North-Central Colorado Community Assessment Report
for the
Bureau of Land Management
Glenwood Springs Field Office
and
Kremmling Field Office

A Collaborative Effort between
The Keystone Center and the Bureau of Land Management

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I. INTRODUCTION

In the fall and winter of 2006, The Keystone Center held 19 small group discussions with representatives of local governments in north-central Colorado. These discussions were held on behalf of the Bureau of Land Management (BLM) as part of the pre-planning process in advance of the revision of the Resource Management Plans (RMPs) for the Glenwood Springs Field Office (GSFO) and the Kremmling Field Office (KFO). The interviews had 3 primary goals:

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

The Federal Land Policy Management Act (FLPMA) and the National Environmental Policy Act (NEPA) provide BLM managers with complementary directives regarding coordination and cooperation with other agencies and governments. FLPMA emphasizes the need to ensure coordination and consistency with the plans and policies of other relevant jurisdictions. NEPA provides for a cooperative relationship between a lead federal agency (like BLM) and cooperating agencies in the NEPA process. The key is ongoing, long-term relationships in which information is continually shared and updated.

This report is a collaborative effort between the Bureau of Land Management and The Keystone Center to interpret the most commonly mentioned subjects raised by communities in the nineteen small group discussions. The responses were recorded as bulleted lists in the summaries and some context has been added to the narrative to help fit participant responses into a framework that is functional for BLM's planning process as defined by BLM's Land Use Planning Handbook – Section II: Land Use Plan Decisions, Part B, Types of Land Use Plan Decisions. Each section of this report has: 1) a brief narrative to explain the subjects discussed and 2) a reference table to identify trends and themes, including differences and commonalities between the locations within the larger planning area.

Appendix A contains "Specifically Desired BLM Actions" that were mentioned in each discussion. Some management actions and allowable uses will be helpful in the planning process. The remaining actions may be useful in subsequent site-specific implementation depending on the land use plan objectives selected in the revisions.

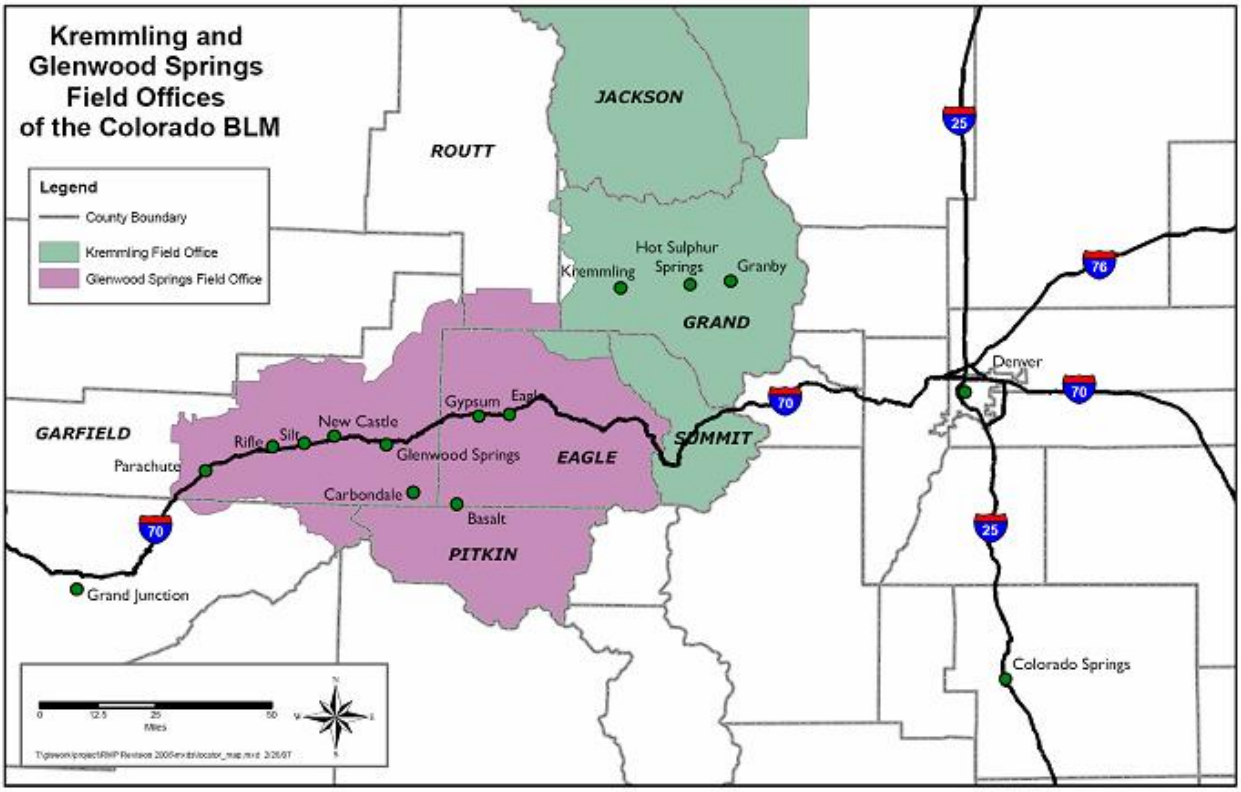
Appendix B contains the individual small group discussions summaries. The summaries anonymously recount the response of participants to specific questions. The summaries were reviewed as drafts by the participants for accuracy. Because the interviews varied based on the participants' knowledge and attitudes, each community approached the questions differently in terms of detail and depth. Many responses were free ranging, covering stages of the interview process from vision to implementation actions. The summaries reflect the variability of comments by participants while also attempting to capture the viewpoints and topics most pertinent to the planning framework.

II. PARTICIPATING COMMUNITIES

Meetings were held with elected officials, local government staff, and a few managing partners in counties, cities, and towns located in the GSFO and KFO planning areas. Will Singleton (Sr. Associate) and Heather Bergman (Associate) from The Keystone Center conducted these interviews, and at least one representative from BLM was present at every meeting but one (Routt County). Meetings were held with the following communities:

- Cities and Towns (n = 12)
  Basalt, Carbondale, Eagle, Glenwood Springs, Granby, Gypsum, Hot Sulphur Springs, Kremmling, New Castle, Parachute, Rifle, and Silt
- Counties (n = 7)
  Eagle, Garfield, Grand, Jackson, Pitkin, Routt, and Summit

Map of Project Area



A Note on Jackson County

Jackson County is located in the northeastern corner of the Kremmling Field Office. It is somewhat geographically isolated, has a small population, has a small tax base, and has not experienced the same degree of economic growth that some of the other counties have seen in recent years. For these reasons, Jackson County does not share many of the commonalities that unite several of the other communities. Consequently, few of the summary issues and concerns contained in this narrative pertain to it. For specific information about Jackson County, please see the summary from the meeting with Jackson County (near the end of Appendix B).

Note on Tables: The following sections contain tables indicating which communities reported or discussed which issues. The absence of an 'X' in any box for any community should not be construed to mean that the community is not interested in or concerned about that issue. Rather, it simply means that the issue was not raised in that community during the interview.

III. REASONS PEOPLE LIVE IN THESE COMMUNITIES

Recreation and scenic beauty were the most commonly cited reasons that people live in or visit the communities in the GSFO and KFO. Popular recreation activities include fishing, hiking, and hunting, as well as motorsports and mountain biking. Quality of life and small-town character were also often mentioned as reasons people live in these communities. In some cases, quality of life is equated with small-town character, recreation opportunities, scenic beauty, and/or family-friendly atmosphere. Several communities reported that their status as a bedroom community to other cities was a major reason that people live there. Jobs were reported as an important residential driver as well.

Table 1: Reasons People Live in These Communities

	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Recreation	X			X	X	X	X		X	X	X			X		X	X		
Scenic Beauty	X	X	X	X	X	X	X		X	X	X			X		X	X		
Quality of Life			X		X	X	X		X	X	X			X					
Bedroom Community		X			X		X								X				
Small Town	X	X					X		X	X	X					X			
Jobs		X	X			X	X		X		X								

IV. HOW THE COMMUNITIES WANT TO LOOK IN 20 YEARS

<u>Physical Character (Character of the County, Town, or City Community Landscape)</u>
Although economic growth is a goal, most hope to stay relatively small in size so their small-town character remained unchanged. A few towns and cities are pursuing urban renewal of their downtown areas, hoping to create more pedestrian activity within town/city boundaries, and some want to preserve their western look. Several communities would prefer that the natural landscape around them retain its current degree of naturalness, so they are surrounded by natural areas that provide open space and sustain wildlife populations.

Social Character (Character of Human Use)
While many communities would like to grow and see more recreation amenities on public lands for residents, most do not want to become resort communities or tourism destinations that would alter their small-town, rural feel. They would like to be family-friendly communities where "regular people" can live, work, and recreate. A few respondents stated that they would like to see few second-home owners, and a more diverse resident population.

Administrative Character (Local Government and Business Stewardship of the Community)
Several communities, particularly in the KFO, are actively pursuing more retail and hospitality services to attract tourists and the associated revenue. However, others are more focused on diversifying their economies in order to decrease dependence on energy development and/or tourism (most notably in the western region of the GSFO). Creating more well paying, professional jobs that attract permanent residents is a goal of many communities.

Table 2: How These Communities Desire to Look In 20 Years

Community Character	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Physical Character																			
Small Town				X							X					X	X		
Natural Landscape						X					X			X					
Urban Renewal		X	X			X													
Western/Rural Looking		X		X							X	X						X	
Social Character																			
Non-Resort										X				X					
Family-Friendly					X														
People Can Live/Work			X		X				X								X		
Larger Population					X														
Administrative Character																			
More Retail / Services		X															X	X	
Diverse Economy			X																
More / Better Jobs			X		X													X	

V. MOST IMPORTANT ISSUES/PROBLEMS

A. Social Issues/Problems

Housing

The housing situation was mentioned as a social problem in almost every discussion. Affordability was the most common issue, with local workers and long-time residents being priced out of the market by second-home ownership and gentrification. A lack of available housing stock and its attendant implications for housing prices were also mentioned in the western region of the GSFO.

Commuter Towns

Several social problems were attributed to the fact that residents commute to other economic centers (like Glenwood Springs, Aspen, Vail, and Summit County) to work.

- With parents commuting to work, children are often left unsupervised at home for long periods of time. This tendency toward "latch-key kids" was mentioned in several communities.
- Parents who commute to other towns often take their children to daycare in the towns where they work. Sometimes this is because doing so is more convenient; sometimes it is because daycare is costly or unavailable in their hometowns.
- Adults who commute to other towns during the day are often too tired or too disconnected to participate in civic activities and/or the larger community. They tend not to attend meetings or vote; they seem not to garden or chat with their neighbors over the fence.
- Commuters often do their shopping and engage in other economic transactions in the towns where they work, not the towns where they live. This is viewed as perpetuating the concentration of tax revenues and growth in certain areas.
- Commuter towns often feel like "ghost towns" during the day, with only small numbers of people present in the town centers and businesses.

Culture Clashes

Participants mentioned that there are one or more culture clashes occurring among residents, although different communities identified different clashes.

- New residents and long-time residents often do not share the same values about land use (energy development, preservation, sense of resource stewardship, trail behavior, etc.).
- Residents sometimes clash with itinerant energy workers.
- As smaller towns become more desirable, wealthy individuals move into what was previously a community of moderate incomes, increasing housing demand and pricing local residents out the housing market.
- The new residents who are focused on recreational use of public lands may clash with traditional agricultural users of public lands.
- Rural, agricultural residents tend to be more socially conservative, while urban residents tend to be more liberal. This cultural divergence is often referred to as the "boots and clogs" divide, and it has implications for quality of life values (i.e., more vs. fewer urban amenities, more vs. less development, etc.) and land use planning (meeting the needs of urban residents without encroaching on the lives and lifestyles of rural residents).

Energy Development

Several social issues (raised in the western area of the GSFO in particular) are attributed to energy development on public lands administered by BLM. Transient workers from the oil and gas fields were mentioned as a cause of increased crime, drug use, demands for social services, and nuisance abatement calls to the police. While respondents acknowledge benefiting from energy development, they also fear losing these benefits when energy development decreases. Traffic and resource impacts related to energy development and extraction on public lands were also mentioned. A small number of communities report reduced hotel space for the economically-important hunting clientele due to use by itinerant energy workers. The lack of available housing stock and the presence of transient workers from the energy fields together were identified as the root causes of unlawfully high occupancy in some dwellings.

Traffic/Transportation

Increased traffic, and the associated congestion, noise, danger, and wear-and-tear on roads, was a common concern. Towns and counties both are particularly concerned about funding transportation and/or transit projects in the future, as traffic grows but revenues may not. This issue was raised exclusively by communities in the GSFO.

Pressures on Ranching

Population growth, demographic changes, and commercial and residential development were noted as putting increasing pressure on ranching lifestyles and livelihoods, potentially pushing them further to the geographic, economic, and cultural margins of the community.

