? Increase stewardship? (NRM, RM, CR)
 - i) For GATE visitors (SH, SI, JB)
- 20) How do visitors compare the facilities at Gateway to the facilities of NYC Parks?
- 21) What are the impacts to natural and cultural resources of visitor capacity? (CR, RM)
- 22) What are capacity impacts to local communities?
 - a) Traffic impacts?
- 23) Do people want alternatives to the existing transportation options? (Yes, public transit in SHU. Maybe a public bus stop from an existing bus line?)
 - a) Do visitors understand GATE's capacity (units)?

APPENDIX C. WORKSHOP PHOTOS

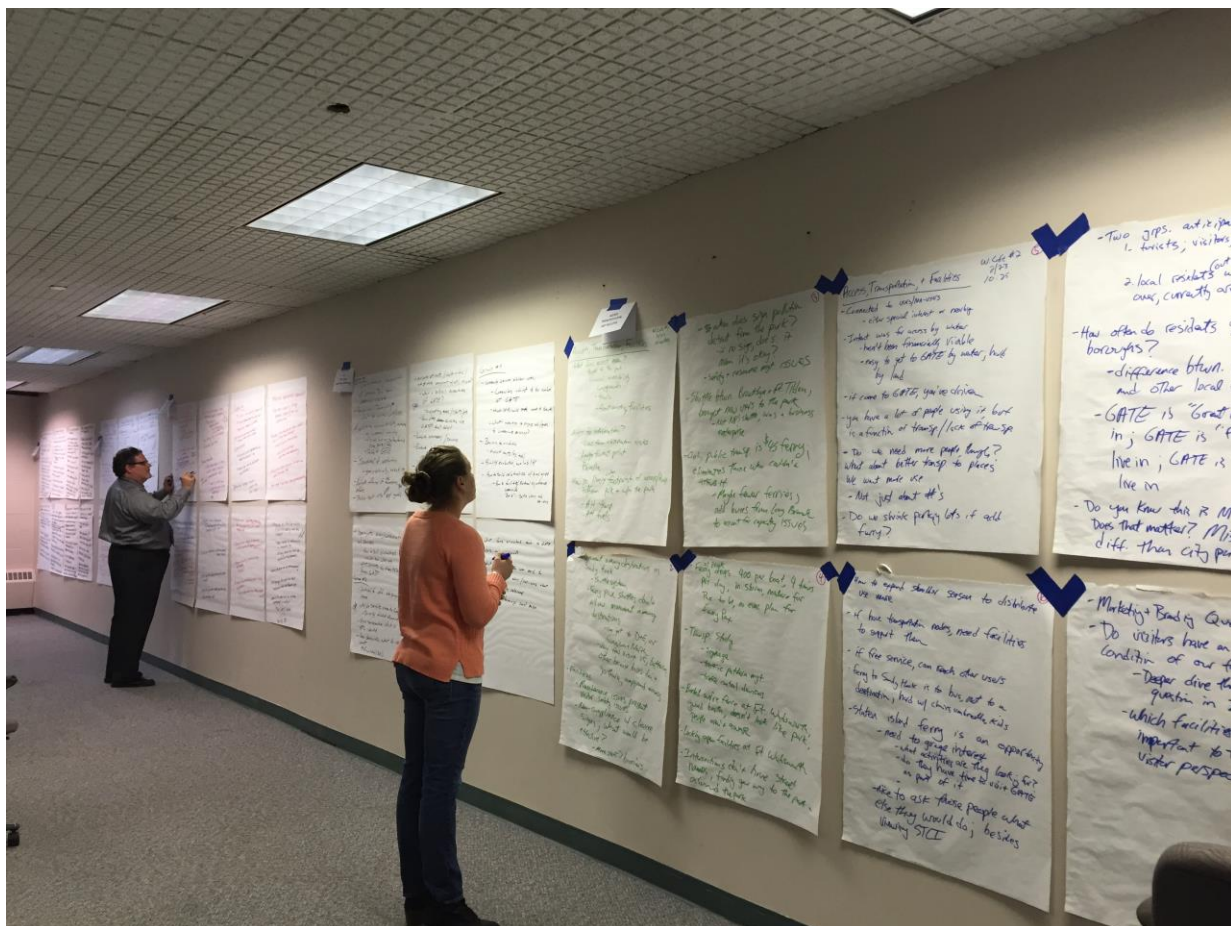


FIGURE 1. SUBGROUP MEETING ATTENDEES REVIEW WORLD CAFÉ BRAINSTORM (SUBGROUP 1)