Access to Public Lands

Diminishing access to federal public lands was expressed as a concern. Conservation easements, which preclude development on lands but do not necessarily maintain historical access across them, were commonly identified as a cause of diminished access. Changes in land ownership and community culture were also cited as a cause of this problem. Prior landowners often granted public access to federal lands across their property based on an informal or tacit agreement. When land ownership changes, new owners do not always maintain these historical access agreements, thereby decreasing the public's access to public lands. In some areas, BLM land exchanges have disposed (or are expected to dispose) of lands that previously provided access to public resources. Some participants also felt that private landowners have illegally posted "No Trespassing" signs on roads or trails on public lands.

Immigrant Populations

Immigrant populations were mentioned as a source of social challenges. Some stated that this was simply a minor culture clash and/or a lack of cultural integration, while others identified increased strains on schools and unlawfully high residential occupancy as larger issues affecting the public good.

Table 3: Most Important Social Issues/Problems

Social Issues	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Housing																			
Affordability	X	X		X	X	X	X	X	X		X			X		X	X		
Availability	X	X				X	X	X											
Commuter Towns																			
"Latch-key kids"				X	X				X										
Lack of participation in civic activities		X	X												X				
Few People in Town During the Day			X						X					X	X			X	
Costly or Absent Daycare					X									X					
Culture Clashes																			
New residents and long-time residents	X				X				X	X	X		X	X					
Itinerant energy workers	X			X		X													
Gentrification	X						X	X											
"Boots and clogs"	X							X											
Energy Development																			
Drug use	X		X			X													
High Occupancy		X	X						X										
Infrastructure	X	X		X			X										X		
Traffic/ Transportation	X	X	X			X		X	X										
Ranching Being Pushed Out												X		X					
Access to Public Lands	X	X					X				X	X		X	X	X	X	X	
Immigrant Populations							X	X	X										

B. Environmental Issues/Problems

Impacts from Energy Development

Communities, particularly those in the western half of the GSFO, identified impacts from energy development as the most important environmental problem they face. Depending on the respondent, "energy" can refer to natural gas, coal-bed methane, and/or oil shale, and "development" generally includes all efforts associated with exploration, infrastructure, processing, and extraction. Particular concerns are deteriorating air and drinking water quality, water quantity, diminished viewsheds by unsightly structures, noise, over-use of infrastructure, stressed social services, and wildlife habitat fragmentation and deterioration.

Growth and Development

Some communities in the GSFO are growing very quickly without well established master plans, leading to urban sprawl and over-development on the margins of municipal areas. The attractive natural aesthetics and amenities along the boundaries of BLM public lands are also luring new residents, which fosters housing development. These physical and demographic changes are increasing the size of the area where structures and other human development meet or intermingle with public lands, also known as the wildland-urban interface (WUI). Local growth and the expansion of the WUI in recent decades have significant implications for managing natural resources on both private and public lands.

Water

Participants mentioned general concerns about water. Having sufficient river flows to sustain fish populations was mentioned as an environmental issue for the Blue, Colorado, and Frying Pan Rivers. Although primarily an environmental issue, water concerns are also a social and economic issue. Protecting water quality and quantity was also mentioned with regard to irrigation and drinking water, partly because of the tremendous local growth in population and consequent increase in demand for water. Water quality and quantity have important economic implications because they affect water sports like rafting and fishing that attract visitors. Watershed concerns were most common in the GSFO.

Bandit Trails/Scarring

Communities with larger and/or growing numbers of mountain bikers and motorized recreation enthusiasts reported illegal, user-created (a.k.a. "bandit") trails as an environmental problem. The proliferation of unauthorized routes on public lands is a concern because it is believed to cause: erosion, scarring/deterioration of the scenic landscape and impacts to wildlife.

Wildlife Protection

The protection of wildlife habitat is a fundamental issue. Many residents enjoy viewing wildlife themselves and/or rely on revenues from hunting and wildlife-related tourism for their economic livelihoods.

User Behavior

Some respondents indicated that there is a strong need in their areas for an improved resource stewardship ethic. Some users are damaging the landscape and would benefit from peer-to-peer or BLM education efforts to teach them more responsible ways of using the resource.

Pine Beetle

Although they acknowledged that most of the trees killed by pine beetles are on national forest lands, several groups mentioned pine beetle kill as a major environmental issue with relevance to forests on BLM lands. Some had concerns about increased susceptibility to wildfire, while others mentioned impacts to the visual resources that are an important draw for tourists. Pine beetle kill is more of an issue in the KFO than in the GSFO.

Wildfire

Wildfire was mentioned as a concern—both as an issue of importance in its own right and as a potential threat to important visual resources. Wildfire concerns were more commonly mentioned in the KFO than in the GSFO.

Trash and Illegal Dumping

Trash on public lands was a common subject (particularly in the KFO), with participants specifically identifying illegal dumping and trash on trails and at campgrounds as key issues. In the GSFO, certain locations on public lands are reported as being overused by transient workers (squatters) and are seen as consequently quite dirty and damaged.

Table 4: Most Important Environmental Issues/Problems

Environmental Issues	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Impacts from Energy (General)		X										X							
Air Quality				X	X	X		X			X								
Water Quality	X	X		X	X		X												
Water Quantity	X	X		X															
Viewshed			X				X	X											
Noise					X														
Infrastructure				X			X												
Wildlife							X		X										
Containing Growth	X						X	X			X	X		X		X			
Water																			

Environmental Issues	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Municipal Water Quality	X						X	X						X					
River Water Quality											X				X				
Municipal Water Quantity	X					X	X	X						X					
Recreational Water Quantity	X														X				
Bandit Trails/ Scarring					X			X	X	X		X			X				
Wildlife Protection								X		X									
User Behavior								X		X									
Pine Beetle								X			X			X	X	X	X		
Wildfire												X		X	X	X	X		
Trash and Illegal Dumping	X								X			X			X				

C. Economic Issues/Problems

Labor Pool

Many towns and counties reported difficulty attracting and maintaining a local labor pool. The most commonly cited reason for this was the draw of higher wages offered by energy companies working in the western part of the state. The absence of a local labor force makes issuing and fulfilling government contracts more difficult and increases the costs and time required to complete public projects. The lack of good jobs within town limits was also a common problem, relating directly to difficulties in attracting commercial development to small towns (see next section). Limited professional opportunities in some communities is causing local children to grow up and move away to pursue their careers. The lack of affordable and sufficient housing in these communities tends to exacerbate their inability to attract a permanent workforce.

Economic Development

Almost every community raised one or more concerns about economic development and long-term economic viability. Small populations in many of these communities make attracting commercial development difficult, and the lack of jobs and limited land for residential development thwart efforts to increase populations. Where economic development is occurring, communities are concerned about the lack of diversity in that development:

- Some economies are disproportionately dependent on energy development, while others are built on recreation and tourism.

- Some have outlying commercial areas of fast-food restaurants and gas stations to support highway travelers, but little development in the center of town and few companies that offer long-term, well-paying professional opportunities.
- Several towns serve as retail hubs for outlying rural areas and have a number of "big-box" stores that draw in large numbers of customers, but few locally-owned, "mom and pop" shops.

In one way or another, all of these communities are looking to strike a balance between different economic values in order to create livable communities with diversified, sustainable economies.

Tax Base and Budgets

Because so many communities have small commercial tax bases, they have difficulty earning sufficient revenues to meet their municipal needs. Infrastructure improvements are needed in almost every community (road work in particular), and tax revenues cannot cover current or anticipated expenditures. Some communities are concerned that they bear substantial costs related to energy development on public lands (increased use of roads and public services like police and hospitals), but the benefits of energy development (in the form of royalty payments) accrue at higher levels of government (like the state).

Table 5: Most Important Economic Issues/Problems

Economic Issues	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Labor Pool																			
High energy wages	X						X				X								
Lack of good jobs														X				X	
Economic Development																			
Need to attract new development				X	X	X	X							X	X				
Economic diversification			X		X	X								X		X			
Center vs. peripheral development			X				X												
Tax Base and Budgets																			
Can't afford to improve infrastructure	X	X												X		X			
Small tax base				X	X						X								

VI. VISION FOR PUBLIC LANDS

After the participants addressed important community issues and concerns, each group was asked to share its vision for the surrounding public lands. In the context of BLM's approach to land use planning, the elements that were mentioned as part of the community's public land vision are better classified as "landscape characteristics" and have been integrated into the discussion in that section (starting on page 17). To see each community's statements, please refer to the individual meeting summaries in Appendix B.

VII. DESIRED OUTCOMES FROM PUBLIC LANDS

A. Social Outcomes

To gain insight into the community's perspective on BLM public lands, participants were asked to describe the outcomes (benefits) their communities desired from the nearby public lands.

Each planning alternative begins with desired outcomes (consisting of goals and objectives). Goals and objectives are like a compass used to set direction for public lands and define "*where we are heading*". Defining desired outcomes helps BLM and its partners: 1) better resolve planning issues, 2) create a reasonable range of planning alternatives and 3) align subsequent management actions and allowable uses.

Maintaining Recreation Opportunities

The most commonly identified outcomes that communities currently receive (and hope to receive in the future) from public lands are related to benefits from participation in recreation activities. For residents, the proximity and diversity of leisure activities support an outdoor-oriented lifestyle, adds to their quality of life, and fosters quality time and positive experiences with their families. Recreation tourists come for these same reasons, bringing important revenue and economic stimulation with them. Hiking and wildlife-related activities like hunting and fishing are extremely popular in most areas. Motorized activities (all-terrain vehicles, 4-wheeling, and motor-biking) and mountain biking are common throughout the field offices, but extreme popularity for these activities is concentrated in certain communities. Because of the appeal of these amenities to so many people, recreation opportunities "right out your backdoor" are often used as marketing tools to attract new residents.

Maintaining Scenery/Aesthetics/Open Space

Public lands offer wide open spaces and scenic vistas that many communities consider a substantial benefit. Being surrounded by a natural-looking landscape appeals to current residents and is a reason many choose to stay in these communities. Several towns include pictures of the scenic public land vistas in their marketing materials to attract recreation tourists and new, permanent residents.

Maintaining Rural/Western Lifestyle

The importance of rural or western lifestyles and livelihoods was stressed. Grazing and other agricultural practices on local public lands help maintain economies, but even more importantly, they help maintain the rural/western character integral to the larger community identity.

Table 7: Desired Social Outcomes from Public Lands

Social Outcomes	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Maintaining Recreation Opportunities	X	X	X	X	X	X	X	X	X	X	X	X		X	X		X	X	
Hiking	X		X		X						X				X	X			
Hunting	X		X	X	X	X								X	X	X		X	
Fishing						X			X		X			X	X	X		X	
Motorized Activities	X		X		X			X				X		X	X	X		X	
Mountain Biking			X	X		X		X				X			X	X			
Maintaining Scenery/Aesthetics/ Open Space				X		X	X	X				X		X	X	X	X		
Maintaining Rural/Western Lifestyle	X								X		X	X	X		X				

B. Environmental Outcomes

Maintaining Open Space and the Natural Landscape

Public lands managed by the GSFO and the KFO tend to be open and natural in appearance. Maintaining this natural-looking landscape is commonly cited as an environmental and social benefit. These natural-looking open spaces tend to be linked with the conservation of natural resources including: wildlife habitat, soil quality through reduced erosion, air quality, and water quality/quantity. Some groups simply stated that BLM should "keep public lands the way they are now."

Maintaining Water Quality and Quantity

Clean water in sufficient quantities is vital for both freshwater plants and animals and is a leading indicator of a watershed's environmental health. Protection of the watershed not only benefits the environment but is imperative to communities that depend on surface and groundwater sources on public lands for drinking water. Water quality and quantity outcomes were mostly noted in the GSFO.

Maintaining Air Quality

Clean air can be another indicator of a region's environmental health. Air pollution affects the environment by harming: soil, water, crops, forests, wildlife and visibility. Maintaining the quality of the air is directly related to maintaining a healthy natural environment that in turns benefits human health. Monitoring and minimizing vehicle and natural gas development-related air pollutants was noted as key ways to maintain local air quality. Several communities in GSFO identified maintaining air quality as a desired outcome of public land management.

Maintaining Fish and Wildlife Populations

Human activities and development can affect fish and wildlife habitat quantity and quality and have negative impacts on wildlife species. Participants expressed an interest in protecting fish and wildlife habitat to sustain viable wildlife populations, especially big game populations.

Table 8: Desired Environmental Outcomes from Public Lands

Environmental Outcomes	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Maintaining Open Space / Natural Landscape							X	X	X	X	X	X					X		
Maintaining Water Quality / Quantity																			
Maintaining Water Quality		X									X	X					X		
Maintaining Water Quantity		X		X		X											X		
Maintaining Air Quality							X	X				X							
Maintaining Fish and Wildlife Populations	X	X	X		X	X	X		X	X	X	X			X	X	X		

C. Economic Outcomes

Maintaining Recreation Tourism

In both field offices the most commonly cited economic benefit derived from public lands was contributions to the local economy made by recreation-related tourism. The economic benefits from hunting and wildlife-related tourism are of particular importance. Some communities said that revenues from hunting season are so important that they sustain many businesses throughout the rest of the year. Although hunting and

fishing are identified as the most lucrative recreation activities; mountain biking, motorized activities (including snowmobiling), and rafting are also important economic contributors. Additionally, recreation outfitters are valuable small businesses in several communities, and these outfitters rely on the use of public lands for their livelihoods.

Maintaining Residential Desirability

Public lands often feature prominently in the local marketing materials. Government agencies and chambers of commerce use pictures of prominent geographic features (mountains, mesas, rivers, etc.) on promotional materials for towns, cities, and counties to show the community's distinctive landscape character and to emphasize the communities' desirability as a place to live or retire. Several communities hope to draw new residents with the many recreation opportunities available on BLM lands "just outside town."

Maintaining Resource Use and Development

Livestock ranching makes positive economic contributions to several local economies. Grazing on public lands is a key component in the continuation of ranching in areas where private ranchlands are becoming less available and more expensive. Revenues from energy development are also essential to several local economies. Ongoing availability of public land for resource use and development is viewed as economically beneficial to several communities.

Table 9: Desired Economic Outcomes from Public Lands

Economic Outcomes	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Maintaining Recreation Tourism							X	X				X		X	X			X	
Hunting	X	X	X	X	X						X	X		X	X	X	X	X	
Fishing	X										X	X			X	X		X	
Mountain biking								X			X				X				
Motorized activities					X			X						X	X			X	
Rafting	X					X								X	X				
Maintaining Residential Desirability					X		X			X		X							
Maintaining Resource Use and Development																			
Ranching							X		X				X						
Energy development		X																X	

VIII. LANDSCAPE CHARACTERISTICS TO ACHIEVE DESIRED OUTCOMES

Participants were asked to describe their desired physical, social, and administrative characteristics of the landscape. They also indicated some specific actions that BLM should take on the public lands around their communities (see Appendix A).

While desired outcomes set direction, identifying the desired landscape characteristics and actions helps BLM and partners establish "*how we are going to get there*". From a planning perspective, desired landscape characteristics and actions can be likened to outfitting, staffing and navigating a sailboat using the compass setting (goals and objectives).

The resulting sections on desired outcomes (Part VII), landscape characteristics (Part VIII) and desired actions (Appendix A) helps fulfill the two categories of land use plan decisions as required by BLM's Land Use Planning Handbook. In addition the sections can be merged together to form the framework of a planning alternative.

A. Physical Characteristics

Physical characteristics refer to what public lands should look like, including the degree of naturalness and amount/type of development and infrastructure.

More Recreation Facilities

Recreation on public lands is popular with both residents and visitors alike. Several communities, particularly in the GSFO, would like to see more recreation facilities on the public lands around them. The majority of the GSFO communities expressed an interest in seeing more hiking trails and/or more mountain biking trails. Motorsports and non-motorized activities are important in the majority of communities, and it is envisioned the additional amenities should reflect this dual interest. A few communities also expressed an interest in seeing more motorized recreation routes, although most of these said they would prefer not to have additional motorized routes established in the areas immediately adjacent to their municipal boundaries.

Roads that have been created to facilitate energy development may be acceptable for some motorized recreation enthusiasts, but several communities expressed an interest in having separate routes and trails for motorized and non-motorized recreation activities. Other recreation facilities/amenities desired by communities include:

- More formalized trailheads, with educational signs and trail maps
- Greater connectivity between BLM trails and trails and paths in county and municipal parks and open space
- Facilities to support more opportunities for winter recreation, such as cross-country skiing, snowmobiling, and snowshoeing

A small number of GSFO communities already have a large amount of recreational use of public lands and would not like to see additional trails created.

More Signage/Trail Formality

The need for additional signs indicating the location of BLM recreation facilities and trailheads was frequently mentioned. Poor marking of facilities and trails was identified as a cause for under-use of public lands by both local and visiting users. More and better signs are needed to:

- Indicate the location of parking and trailheads
- Mark paths to guide users along trails and keep them from getting lost
- Identify appropriate trail uses (motorized vs. non-motorized, single-track vs. double-track, hiking vs. mountain biking, etc.)
- Keep the public off private lands
- Educate users about good use and stewardship of the public lands

Maintain Natural-Appearing Landscape

Maintaining the scenic viewshed that currently exists on BLM lands was important. The natural landscape is highly valued in its own right, as well as for the soil quality, air quality, water quality, and wildlife habitat that it supports. For many, this natural-appearing landscape is best maintained by minimizing the number of modifications and minimizing the visual impacts of any alterations made to the landscape.

Table 10: Physical Landscape Characteristics to Achieve Desired Outcomes

Physical Characteristics	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
More Recreation Facilities																			
More Recreation Trails Generally	X				X		X												
More hiking trails		X	X	X		X		X			X								
More mountain biking trails			X			X		X		X									
More motorized recreation routes						X													
No more motorized trails near town				X	X														
More Signage/ Trail Formality	X	X	X	X			X	X			X			X	X		X		
Maintain Natural-Appearing Landscape		X	X	X		X	X	X		X	X	X			X		X		

B. Social Characteristics

Social characteristics refer to the number of users of public lands, the sizes of user groups, and the behavior of users.

Reduce Evidence of Human Use

Improving the behavior of users and reducing the evidence of human use was frequently discussed. Dumping, bandit trail creation, litter, fence-cutting, and scarring from motorized recreation were generally identified as affecting the desired landscape, public land resources, viewshed quality, and/or their own recreational experiences.

Carrying Capacity Being Reached

Most public lands are believed to be used below their carrying capacity at least seasonally and in areas away from communities. In general, users can still find locations on public lands to escape other users and be removed from the sights and sounds of urban areas. However, there are a few recreation areas that have been identified as being at or beyond carrying capacity. In these areas, large numbers of users are believed to be recreating at rates that diminish the overall experience and/or that exceed the landscape's capacity to recover. Most of these are being used for motorized recreation or mountain biking, although several communities stated that the Colorado River has also reached its recreational carrying capacity. A few areas are extremely busy during holiday weekends, but are not excessively busy during the rest of the year.

Increasing / Dispersing Use

Several communities stated that many people do not know where public lands are, how to access them, or what uses are allowed. This lack of knowledge prevents their full use of public lands and/or funnels users to a few well known areas (like reservoirs, large camping areas, etc.). It is believed that overall use could be increased, and overuse of some areas could be dispersed, by better signage of public lands and information about recreation opportunities across the landscape, and particularly around towns and cities.

Table 11: Social Landscape Characteristics to Achieve Desired Outcomes

Social Characteristics	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Reduce Evidence of Human Use	X		X			X	X		X	X	X	X							X
Carrying Capacity Being Reached				X	X	X	X					X		X			X		
Increasing / Dispersing Use	X	X	X	X			X	X			X			X	X		X		

B. Administrative Characteristics

Administrative characteristics refer to how public lands should be managed, including rules and regulations, presence of personnel, and provision of services.

Greater Enforcement/Presence

The most commonly cited administrative change was the need for a greater on-the-ground presence by BLM personnel. Communities stated an interest in greater enforcement of existing land use regulations and more active education by BLM staff. It is believed that an increased presence of BLM staff on the ground would help alleviate problems like the creation of bandit trails by motorized recreation users, trespass on private land, and unauthorized use of seasonally closed trails. Residents and visitors would also get a sense of BLM's increased commitment to enforcement by seeing BLM vehicles traveling through town and uniformed BLM staff eating or doing business in local restaurants and shops.

More Education/Outreach

Several communities would like BLM staff to engage in more education and outreach regarding resource stewardship. This would involve not only an increased presence of BLM staff on the ground to engage users in discussions about sound resource use, but also an active effort to teach the "next generation of users" by going into local schools and teaching children about land use and stewardship.

Fewer Fees Overall

Fees for use of public lands are a common concern for communities in the KFO. Although fees were suggested for a few high-use areas, in general communities would like to see fewer fees for use of public lands. Fees are of particular concern to local residents, who use public lands regularly and find that even small fees add up over time. Some communities stated that it is understood that BLM must charge fees in some popular areas, and these communities feel that fees should only be charged for areas with amenities (like campgrounds, pit toilets, boat ramps, etc.) and that fee revenues should be reinvested in the recreation areas where they are paid.

More Involvement in Land Exchanges/Disposals

Communities who mentioned BLM land exchanges would like to be more involved in discussions about exchanges of public lands. Communities are particularly concerned about the impact of land exchanges on public access to federal lands and the Colorado and Blue Rivers. Overall, land exchanges that diminish the amount or quality of public access to public land resources are not supported.

More Active Planning and Management

A number of communities expressed an interest in seeing more active planning and management on public lands. In addition to the specifically desired BLM actions that communities requested (listed in Appendix A), the following general activities are desired:

- Recreation planning and management

- Travel planning and management
- Riparian area protection and management
- Wildlife habitat protection and population management
- Weed control
- Energy development management

Manage for a Multiple of Uses

Most communities expressed an understanding that BLM has a multiple-use mandate, and the discussions demonstrated an appreciation of the implications of this mandate. They are supportive of having multiple uses on public lands, although most believe that multiple uses should be ensured across the landscape and not on every parcel of land. Some communities believe that energy development is currently being given preference on federal lands, and they would like to see additional effort and resources put into creating and protecting other uses of public lands.

Closer Cooperation with Locals

The majority of communities expressed an interest in working more closely with BLM in planning and management of the public lands that surround them. As is described in the next section ("Appropriate Role for BLM's Partners"), local governments, residents, and recreational user groups are all viewed as potential partners for BLM in land use planning, resource management, and policy enforcement.

Maintaining Existing Routes

A small number of communities stated that existing motorized routes on public lands should not be closed.

Maintaining/Improving Access to Public Lands

Communities in both field offices indicated a general interest in having more and/or improved access to public lands. Access to public lands is of particular concern in the KFO. Restoring lost historical access to public lands across private lands is a predominant goal, as is maintaining and upgrading current access to the Colorado and Blue Rivers. Along the Colorado and Blue Rivers, a lack of access points and a lack of boat ramps and other amenities are thought to have precluded public river use in some areas.

Segregation of Recreation Uses

Residents and visitors enjoy both motorized and non-motorized recreation activities. Some areas have already begun to see conflicts between these users; other communities are concerned that such conflicts lie ahead. The majority of communities would like to see segregation of different kinds of recreational activities, with different areas set aside and managed for hiking, mountain biking, and motorized use.

Table 12: Administrative Landscape Characteristics to Achieve Desired Outcomes

Administrative Characteristics	Garfield County	Parachute	Rifle	Silt	New Castle	Glenwood Springs	Carbondale	Eagle County	Gypsum	Eagle	Basalt	Pitkin County	Routt County	Grand County	Kremmling	Hot Sulphur Springs	Granby	Jackson County	Summit County
Greater Enforcement/Presence	X		X			X	X	X	X	X	X	X							
More Education/Outreach		X				X	X		X					X					
Fees																			
Fees needed	X																		X
No fees															X	X		X	
More Involvement in Land Exchanges/Disposals	X			X		X				X			X	X		X			
Active Planning and Management																			
Recreation	X		X			X			X	X				X	X			X	
Travel									X	X									
Riparian										X		X							
Wildlife										X									
Weeds										X		X	X						
Energy Development and/or Man Camps	X	X	X																
Manage for a Multiple of Uses	X	X											X	X				X	
Closer Cooperation with Locals	X	X	X	X	X	X	X	X	X	X		X		X	X		X	X	
Maintaining Existing Routes																X		X	
Maintaining/Improving Access to Public Lands	X	X					X		X	X	X	X		X	X	X	X	X	
Segregation of Recreation Uses	X		X		X	X	X	X	X			X		X					

IX. APPROPRIATE ROLE FOR BLM'S PARTNERS

Local Governments
Some communities would like to collaborate with BLM regarding integration of recreation facilities on public lands with trails and recreation facilities in residential sub-divisions adjacent to public lands. Others would like to work closely with BLM to create and manage special recreation management areas and amenities for motorized and/or non-motorized recreation activities on federal lands. Local governments, who often have good relationships with users, would also appreciate being involved early as partners when problems are seen on public lands and BLM is considering taking action to address them.

Residential Developers
The discussions highlighted residential developers as potential partners with BLM and local governments when integrating BLM's recreation trails with county, municipal or residential trails.

Community Residents
Several participants believe that user groups and clubs should be viewed as partners in the creation of special recreation management areas and in enforcement of land use regulations. Peer-to-peer enforcement is believed to be an untapped and potentially powerful tool in improving public land stewardship and managing motorized recreation in particular.