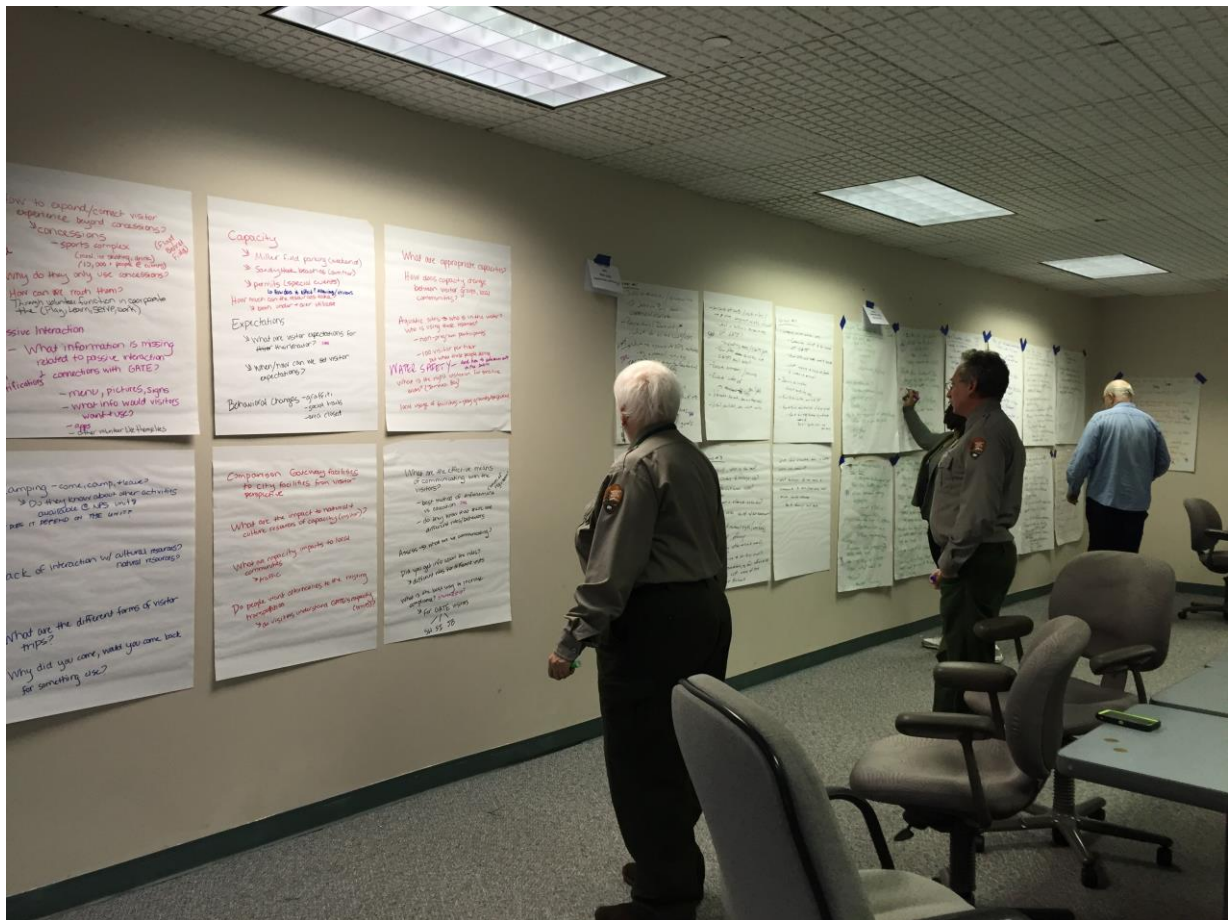


FIGURE 2. SUBGROUP MEETING ATTENDEES REVIEW WORLD CAFÉ BRAINSTORM (SUBGROUP 2)



FIGURE 3. ONSITE SCOPING WITH PARK STAFF



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