X. SUGGESTIONS FOR THE RMP REVISION PROCESS

A majority of communities offered suggestions for ensuring the success of the RMP revision process. Local governments and community residents would like to be actively involved in meaningful discussions with BLM about how to manage public lands in the future. Several specific recommendations were offered:

- Make sure that the public understands BLM's management vocabulary and acronyms
- Be clear and upfront about the timeline of the process
- Ensure that BLM interacts with communities with honesty and integrity
- Have the cooperating agencies' meetings facilitated by an outside, professional facilitator
- Hold separate meetings for cooperating agencies in the KFO and GSFO, and for cooperating agencies in the east and west areas of the GSFO
- Be sure to engage all stakeholders and make a special effort to engage the Hispanic community and ranchers
- Hold meetings in the evening and on weekends to ensure participation by the working public
- Be sure that meetings are useful and efficient; people do not want to waste time at BLM's meetings and do not want to be unnecessarily engaged in a long, drawn-out process
- Take cues from communities on how communication should occur. As appropriate, use a website, email, internet surveys, notices at trailheads and in water bills, open houses, local newspaper and radio advertisements, and public meetings to engage the public
- Work with towns, cities, and counties to find appropriate meeting venues

XI. KEYSTONE'S ASSESSMENT: CHALLENGES AND SUGGESTIONS

Overall Process Observation

The Keystone Center and BLM knew that engaging in pre-planning interviews with local communities was an innovative first step in an RMP revision process. We believe this is the only pre-planning effort that has invited key representatives from local agencies for to participate in small group discussions with agency staff. Unlike many interactions between federal land use agencies and local communities, these discussions were informal, freeing community representatives from concerns about the broader implications of what they were saying. These discussions were not dominated by emotion or grand-standing; rather, they were quite conversational and free-ranging. As a result of this friendly and cooperative atmosphere, the interviews were incredibly informative.

During the course of these 19 interviews, communities expressed their gratitude at having the opportunity to sit down with BLM and discuss community and public lands issues in this way. People rarely have the opportunity to engage in a deliberative dialogue with government land use agencies about their own visions, goals, and preferred outcomes for public lands. Communities took this opportunity seriously and offered thoughtful responses to the interview questions. In a few cases, the discussion over the course the interviews often gave individuals new perspectives that allowed them to refine and improve their own views about their communities, public lands, and how the two relate now and in the future. This evolution of views did not come from Keystone or BLM giving participants new facts to consider or new ways to view land use issues. Rather, it came from the participants having the opportunity to discuss amongst themselves a combination of issues that they had not previously considered. Asking officials to think about how BLM lands relate to their community vision led to a different result than if they had been asked to react to specific planning alternatives. Instead of a binary "yes or no" response to a suite of planning actions, participants were able to provide a more expansive and qualitative set of inputs that better captures the texture of their respective situations and values. In our experience, this type of detailed and thoughtful information is essential to the creation of a high-quality process that has the potential to result in useful, lasting outcomes for everyone.

Overall, the pre-planning interviews seemed to be viewed very positively by the communities and may have improved their opinion of BLM and increased their willingness to participate in the RMP revision process. The interviews certainly helped to establish some good relationships that will be essential channels of communication as the RMP moves forward. The assessments helped foster participation in the RMP revision process as formal cooperating agencies by the towns/cities of: Basalt, Carbondale, Eagle, Glenwood Springs, Granby, Gypsum, Hot Sulphur Springs, Kremmling, New Castle, Parachute, Rifle, and Silt; and the counties of: Eagle, Garfield, Grand, Jackson, and Pitkin. (For more on the role of BLM cooperating agencies, see http://www.blm.gov/planning/cadg/).

Challenges for Both Field Offices

Land Use Planning

The interviews suggest that there are a number of inherent tensions in the needs, desires, and visions of these communities. The collaborative process involving the communities as cooperating agencies, as well as the larger resource management plan revision process, will likely be an important venue for discussing and resolving these tensions. It will be important for BLM to work with the cooperating agencies to find the balance between these often competing land uses, and to expect that the "right" balance will be different in different communities.

Recreation for Locals and Destination Tourism

Communities in both resource areas stated that public lands are an important asset for local residents who use them for recreation of all kinds. Many communities also stated that public lands, and the recreation opportunities on public lands in particular, are an important attraction that brings visitors (and their money) to the local community. As recreation on public lands increases and these communities become destinations for recreation tourists, the number of users is likely to increase. For locals who enjoy the solitude provided by public lands, this may diminish their experience. However, many communities subsist on the revenues that tourists bring to their hotels, shops, and restaurants.

Increasing Use While Maintaining Resource Condition

Many communities indicated an interest in seeing more use of public lands. Some wanted more local recreational use, while others wanted more tourist recreational use and still others wanted more energy development. Yet many of these same communities stated that they would like the resource to remain in its current condition. Maintaining the resource while allowing new uses will be a challenge for BLM and for communities. Mitigation and reclamation of impacts are tools that were not discussed in the interviews that may expand the discussion in a useful way.

Economic Growth and Small-Town Living

Several communities stated that they hope to see more growth and diversity in their local economies. However, they also said that the small-town, rural feel is an important social amenity for residents and visitors alike. Growing and diversifying in a way that maintains the small-town feel of these communities will be a challenge as they move forward, but it may not be an issue that BLM can directly influence through the RMP.

Presence, Capacity, Stewardship, and Funding

Several communities mentioned that there is insufficient presence by BLM staff on the ground. This is believed to affect the agency's ability to adequately manage use and protect resources, and may suggest to some that BLM lacks the capacity to provide for adequate stewardship of public lands. Addressing this concern in the face of limited budgets and human resources will be difficult during and after the RMP revision.

Local Involvement in Planning, Implementation, and Enforcement

One possible means of addressing the above concern about presence, capacity, and stewardship is to involve communities (governments, residents, and user groups) more in land use planning, implementation, and enforcement. The majority of communities indicated a strong interest in working more with BLM in these ways. The challenge of this approach will be to engage

communities in a way that empowers them and makes their role meaningful without unlawfully ceding authority to them. Additionally, while peer enforcement is a popular suggestion for addressing the lack of BLM staff on the ground, ensuring that individuals and groups are enforcing the right rules and doing so in a safe and positive way will be important.

RMP Revision Process, Resource Change, and Cooperator Participation
A number of communities in both resource areas were concerned that the RMP revision process is too slow. The speed of the process was important for two reasons. First, communities wondered if the planning process will be too slow to address and accommodate the rate of change in land use activities and resource status. Second, they are concerned that the process may too slow and complex for them to remain meaningfully engaged. Given that RMP revisions are complex and slow by their very nature, BLM and its contractors will need to be mindful of these concerns. Ensuring meaningful involvement may be an easier task than staying abreast of land use and resource change, but both are on the minds of communities and will merit careful attention.

Challenges for the GSFO

Energy Development and the Natural Landscape
A number of communities that work with the GSFO indicated an interest in seeing continued energy development on public lands. Others stated that they believe it will continue, even if they do not have sense of directly benefiting from it. These same communities, however, stated that the natural landscape, scenic beauty, wildlife, and recreation benefits of public lands are of great importance to residents and visitors, as well as to their economies.

Motorized and Non-Motorized Recreation
The growth in the number of individuals and groups actively engaged in motorized and non-motorized recreation is resulting in conflicts among users in several areas. Currently, motorized and non-motorized recreation are often permitted in the same areas, which diminishes the recreation experiences for both kinds of users. Most communities indicated an interest in maintaining both types of recreation on the public lands around them, although they indicated an interest in seeing these uses segregated so that each type of recreation could be the solitary recreation use in one or more areas. The challenge in this task is likely to be determining which uses are maintained in popular areas currently being used by both motorized and non-motorized recreation enthusiasts.

Access, Easements, and Open Space
Several communities stated that public access to public lands has been decreased by the proliferation of conservation easements. New landowners are not consistently maintaining historical and implicit agreements allowing public access across private lands. However, these easements are an acknowledged and important tool in maintaining the open space and scenery that these communities value. Negotiating public access to public lands across current and future conservation easements would address this issue, but it may make purchasing easements less desirable for buyers.

Challenges for the KFO

Access, Signage, and Fees

Most communities in the KRA indicated a strong preference for maintaining or expanding public access to public lands, better signage announcing public lands and recreation resources, and improved recreation amenities (trailheads, boat ramps, pit toilets, etc.) Several also stated that they are against user fees (which add up for locals who regularly use public lands). Maintaining and improving access, signs, and amenities is costly for BLM, and user fees are one way of meeting those increased costs. Without user fees, improvements may be more difficult to achieve and may take longer to realize.

Pine Beetle, Fire, and Viewsheds

Many communities in the KRA expressed concerns about the deterioration of their local viewshed by the pine beetle kill in forested areas and the related increased risk of catastrophic wildfire. Culling the dead trees in forested areas on BLM lands would reduce the risk of wildlife, but it could also further diminish the scenic viewsheds that these communities value. The economic impacts of diminished viewshed and the cost of removing the dead trees must be weighed against the potential economic impacts of wildfire. Acknowledging that BLM may not have the resources to attend to this problem, several communities suggested establishing public-private partnership to mitigate wildfire danger through extraction and use of dead timber.

Proposed Structure

As we have discussed, because the area of the RMP is so large and the issues, agency capacity, and attitudes are so different between the GSFO and the KFO, we recommend that the cooperating agency process be organized into two major groups (based on location). Within the two groups, it may make sense to break down discussions according to issues and/or geography. By having meetings of smaller groups whose participants share concerns, BLM can focus each meeting on specific land use issues that are topical in each community and thereby ensure that the meetings are as relevant as possible for the agencies and individuals who are participating in the process.

Because, in addition to these towns and counties, state and federal agencies may also be involved, we believe the key is to establish a process that will allow all entities to participate at the level that they choose. The federal and state agencies will likely be satisfied with attending broader meetings that can be held at the key decision-points of the RMP process. All of the agencies should be invited to all meetings (to avoid suspicion and maximize openness). In our pre-planning discussions with Jackson County, Hot Sulphur Springs, Parachute, and Basalt in particular, it seemed that these communities might need extra attention and assistance to engage at the same level as some of the other communities who have more experience working with BLM.

During discussions with potential cooperators, many asked who and how many people could be involved. We recommend that at least two make sense. Elected officials may want to participate. They may play a very different role than staff (such as town managers or other professional planners). Setting a guideline which expresses a desire to keep the numbers to a manageable level but being flexible and accommodating makes the most sense.

Process Clarity Builds Trust
Our experience shows that it is important to give clear guidance for agencies on what you want their role to be and how they would best input into the RMP. Many entities have not been cooperating agencies with BLM before; others have been but perhaps not as successfully as they might have hoped. These divergent experiences may lead to divergent expectations, and it is best if all participants begin anticipating the same (and the correct) level and nature of participation. Laying out BLM's expectations for cooperating agencies in a brief document and asking the cooperators to sign that document might be a simple way to ensure that everyone is starting from the same place.

Establishing clear expectations and staying consistent will help prevent misunderstandings. In any government process, having the various agency representatives work out a unified understanding of what the agency wants from participants is a critical first step. In our meetings we have noticed some different expectations for cooperator agency involvement between the GSFO and the KFO. Internal agreement on the plan for the cooperating agencies must precede any further statements to cooperators and should be a priority for BLM.

Other documents that should be prepared prior to the first cooperator meeting include:

- A simple summary of the overall RMP process;
- A calendar of meetings and process milestones;
- A glossary of BLM terms and acronyms; and
- A summary of the nature and anticipated outcomes of cooperator involvement. For example, will cooperating agencies be helping to create alternatives or commenting on alternatives developed by BLM and the consultant?

Open Communications and Early Information Maintain Trust
Open communication and the consistent sharing of information will increase the credibility of the cooperating agency process. BLM should provide as much information as possible as early as possible. If you do not plan to share pre-decisional documents with cooperating agencies, identify what these documents are early in the process so that cooperators are not expecting to review documents that you do not intend to share with them. Likewise, we have found that establishing clear expectations that information relevant to the process *must* be provided by agencies early in the process. The cooperators should know that you expect no last minute surprises.

Facilitation Will Be Necessary
During and after the interviews, we heard potential cooperators say that they believed the meetings would benefit from skilled and neutral facilitation. In areas where there is suspicion based on past experiences with BLM or other federal agencies, facilitation can lend credibility by establishing balanced agendas and keeping the meetings on point. Facilitation also allows BLM to represent its own substantive programmatic interests rather than being concerned about process.

Cooperating Agencies Can Assist with Public Involvement
A well run cooperating agency process can build support and understanding among the opinion leaders in the resource areas. The cooperators' own discussions will help point to the issues that should be used when planning public involvement. Our interviews with the community leaders

indicated that these agencies could also be very helpful in advising BLM on how to engage and communicate with their communities. Finally, if the advice of the cooperators is sought, these agencies can help work out how best to address controversy and problems along the way and ultimately support the process to the public. By allowing the two efforts to inform each other, both can become more informative, efficient, and strategic.

The First Steps

As the RMP revision gets started and the cooperating agency process ramps up, we recommend the following first steps:

- Make sure that the crucial cooperators are on board by doing a reviewing who has signed up. If key communities are not represented, we suggest following up and addressing concerns that might have prevented the agencies from committing.
- Schedule an "all cooperators meeting" enough in advance that all or most entities can send representatives. For that meeting have the following products ready:
    - Operating principles with clear "responsibilities" described for everyone;
    - A calendar of events with major meeting dates and major process milestones, along with explanations of why the milestones are important; and
    - A proposed process (divided geographically) for review and acceptance by the agencies.
- Schedule a planning session between the facilitators of the cooperating agency process, the consultant (and, if one exists, the public involvement sub-contractor), and BLM to plan how the cooperating agency and public involvement processes can be coordinated and to establish clear expectations and lines of communications.
- Develop specific plans on how to address issues that are expected to be controversial so that pre-planning can incorporate potential pitfalls into the process.

XII. IMPLICATIONS FOR PLANNING: BLM'S INTERPRETATION OF THE TASK AHEAD

This is a list of topics and challenges noted by the participating BLM staff that must be confronted during the planning process based on the discussions. This interpretation of the tasks ahead complements Keystone's assessment.

Topic	The Challenge
Competing interests between resource use/development and protecting resource values.	Many communities desire resource use or development but also want resource values protected. The challenge is to get interest groups to recognize and respect the multiple of uses and demands on public lands. Compromises will be necessary because public lands cannot always be all things to all people.
Preserving the natural-looking character of public lands.	The challenge will be for the partners to agree on the appropriate protective visual resource management prescriptions in sensitive viewsheds realizing that approval of: trails, roads, water tanks, right-of-ways, communication towers, and other developments may be affected.
Managing recreation with a community emphasis or with a tourism emphasis.	For each Special Recreation Management Area near communities; BLM, its partners and user groups will need to agree on a primary market: either a *destination* market, a *community* market. The visitor's

Topic	The Challenge
	experience, the character of the landscape (i.e. amount of development, #'s of people) and the administration/management/marketing actions will vary accordingly. The character of the community can also be affected.
The availability, quantity and quality of the local recreation opportunities.	The discussions acknowledged that BLM lacks the necessary staff and funding to manage the existing recreation demands and patrol public lands. Many of these same communities also want more trail/facility development and signage. The appropriate and sustainable amount of trail/facility development, given the limitations, must be determined by the BLM with each community. Secondly, will the communities themselves be partners in helping BLM meet local recreation demand?
Maintenance of the existing and distinctive recreation setting character of the landscape in recreation areas.	The challenge is to get all stakeholders/partners to ensure that all partnership projects/actions (inc. marketing) are aligned with approved recreation management objectives and setting character prescriptions.
Addressing travel management and planning issues comprehensively	Travel planning must address all modes of travel/access (recreational, traditional, casual, agricultural, industrial, educational, cultural, administrative, etc.) and conditions of travel on the public lands, including motorized, mechanized, and non-motorized/mechanized uses. The challenge is for the partners/users to establish clear planning objectives so the supplemental travel discussions move from special interest group requests to developing a system of travel routes compatible with the specific land management objectives.
Greater community involvement in recreation and other land use management	When trails and facilities are being built there is a ground swell of support and volunteerism. However the enthusiasm fades when the project is completed and all that is left is maintenance. The challenge faced by BLM and its partners is sustaining collaborative partnerships, volunteerism and funding so trails and facilities don't get developed that cannot be properly maintained over the long term.
Improving the land stewardship ethic of users through education and information.	The on-going challenge, in an era of tight budgets and limited staffing, is to find partners to help the BLM actually do it.
Some communities indicated that the current state of public lands is acceptable, and they would like to see the land and resources retain their present condition.	The challenge for all stakeholders is to come up with creative solutions and be willing to compromise in order to retain the present condition (quality and quantity) of the resources in the face of: growing populations, increasing use and the varied demands on public lands.
The need for additional signs indicating the location of BLM recreation facilities and trailheads was mentioned in a majority of communities.	The challenge is to come up with a balance between signing and desired use levels. Improving signing may change the use level in two ways. It could spread out (lower) the visitor use in a specific area if people know about other close by opportunities and those recreational opportunities are similar in quality. If other similar recreation opportunities do not exist, it could just increase visitor use above the desired levels. If visitor use increases too much, the visitors experience may decline due to crowding. The "backyard" areas once predominantly use by locals may become destinations for non-residents. Secondly, as visitor use increases so does the need for: management, staff, facilities and monitoring.

APPENDIX A
SPECIFICALLY DESIRED BLM ACTIONS

Note: These "Specifically Desired BLM Actions" were mentioned in the discussions. Some management actions and allowable uses will be helpful in the RMP revision. The remaining actions may be useful in subsequent site-specific implementation depending on the land use plan objectives selected in the RMP revisions.

Community	Specifically Desired BLM Actions
GLENWOOD SPRINGS FIELD OFFICE	
Garfield County	• More enforcement at: Favert Reservoir, Three Forks (USFS), and along JQS • Maintain public access to public lands • Stop the dumping that occurs on public lands • Do a route inventory of all trails • When BLM closes an area or decreases use (such as when USFS recreation facilities were removed from Three Forks), provide a new venue for that displaced use • Build recreation facilities on the north end of Glenwood Springs • Put land use restrictions and requirements for man camps into leases for energy development
Parachute	• Better signage to and on public lands—in general, and in the Black Timber area in particular • BLM and the town should cooperate to identify historical public access points and work with landowners to address their concerns (about open gates, trash, etc.) and restore historical access
Rifle	• Watch out for man-camps on Hubbard and elsewhere, particularly if oil shale becomes a big draw for workers again • Build the new BLM satellite office in Rifle • Dry Rifle Creek could be a new location for mountain biking
Silt	• No land disposals
New Castle	• Work with Town to educate users about public lands—BLM has the information, the Town has relationships and legitimacy with the community. • Air quality standards for Garfield County should be the same as those for Denver (not lower)
Glenwood Springs	• No land exchanges; public lands should stay in BLM's control • Education and outreach to inform users about public lands and appropriate/allowed uses of those lands • Internet as a source of information about the lands (the Forest Service has good information on their website—this could be a model) • BLM should discourage development that will negatively impact wildlife • Prepare a master plan for recreation around Glenwood Springs, including travel management • Direct motorized use to particular areas so some areas are only used for non-motorized recreation

Community	Specifically Desired BLM Actions
	• South Canyon and Lookout Mountain are areas that would be good for more developed recreation facilities • Work with County on an access agreement across public lands from Midland Avenue to Cardinale Ranch
Carbondale	• BLM should pinpoint areas for different recreation uses • BLM should facilitate/nurture/support volunteer community efforts—to have community serve as extension to spread BLM information and regulations • Preserve the variety of recreation opportunities • Prioritize recreational uses over energy development on public lands
Eagle County	• Do not delay implementing new activities on public land until the RMP revision is complete. The agency should prioritize things that can and should go forward during the revision to assist local governments in continuing with their own work without delay. • Collaborate with county and local towns to plan the future of the community and address relevant issues as they arise. • Do not permit development on public lands in this community; where possible, help minimize and/or manage development on private in-holdings • Allow the removal of wood from public lands for sale on the free market • Develop partnerships with local entities
Gypsum	• Allocated more resources to enforcement • Engage in more cooperative efforts south of town to maintain public lands and facilities • Do more cooperative outreach and education efforts—for example, BLM and the Town could create a hotline for reporting problems and/or collaborate on a video that shows the impacts to resources of certain behaviors • Co-sponsor, with the Town of Eagle, an appliance "round up" day and provide free collection or drop-off to appliances and other frequently dumped items • Prepare a Travel Management Plan (TMP) for lands that are not covered by existing TMPs • Enforce existing TMP on Castle Peak; continue route designation. • Consider creating open play areas to protect environmentally sensitive resources in other areas • Work with Town and CDOW to use proceeds from Town's fee on property sales for enhancement of wildlife corridors on public lands • Work with Town to determine where urban growth can/should occur to minimize impacts to wildlife habitat • Change the name of the Community Pit river access point—this is not an appealing name
Eagle	• Trail inventory—anticipate which user groups will need what kinds of trails • Put up fence around Eagle Ranch to keep cows out of the community • Get BLM staff out in community and on the land • Mark BLM vehicles—to increase presence in community • Don't stop progress on other management actions while RMP revision is in

Community	Specifically Desired BLM Actions
	progress—this creates frustration in the community • Work with county on trail identification and development • Coordinate seasonal trail closures with town so both town and BLM have same schedule • Keep land trades transparent and public
Basalt	• Control pine beetle infestation—it impacts the viewshed and work with Town to do public outreach and education about the pine beetle. • Clarify which uses are permitted on which trails. • Minimize the proliferation of cell towers • Make future power lines more discrete • Acquire additional places to access public lands
Pitkin County	• Work with Pitkin County to identify areas for wildfire mitigation • Restrict motorized access to existing roads to curb bandit trail creation • Put up signs about what kind of activities are available where (work with County to do this) • Forest Service's work on Hunter Creek and Richmond Hill Ridge are examples of how BLM-County collaboration can be done well • Do not put up a sign for the road up West Sopris; this would increase use and it is already overused • Help put together a community group for careful and active management of the Crown and Dinkle Lake (these areas are overused and/or under-managed) • Consider changing parking availability for this area; there is a site by Jaffee's driveway that might be good for parking • Weed control is needed on Crown Mountain and Prince Road • Maintain the parking at Red Mountain at the Hunter Creek Trailhead and at Haystack—these are important assets for the community • If BLM does not want to manage these parcels any longer, contact the County. Perhaps the county could manage them for BLM so there is no need for land exchange or disposal. • Maintain historical public access at Woody Creek (Lenado area) - it is invaluable • Put new oil and gas leases on hold during the RMP update process • Prioritize agricultural uses of the land over recreational uses (over motorized uses in particular)
Routt County	None stated
KREMMLING FIELD OFFICE	
Grand County	• Work with county to address pine beetle issue in a cooperative way • Restore access to Strawberry (access was lost in a land exchange; Tabernash access route is dangerous) • Do not approve Blue River land exchange—it decreases access to federal land and the Blue River • *Having a trail from Kremmling to Wolford Mountain is extremely important and should be available for motorized recreation* • Vehicle access, facilities, and stream restoration are needed on the Colorado

Community	Specifically Desired BLM Actions
	River along Highway 9 outside of Kremmling • Do not make Troublesome a roadless area • Make Yarmony Mountain a mountain bike area with signed trails • Allow hunting in the Yarmony Mountain area • Big Gore Canyon offers premier Class V whitewater rafting; the lower canyon offers a more calm whitewater experience—both of these recreation experiences should be maintained • Provide education about why fees are necessary at Pumphouse and other areas, and be sure to reinvest fees in the management and sanitation needs of the fee areas • Add more pit toilets from Pump House to State Bridge to accommodate the increased usage of this corridor • Signs are needed along the Colorado and Blue Rivers to indicate what is private land and public land; maps at the boat launches would be good • More oversight of professional fishing guides is needed • Parcel I offers an opportunity for development of recreation facilities at the confluence of the Colorado and Blue Rivers, which would benefit the Kremmling economy • A better boat take-out is needed
Kremmling	• Complete the Wolford Mountain trail development—it should be for non-motorized use • Better signage of BLM's put-ins for fishing access • Better signage of public lands manage by BLM areas around town
Hot Sulphur Springs	None stated
Granby	• Provide clarity/signage about access on the road to the ski area
Jackson County	None stated
Summit County	• Do not allow commercialization of recreation on the Blue River—create and enforce a ban on commercial outfitters on the river • Do not build boat ramps or other facilities along the Blue River • Do not designate the Blue River as a Wild and Scenic River—this will actually increase use and degradation of the river • Approve the Blue River land exchange • Coordinate with the Blue River Master Plan to institutionalize legal access to the Blue River and discourage trespassing on private land • Help fund (with the Forest Service, Summit County, and others) a river ranger on the Blue River • Fees and surcharges may be a way to keep use of the Blue River from getting out of hand • Use of the Blue River needs to be stabilized and monitored, and then facilities should be built in certain areas to minimize resource damage and ensure public safety

APPENDIX B
INDIVIDUAL SUMMARIES FROM COMMUNITY MEETINGS

NOTE ON INDIVIDUAL MEETING SUMMARIES

All of the community interviews were somewhat different from one another. Not all communities spoke to each of the topics posed, and not all topics were posed in all communities due to the dynamics of each discussion and time constraints. Summaries should not be construed as addressing all of the issues or topics of concern to the individual communities.

Group responses to the interview questions were recorded during the meeting and were then summarized by the facilitators. Comments were not attributed to specific individuals, and summaries are intended to capture the *overall* content and direction of the group discussions. Interview participants were given the opportunity to review the individual meeting summaries. These summaries reflect changes and suggestions provided by participants.

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Garfield County
November 2, 2006
Final Meeting Summary

Attendance

Ed Green, Fred Jarman, Brian Maiorano, John Martin, Jesse Smith, Marvin Stevens, Brian Hopkins, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Recreational opportunities (hiking, skiing, rafting, fishing, etc,)
- Aesthetics (natural landscape)
- Small-town community

How the Community Should Look in 20 Years

- Land use planning in the County is mostly reactive, although the County has commissioned a modeling study that anticipates both boom and bust scenarios

Most Important Issues/Problems

Social/Recreational

- Cultural clashes
  - Residents interacting with itinerant oil and gas workers
  - Gentrification
  - New residents and long-time residents do not share the same values about land use (energy development, preservation, etc.)
  - Recreational use conflicting with agricultural use
- Drugs
- Social services, schools, and hospitals are stressed from too much demand
- Housing (prices are high and there is not a lot available)
- Conservation easements are reducing access to public lands

Environmental

- Current and anticipated growth in areas that are currently rural (like DeBeque)
- Dirt roads that were not built to accommodate heavy hauling are being overused by energy trucks, creating air quality problems (PM-10)
- Water quantity
- Need water for municipal and irrigation purposes

- Need water to support river recreation (rafting and fishing), which is a big part of the economy
- Water quality
- Concerns about impact of oil shale development on water quality and quantity
- Energy development industry has a larger impact on public lands than motorized or other recreation does

Economic

- Lack of available hotel space (taken by energy workers) makes it harder to attract hunters, who are an important part of the economy
- Community experiences some impacts from oil and gas development, but the bulk of royalties from development go to the state
- Road improvements are necessary, but the County lacks the funds to do them (energy companies have stated that they already pay a lot for infrastructure; they did not understand that the County does not receive those funds)
- Magnesium chloride, which is used to keep down dust from dirt roads, is expensive; County puts down 1 million gallons of it each year

Vision for the Public Lands

- Keep public lands the way they are now

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Hunting
- Motorized recreation (ATVs, motor-biking, snowmobiling, etc.)
- Hiking
- Grazing
- Access to public lands

Environmental Benefits/Outcomes

- Wildlife habitat

Economic Benefits/Outcomes

- Rafting and fishing are important to the economy
- Hunting is important to the local economy

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Have some trails for motorized use only, some for non-motorized use only, and some that are mixed
- There are not a lot of trailheads to direct and manage access to BLM lands—more trailheads might be useful

Social Characteristics

- Get rid of squatters on BLM lands

Administrative Characteristics

- Do not close additional areas as wilderness
- Increase enforcement—BLM needs more personnel on the ground
- BLM could charge a fee for use of some areas, although this might make it hard for some users to benefit from public lands
- Maintain multiple use on public lands (multiple use overall, although not necessarily on each parcel)
- Work with ATV and other community clubs to help with enforcement on the ground
- Work with County to manage trailheads
- Consider integrating some BLM areas into the Golden Pass system, which could make the Pass more popular here and would help BLM get money for enforcement
- Cooperate with County on realty actions (land exchanges, disposals, rights-of-ways and new developments on private in-holdings)

Specifically Desired BLM Actions

- More enforcement is required at Favert Reservoir, Three Forks (USFS) , and along JQS
- Maintain public access to BLM lands
- Stop the dumping that occurs on public lands
- Do a route inventory of all trails
- When BLM closes an area or decreases use (such as when USFS recreation facilities were removed from Three Forks), provide a new venue for that displaced use
- Build recreation facilities on the north end of Glenwood Springs
- Put land use restrictions and requirements for man camps into leases for energy development

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Parachute
December 8, 2006
Final Meeting Summary

Attendance

Laura Diaz, Juanita Satterfield, Brian Hopkins, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Parachute is a bedroom community for Grand Junction and the upper valley
- Scenic quality of area
- Openness of landscape
- Good weather
- Hometown, small-town feel—a good place to raise a family
- Community cohesiveness
- Proximity to Grand Junction and ski areas
- Jobs

How the Community Should Look in 20 Years

- Commercial hub serving the surrounding areas
- Maintain a balance between old, western look and more modern structures
- Light commercial development on Main Street
- Slow growth

Most Important Issues/Problems

Social

- Limited housing stock and high prices for housing
- Too many people living in one home
- Public does not engage in civic affairs
- Rush-hour traffic at the I-70 interchange
- Some people fear losing the opportunities that come with energy development in the area
- Population attrition

Environmental

- Energy-related "improvements" to the land are negatively impacting ranching and livestock operations
- Watershed concerns (The Town's water for the raw water irrigation system comes from Parachute Creek which is on the Roan Plateau.)

Economic

- Limited options for additional residential development
- Poor infrastructure left over from the boom of the 1980s—needs to be updated but funds are limited
- Insufficient funds from county to improve the interchange at I-70
- It is hard to attract industry to the community because the population is so small
- A lot of the urban land is owned by an out-of-state family that is not regularly engaged in the Parachute community

Vision for the Public Lands

- Maintain natural landscape and viewshed
- Secure public access to BLM lands
- Maintain the watershed and the quality wildlife populations

Desired Benefits/Outcomes from Public Lands

Environmental Benefits/Outcomes

- Watershed--water quality, water quantity (both are fine now)

Economic Benefits/Outcomes

- Severance from energy development
- High demand for hotel rooms from energy development, although this also creates competition for hunters in hunting season
- Hunting brings revenue to the town—hotels, outfitters, etc. (although hunting now brings in substantially less revenue than does energy development)

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Access with natural trails and amenities (not using energy roads for non-motorized recreation)

Social Characteristics

- Provide access to public lands
    - Access across private lands
    - Better signage to direct people to BLM lands (most people do not have the information they would need to find public lands and access points)
- Energy development needs to accommodate other land uses
- People mostly use the BLM lands south of town and toward Battlement Reservoir and the areas around JQC and Cow Creek for recreation (hunting, fishing, camping, and family picnics)

- Motorized users enjoy using energy roads for recreational purposes
- There is popular, although informal, river access at Uni-Una
- The community would like more river access—for recreation, rafting, restaurants, etc.; the CDOW pond area could be used as an access point and ramp
- Overuse is not a problem on BLM lands because few people know enough about the lands to use them
- People would use BLM lands more if there were more signs, trails, and general access

Specifically Desired BLM Actions

- Better signage to and on BLM lands—in general, and in the Black Timber area in particular
- BLM and the town should cooperate to identify historical public access points and work with landowners to address their concerns (about open gates, trash, etc.) and restore historical access

Other Issues

- Town Board was pleased with their level of engagement in the Roan Plateau planning process
- Ranchers and other members of the agricultural community do not organize and do not attend meetings—they are hard to engage
- In general, people do not want to get involved in long, drawn-out planning processes
- Meetings should be held in the activity center or in the Garfield County building
- Meetings should involve both Parachute and Battlement Mesa
- Education about how to use public lands would be welcome—starting as early as middle school to get messages like “pack it in, pack it out” to the community

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: City of Rifle
October 25, 2006
Final Meeting Summary

Attendance

Wayne Edgeton, Keith Lambert, Jason Naess, Matt Sturgeon, Will Singleton, Heather Bergman, and Brian Hopkins

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Beautiful landscape; the Roan Plateau and the Hogback Ridge as backdrop and draw people to the community
- Quality of life—having outdoor activities so near by draws workers here
- Great people—warm, friendly, open, and genuine
- Jobs draw people here

How the Community Should Look in 20 Years

- Downtown renewal (more pedestrians, entertainment, etc.)
- Colorado River integrated into community more
- Energy Innovation Park
- A community you can live in, work in, and recreate in
- Should resemble the community's historic economy, with emphasis on recreation opportunities (hunting, fishing, etc.)
- But the economy should also be diversified to decrease dependence on energy development; this includes looking to manufacturing and traditional industry but also encouraging more "mom and pop" stores
- Keep workforce in town during the day
- More jobs—hopefully in renewable energy

Most Important Issues/Problems

Social

- Housing occupation—too many people in one house (often but not always related to oil and gas workers)
- Traffic
- Subcontractors use community and its resources in a way that is not sustainable
- Nuisance abatement and increased police activity (related to energy workers)

- Drugs and juvenile crime
- Commuter town – doesn't allow people time to participate in community/civic activities

Environmental

- Visual impacts from energy development, including an abandoned gas line that runs down hill outside town

Economic

- Diversification of economy to decrease dependence on oil and gas development

Vision for the Public Lands

- Incorporating the Colorado River more into the community
- Maintaining landscape as a primary draw to the area

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Locals enjoy daily recreation on public lands
    - Family hiking
    - Motorized recreation (ATVs, snowmobiles, motorbikes, etc.)
    - Mountain biking
    - Camping

Environmental Benefits/Outcomes

- BLM lands provide habitat for wildlife that draw hunters

Economic Benefits/Outcomes

- Hunting is major economic driver in this community (Roan Plateau, other BLM lands, and Forest Service lands are all important in maintaining this)

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Less energy development—it seems that other uses are secondary to energy
- Opportunities for recreation in a natural setting are important
- Hiking, biking, natural areas, trails—if Hubbard will not be able to accommodate these uses in the future, it is important to have other areas that can

Social Characteristics

- There may be overuse of Hubbard Mesa on the weekend the rest of the public land are not crowded

Administrative Characteristics

- Enforcement of the new RMP for Roan
- Separate, specific management discussion for Hubbard Mesa
- Better information about what uses are allowed where—maps, signs, etc.

- Work with City to educate users
  - Short-term: pamphlets, brochures, signs, etc.
  - Long-term: education in schools, businesses, etc.
- Recreation planning—segregate uses in some areas, allow overlap in others, post better signs, map existing routes
- More conservation and careful wildlife management

Specifically Desired BLM Actions

- Watch out for man-camps on Hubbard and elsewhere, particularly if oil shale becomes a big draw for workers again
- Build new BLM satellite office in Rifle
- Dry Rifle Creek could be a new location for mountain biking

Other Issues

- RMP revision process
  - Local meetings would be better than big meetings of all the cooperating agencies
  - Be sure to keep City informed

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Silt
October 25, 2006
Final Meeting Summary

Attendance

Rick Aluise, Janet Steinback, Will Singleton, Heather Bergman, and Brian Hopkins

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Recreation—hunting, fishing, skiing, backpacking, etc.
- Natural beauty of the area

How the Community Should Look in 20 Years

- Western character, small-town feeling
- Larger population
- Increasingly diverse population, with more Hispanics, more residents between 25 and 44, and more retirees

Most Important Issues/Problems

Social

- Residents spending too much time commuting to other communities to work, leaving kids at home without supervision (latch-key kids)
- Transient workers from oil and gas developments; man camps on BLM lands have negative impacts on town
- Cost of houses in the area is increasing

Environmental

- Air quality, water quality, and water quantity concerns associated with oil and gas development on BLM lands and on private lands
- Impacts from infrastructure development for oil and gas extraction

Economic

- Small tax base
- Attracting commercial development with larger population
- Multiple upcoming annexations of land for residential development

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Recreation, hunting and biking in particular
- Aesthetics - View of natural landscape
- BLM lands control growth of town

Environmental Benefits/Outcomes

- Water storage, water conveyance

Economic Benefits/Outcomes

- Sales tax derived from hunting

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Preserve existing natural viewshed (especially the Hogback)
- More hiking trails (horses are okay)

Social Characteristics

- Some locals believe that are too many people hunting in the area.

Administrative Characteristics

- No more motorized trails near the community.
- More signage on BLM administered public lands

Specifically Desired BLM Actions

- No land disposals

Appropriate Role for BLM's Partners

- Local governments like the Town of Silt should be involved as partners with BLM in planning processes and management.

Other Issues

- Involve public and local communities in a meaningful process.

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of New Castle
October 24, 2006
Final Meeting Summary

Attendance

Dave Blanchard, Lisa Cain, Steve Rippy, James Stevens, Will Singleton, Heather Bergman, and Brian Hopkins

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- New Castle used to be largely a bedroom community for Glenwood Springs, but it has become a livable community in its own right
- People are drawn to the mountains and the scenery, for fishing, hiking, and other recreational activities
- New Castle is more relaxed than other areas in the upper valley
- The community has its own authentic flavor
- New Castle has a family environment, including lots of parks that draw families

How the Community Should Look in 20 Years

- Larger—possibly up to 20,000 residents
- Authentic community that is family-oriented
- Gateway to the Flattops
- A community that people can live and work in
- More professional jobs that will also support service jobs
- Not a lot of second-home owners

Most Important Issues/Problems

Social

- Latch-key kids are a problem—parents can't find work in town and so they commute elsewhere and leave kids unattended
- Day care is very expensive and many families take their kids to Glenwood for day care
- Newcomers are not always on the same page as long-time residents

Environmental

- Motorized use near Harris Park
- Air quality from oil and gas development

- Noise pollution and emissions from compressor stations
- Water quality from coal-bed methane development

Economic

- No commercial base
- Housing prices are increasing
- Concerns about being too dependent on energy and construction labor markets
- No local retail to support recreation visitors (no hunting support shops, outfitters, etc.)

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Hunting, snowmobiling, hiking for locals and for visitors from surrounding area
- Environmental education for local kids (i.e., river watch program in local middle school)
- Residents enjoy seeing wildlife

Economic Benefits/Outcomes

- Continued support for wildlife for hunters
- Public lands are used as marketing tool to draw people to the area

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- More trails--trails benefit BLM and the Town

Social Characteristics

- Some facilities are over-used, but mostly BLM facilities are not crowded

Administrative Characteristics

- BLM should work with the Town to manage the dynamic of growing demands on BLM lands and Town services
- Work more collaboratively - like the BLM/Town efforts to seasonally close Colorow trail for wildlife
- A variety of recreational uses, some overlapping but mostly separated
- A mix of motorized and non-motorized recreation
- Prefer no motorized recreation right up against Town boundaries

Specifically Desired BLM Actions

- Work with Town to educate users about BLM lands—BLM has the information, but the Town has relationships and legitimacy with the community.
- Air quality standards for Garfield County should be the same as those for Denver (not lower)

Other Issues

- During planning process, it is important to be clear in how land-use terms are defined and applied. This community experienced some confusion about the definition of "roadless areas" (USFS) during recent discussions, and this kind of confusion should be avoided in the future.
- Meetings during the day are not good for members of the Town Council or the mayor.

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: City of Glenwood Springs
October 24, 2006
Final Meeting Summary

Attendance

Bruce Christensen, Jeff Hecksel, Andrew McGregor, Robin Millyard, Will Singleton, Heather Bergman, and Brian Hopkins

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Climate, beauty of the landscape overall, specific views on BLM land
- Proximity to public lands for recreation—mountain biking, hiking, ATVs, snowmobiles, hunting, etc.
- It's an attractive place to live and raise a family.
- There are a variety of jobs that draw people here.
- People come to relax, to enjoy low-key activities (not a resort atmosphere like in Vail)
- Economic and service hub for region

How the Community Should Look in 20 Years

- Need to more actively court and support a variety of tourist activities
- Urbanize, without expanding geographically
- More efficient development
- Open space as a defining element in the city's character
- Playground for young adults

Most Important Issues/Problems

Social

- Traffic (disruption, noise, danger), including increased traffic related to extractive uses of BLM lands
- Lack of housing
- Drug use
- Impacts from transient laborers who come to the area for energy and construction jobs

Environmental

- Air quality from energy development
- Water quantity

Economic

- Affordable housing
- Sustained workforce (workers are drawn away for energy development jobs)
- Diversification of economy (national chains are opening in other communities, making it harder for the city to be sustained by retail sales taxes)
- Need to recruit to businesses to complement and support tourism

Vision for the Public Lands

- Preservation of hillsides and viewshed
- More recreation amenities and facilities

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Fishing, hunting, mountain biking, river use (mostly for tourists)
- South Canyon Gun Club
- Natural and scenic viewshed is important to community

Environmental Benefits/Outcomes

- Curtails urban sprawl
- Wildlife habitat

Economic Benefits/Outcomes

- Water quantity is important—it supports rafting and fishing that are important to the local economy

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Maintain natural character of lands

Social Characteristics

- Carrying capacity has been reached on the river, but not on the land
- City would like to see more use by tourists, which means more facilities and amenities close to Glenwood: motorized and non-motorized trails, river access, nature interpretation, etc.

Administrative Attributes

- BLM needs to put more resources on the ground, so that there is enough staff to manage for increased use.

Specifically Desired BLM Actions

- No land exchanges; BLM lands should stay in BLM's control
- Education and outreach to inform users about BLM lands and appropriate/allowed uses of those lands

- Internet as a source of information about the lands (the Forest Service has good information on their website—this could be a model)
- BLM should discourage development that will negatively impact wildlife
- Prepare a master plan for recreation around Glenwood Springs, including travel management
- Direct motorized use to particular areas so some areas are only used for non-motorized recreation
- South Canyon and Lookout Mountain are areas that would be good for more developed recreation facilities
- Work with County on an access agreement across BLM lands from Midland Avenue to Cardinale Ranch

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Carbondale
November 1, 2006
Final Meeting Summary

Attendance

Chris Beebe, Mark Chain, Doug Dotson, Davis Farrar, Michael Hassig, John Hoffman, Kay Hopkins, Jeff Jackel, John McCarty, Shannon Meyer, Kate Schwarzler, Brian Hopkins, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Quality of life, which includes the natural scenery (BLM lands and Mount Sopris) and recreation opportunities
- Employment
- Local culture and community life, which are different from Aspen and other surrounding areas
- Small-town setting
- Diversity of people
- Recreation—skiing (downhill, Nordic, backcountry), mountain biking, and family activities
- Public lands with moderate terrain
- Within 10 minutes of town there are public lands where you can go and recreate without being surrounded by a lot of people

Most Important Issues/Problems

Social

- Demographic shift that accompanies the growth in land and housing prices
- Creating affordable housing
- Access to public lands across private lands
- Impacts of migrant populations on community (schools in particular)
- Hispanic and white culture gap—there is no conflict between them but there is not much integration either
- Influx of jobs from oil and gas development

Environmental

- Containing growth
- Maintaining natural character of land—wilderness, roadless areas, etc.
- Capping of wells
- Impacts from oil and gas development in Thompson Creek and Jerome Park—surface impacts, infrastructure use, habitat fragmentation, and industrialization
- Impacts to water quality from coal-bed methane development

Economic

- Encouraging growth and development in the center of town (instead of at the boundaries)
- Managing the type of growth that is desired (big box stores vs. smaller shops)
- Managing housing stock
- Managing the intersection of new economy and old economy that is emerging as demographics shift
- Workforce being drawn away by higher wages offered by oil and gas developers

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Recreation, including non-motorized activities
- Housing on public lands that touch town limits
- Quiet landscape
- Viewshed—natural environment

Environmental Benefits/Outcomes

- Wildlife habitat
- Natural-looking landscape
- Clean air in the area

Economic Benefits/Outcomes

- Recreation is important for the local economy and its role is growing
- Agriculture and ranching are a local amenity that benefits the economy
- Public lands attract people to the area

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- More recreation trails
- Formalized trail heads and signs (to educate the public, increase users, decrease impacts on private landowners)
- Preserve character and natural quality of surrounding areas
- Keep roadless areas roadless
- Protect pristine drainages

Social Characteristics

- Need to balance the demand for use of public lands by the general population with the experience of surrounding land owners—landowners seem to be getting the better end of the deal to detriment of the public's recreation experience
- More use in some areas needs to be coupled with proactive management of that use
- As the local population ages, motorized access will be increasingly important—need to find a way to accommodate this without sacrificing experience of non-motorized users

Administrative Characteristics

- More enforcement of seasonal closures
- Peer oversight is the best form of enforcement
- Trail connections between parks, existing trails, and public lands
- Access across private lands to public lands (this has gone well around Red Hill)
- Validate reporting done by energy companies about environmental control and mitigation
- Maintain balance between motorized and non-motorized recreation; identify and separate areas for motorized and non-motorized recreation
- BLM should work with the city to create another community use area/park on a parcel of public land

Specifically Desired BLM Actions

- BLM should pinpoint areas for different recreation uses
- BLM should facilitate/nurture/support volunteer community efforts—to have community serve as extension of BLM information and authority
- Preserve the variety of recreation opportunities
- Prioritize recreational uses over energy development on public lands

Other Issues

- Help people understand the BLM vocabulary of terms and acronyms
- Listen to community and interact with them with honesty and integrity as this process continues
- Engage in direct outreach to Hispanic community and larger community—city should not need to serve as an intermediary in these interactions
- Local BLM field managers should have authority over land use, not people in Washington, D.C.
- BLM has a responsibility to hear the voices of all stakeholders in public lands

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Eagle County
October 4, 2006
Final Meeting Summary

Attendance

Bruce Baumgartner, Brad Higgins, Keith Montag, Greg Schroeder, Cliff Simonton, Will Singleton, Heather Bergman, Brian Hopkins, and Joe Stout

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the state for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

How the Community Should Look in 20 Years

- The county strives to be "the ideal mountain community," although they are still discussing what exactly that means
- Environmental, economic, and social concerns should be balanced

Most Important Issues/Problems

Social

- Work-force housing is a serious problem in this county. Changing housing ownership and growing housing demand are pricing local workers out of the market.
- Transportation and transit financing are big concerns now and will become bigger concerns in the future.
- There is a geographic divide in the county between the conservative, rural residents in the north and the more urban, liberal residents in the valley.
- Rural residents in the north of the county are skeptical about land-use planning and land-use restrictions.
- Valley residents have a different perception of quality of life than rural residents. They are interested in urban amenities like Costco, Target, etc.
- It is hard to meet the needs of the urban residents of the corridor without encroaching on the values and preferences of rural residents.
- There is a large Hispanic community in the county. This is bringing changes to local schools, neighborhoods, etc.

Environmental

- Protecting wildlife habitat across the county and for a variety of species
- Watershed management—water quality and quantity
- Air pollution and visual resource management
- Inappropriate development, urban sprawl

- Pine beetle and the attendant concerns about wildfire
- Alternative fuels, reducing fossil fuel consumption, recycling, and other energy management efforts.
- Getting residents to understand the complexity of natural resource management and the impact of their actions on resources
- Development beyond county and/or BLM capacity to manage attendant roads
- Land exchanges that allow sprawling development

Economic

- Loss of workers due to lack of housing

Vision for the Public Lands

- No sounds, masses, shapes, colors, materials, fabrics that "don't belong" or are disruptive (visually or otherwise)

Desired Benefits/Outcomes from Public Land

Social Outcomes

- Ongoing active use of public lands by local residents for motorized recreation
- Motorized and non-motorized recreation

Environmental Outcomes

- No sounds, masses, shapes, colors, materials, fabrics that "don't belong" or are disruptive (visually or otherwise)

Economic Outcomes

- Motorized and non-motorized recreation as sources of revenue

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- No sounds, masses, shapes, colors, materials, fabrics that "don't belong" or are disruptive visually or otherwise

Social Characteristics

- Ongoing active use of public lands by local residents for motorized and non-motorized recreation

Administrative Attributes

- Maintain access for recreational use, particularly for motorized use (especially during hunting season)
- Maintain access for industry for resource development (like timber removal)
- Transfer development rights to assist local ranchers and other landowners
- Create an Special Recreation Management Area (SRMA) for non-motorized recreation in the county
- More monitoring of land-use activities

- Stratification of land-use areas (create areas designed for high use, low use, etc.)

Specifically Desired BLM Actions

- Do not delay implementing new activities on public land until the RMP revision is complete. The agency should prioritize things that can and should go forward during the revision to assist local governments in continuing with their own work without delay.
- Collaborate with county and local towns to plan the future of the community and address relevant issues as they arise.
- Do not permit development on BLM lands in this community; where possible, help minimize and/or manage development on private in-holdings
- Allow the removal of wood from public lands for sale on the free market
- Develop partnerships with local entities

Appropriate Role for BLM'S Partners

Local Governments

- Local governments are leaders in local planning and active partner with BLM in planning the future of the community.

Community Residents

- Local community groups can work with BLM to find solutions to resource problems while still meeting the needs of local resource users.

Other Issues

- Process suggestions for RMP revision
    - Use a website, email, internet surveys, open houses, local paper advertisement, and public meetings to interact with community
    - People are busy, so make process as efficient as possible

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Gypsum
October 4, 2006
Final Meeting Summary

Attendance
Lana Gallegos, Jeff Scroll, Will Singleton, Heather Bergman, and Brian Hopkins

Meeting Objectives
- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the state for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community
- Quality of life: location, small town atmosphere, recreation opportunities, employment opportunities, and climate

Most Important Issues/Problems

Social
- Impacts from having so many workers commute out of town to work, including a large number of unsupervised, "latchkey" kids in the community
- Keeping people living and working in the community
- Cost of housing
- Impacts from immigrant labor
    - Clashing cultures
    - Zoning concerns regarding number of occupants in residences
- Differing perceptions of growth (good for some, bad for others) and traffic (long-time residents perceive traffic problems that are not perceptible to recent arrivals from Denver and other bigger urban areas)
- Property values and prices are growing; homes are less affordable than they used to be
- Traffic and transit are of growing concern

Environmental
- Damage to area BLM campgrounds from large numbers of works using campgrounds for long-term lodging
- BLM lands just north of town are quite dirty and need to be cleaned and maintained
- Scarring on BLM lands around town from motorized recreation
- Conservation of lands in along Gypsum Creek
- Protecting wildlife corridors on river banks and around Gypsum Ponds
- Limiting habitat fragmentation; preserving sage brush and pinyon juniper for mule deer and other species

Economic

- Fear about impacts to the local economy from changes in immigration policies—decreased available workforce and increased costs to county of contracts that require certification of employees' permission to work

Vision for the Public Lands

- Continued recreation use
- Continued ranching

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Continued recreational access
- Continued ranching access
- Continued river access for fishermen

Environmental Benefits/Outcomes

- Maintain surrounding landscape—people move here for that

Economic Outcomes

- Ranching on BLM lands is important to the local economy and should be maintained

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Cleaner campgrounds
- Less dumping on BLM lands
- No more new trails

Administrative Characteristics

- More enforcement—ground patrols, particularly during hunting season
- Keeping developers from adding trails in new developments

Desired BLM Actions

- Allocate more resources to enforcement
- Engage in more cooperative efforts south of town to maintain BLM lands and facilities
- Do more cooperative outreach and education efforts—for example, BLM and the Town could create a hotline for reporting problems and/or collaborate on a video that shows the impacts to resources of certain behaviors
- Co-sponsor, with the Town of Eagle, an appliance "round up" day and provide free collection or drop-off to appliances and other frequently dumped items
- Prepare a Travel Management Plan (TMP) for lands that are not covered by existing TMPs
- Enforce existing TMP on Castle Peak; continue route designation on Castle Peak

- Consider creating open play areas to protect environmentally sensitive resources in other areas
- Work with Town and CDOW to use proceeds from Town's fee on property sales for enhancement of wildlife corridors on BLM lands
- Work with Town to determine where urban growth can/should occur to minimize impacts to wildlife habitat
- Change the name of the Community Pit river access point—this is not an appealing name

Appropriate Role for BLM'S Partners

- Town and other local governments should be cooperating partners with BLM to maintain shared resources, as in the Upper Kaibab area in east Eagle

Other Issues

- Process suggestions for RMP revision
- For cooperating agency meetings, separate up-valley communities with down-valley communities. Towns and counties on the east side of the Glenwood Springs Field Office do not share the magnitude of concerns about oil and gas development that exist in the west. It would not be an efficient use of their time to participate in a meeting where these issues were discussed in depth.

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Eagle
October 3, 2006
Final Meeting Summary

Attendance

Ellie Caryl, Bill Heicher, Yuri Kostick, Gary Martinez, Willy Powell, Will Singleton, Heather Bergman, and Brian Hopkins

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Lifestyle (slow pace, nice landscape)
- Town amenities have brought people here (bowling, ice rink, trails, etc)
- Diversity of recreation opportunities on public lands (hunting, fishing, hiking, biking, etc.)
- Small town atmosphere – not a resort town

How the Community Should Look in 20 Years

- There is some disagreement about the vision within the community. Recent arrivals would like growth and development to stop. Long-time residents support continued growth.
- Most people would like to maintain the unhurried, non-resort atmosphere here.

Most Important Issues/Problems

Social

- Culture clashes between long-time residents who are interested in hunting and fishing and newer residents interested faster-paced activities like mountain biking and motorized recreation

Environmental

- Impacts of trails and recreational use of public lands on wildlife
- Getting people to change their behavior to decrease impacts to resources
- Rehabilitation of scarred hillsides

Vision for the Public Lands

- Maintain recreation access to BLM lands and river, primarily for local use
- "Protect what we have"

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Recreational use by locals

Environmental Benefits/Outcomes

- Aesthetics, good living environment

Economic Outcomes

- Big draw used by developers to attract new residents

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Unscarred, natural-looking viewshed
- Clearer trail system (user-created trails confuse people); better signs
- Improved riparian areas
- Resource protection, including maintaining viewshed, water quality and quantity, air quality, wildlife habitat, etc.

Social Characteristics

- Fewer user-created trails
- Room for more people on surrounding public lands

Administrative Characteristics

- Greater BLM presence on land for direct and indirect enforcement
- Reduced conflicts between motorized and non-motorized recreation
- More active wildlife protection and management,
- Better, more consistent weed management
- Better enforcement of range standards in riparian areas
- Better management and enforcement, particularly with regard to travel
- Rehabilitation of scarred hillsides around town; prevent new scarring on these hillsides

Specifically Desired BLM Actions

- Trail inventory—anticipate which user groups will need what kinds of trails in the future
- Put up fence around Eagle Ranch to keep cows out of the community
- Get BLM staff out in community and on the land
- Mark BLM vehicles—to increase presence in community
- Don’t stop progress on other management actions while RMP revision is in progress—this creates frustration in the community
- Work with county on trail identification and development
- Coordinate seasonal trail closures with town so both town and BLM have same schedule
- Keep land trades transparent and public

Appropriate Role for BLM'S Partners

- Local governments should be partners with BLM in planning and management
- Developers should have a role in planning (Eagle Ranch is an example of how developers can work with public agencies)

Other Issues

- Planning should be an iterative process, with constant attention on one or more issues—maybe work on travel one year, wildlife the next year, etc.
- There needs to be a lot of public involvement in trail planning

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Basalt
November 1, 2006
Final Meeting Summary

Attendance

Bill Efting, Karen Hubert, Susan Philip, Pam Schilling, Larry Thompson, Judi Tippetts, John Wenzel, Brian Hopkins, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Small-town community feel
- Natural environment
- Fishing in the Frying Pan River
- Quality of life
- Jobs
- Non-resort atmosphere—"funky downtown"

How the Community Should Look in 20 Years

- Maintain the natural environment through more conservation easements, open space preservation, as well as beautification of existing natural areas.\
- Small-town community feel
- Maintain rural quality of the community

Most Important Issues/Problems

Social

- Urban growth boundaries
- Newcomers and long-time residents do not always share the same values about the merit of the small-town feel of this community

Environmental

- Sprawl
- Overdevelopment
- Air quality (PM-10)

Economic

- Town budget
- Regular people are being priced out the housing market
- People who work here cannot afford to live here
- Maintaining a labor pool is hard when oil and gas development offers higher wages elsewhere
- Sourcing public contracts is difficult with the limited labor pool that results from oil and gas development offering better wages

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Hiking for locals
- Working ranches are important to the community, so keeping them viable is also a priority

Environmental Benefits/Outcomes

- Open space
- Natural viewshed

Economic Benefits/Outcomes

- Mountain bikers visiting public lands stop in Basalt to eat
- Hunters also stop in town, although not to the degree that they do in Meeker or New Castle
- Fishing is important to the local economy, so maintaining water quality in the Frying Pan River is critical

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- More hiking trails
- Maintain the viewshed and the naturally-appearing landscape that is visible today

Administrative Characteristics

- A more formalized system of trails with more trail connectivity.
- More on-the-ground presence to prevent bandit use of trails and control trespass on private land where people are trying to access public lands.

Specifically Desired BLM Actions

- Control pine beetle infestation—it impacts the viewshed and work with Town to do public outreach and education about the pine beetle.
- Clarify which uses are permitted on which trails.
- Minimize the proliferation of cell towers
- Make future power lines more discrete
- Acquire additional places to access public lands

Appropriate Role for BLM's Partners

- Participate in the BLM planning process

Other Issues

- Historically, this community has had the impression that BLM discouraged public use of federal lands.
- Community is concerned about oil and gas development in Garfield County, even though the environmental impacts from development have not yet become a pressing issue here.
- Fuels projects that impact viewshed are problematic, although community safety in case of wildfire is a priority.
- Maintain the natural landscape it is important in drawing people to the community and in preserving open space (open space has more value for acquisition when it is adjacent to natural and scenic federal lands).

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Pitkin County
November 2, 2006
Final Meeting Summary

Attendance

Dorothea Farris, Cindy Houben, Warren Rider, Brian Pettet, Ellen Sassano, Rose Ann Sullivan Brian Hopkins, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

How the Community Should Look in 20 Years

- Sustainable rural growth
- Maintain current urban boundaries

Most Important Issues/Problems

Social

- Squatting on BLM lands
    - Area(s) specifically mentioned: Prince Creek
- Bandit trails created by motorized recreational use
- Wildfire protection

Environmental

- Drilling in and around the county
    - Area(s) specifically mentioned: Thompson Creek
- Open dumping on public lands

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Outdoor experience—the community perceives BLM lands as "their" backyard
- Mountain biking
- Motorized recreation
- Ranching and agriculture are important to the feel of this community
- Many neighborhood plans include reference to and use of BLM lands
- Viewshed and natural landscape
    - Area(s) specifically mentioned: Snowmass Canyon
- Rural preservation
- Open space protection

- There are many popular recreation areas in the county
    - Area(s) specifically mentioned: Basalt Mountain, Frying Pan River, Red Tables, the Crown, and Thompson Creek

Environmental Benefits/Outcomes

- Watershed protection
- Air quality
- Water quality
- Wildlife habitat

Economic Benefits/Outcomes

- Recreational use of BLM lands attracts people to the community (hunting, fishing, visual resources, solitude, camping, etc.)
- BLM lands as an attraction to visitors
- Hunting is important

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Social Characteristics

- Control use of the Crown; it is currently over-used and/or under-managed, and parking along the road is a major issue

Physical Characteristics

- Maintain natural-looking landscape and viewshed

Administrative Characteristics

- Need to educate guest users better
- Require best management practices for grazing around streams
- Maintain public access across private lands to public land
- Segregate motorized and non-motorized recreational uses

Specifically Desired BLM Actions

- Work with Pitkin County to identify areas for wildfire mitigation
- Restrict motorized access to existing roads to curb bandit trail creation
- Put up signs about what kind of activities are available where (work with County to do this)
- Forest Service's work on Hunter Creek and Richmond Hill Ridge are examples of how this can be done well
- Do not put up a sign for the road up West Sopris; this would increase use and it is already overused
- Help put together a community group for careful and active management of the Crown and Dinkle Lake (these areas are overused and/or under-managed)
- Consider changing parking availability for this area; there is a site by Jaffee's driveway that might be good for parking
- Weed control is needed on Crown Mountain and Prince Road

- Maintain the parking at Red Mountain at the Hunter Creek Trailhead and at Haystack—these are important assets for the community
- If BLM does not want to manage these parcels any longer, contact the County. Perhaps the county could manage them for BLM so there is no need for land exchange or disposal.
- Maintain historical public access at Woody Creek in the Lenado area—it is invaluable
- Put new oil and gas leases on hold during the RMP update process
- Prioritize agricultural uses of the land over recreational uses (over motorized uses in particular)

Other Issues

- RMP revision process needs to have genuine public involvement and be done with honesty—the community did not feel genuinely engaged during the Roan Plateau planning process or during the Forest Service's public engagement for roadless areas
- Make sure that the public understands BLM's terms and acronyms during the process
- Be clear about the timelines for the RMP revision process
- Have the Cooperating Agencies meeting facilitated by a professional, outside facilitator

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Routt County
December 5, 2006
Final Meeting Summary

Attendance

Routt County Board of County Commissioners, Tom Sullivan, Joe Stout, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Vision for the Public Lands

- Continued agricultural use
- Multiple uses on public lands

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Social Characteristics

- Maintain access for OHVs—in general and in the King Mountain area in particular
- Hunting on King Mountain is important and should be maintained
- Do not change stocking rates, AUMs, or other factors that affect ranchers using BLM lands unless there is sound science to support a change.

Administrative Attributes

- BLM should work with the Colorado Division of Wildlife to address predation on sage grouse chicks and the large elk population.
- BLM should work with area chambers of commerce to plan an interpretive center and recreation use areas.
- Ranchers and other users leasing BLM lands should be required in their contracts to provide noxious weed management.
- GSFO and KFO staff should work with County on fire management—the County has a good relationship with the Little Snake Field Office (LSFO) on fire management but has not heard much from GSFO and KFO.

Other Issues

- Land exchanges
    - Better communication and inclusion of affected parties (i.e., current BLM lessees) is needed in BLM land exchanges. The Emerald Mountain land exchange was

lacking in these areas. The time requirements for participation were high, and some ranchers felt disenfranchised by the process and just dropped out altogether.
    - Offering to sell BLM land to ranchers is not useful if ranchers, who currently use the land for the cost of their AUMs, cannot afford "fair market value" for the land.
    - Land exchanges should be even, acre-for-acre trades, even if some parcels have a higher market value than others.
    - If BLM is trading land in Routt County, the acquired land should also be in Routt County.
- Communications towers
    - BLM's prescriptions about the color of the communications tower on King Mountain make it difficult to get this important communication tool up and running.
- Ranching / wildlife
    - Ranching for Wildlife program has not been a success—more coordination is needed.

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Grand County
November 15, 2006
Final Meeting Summary

Attendance

Gary Bumgarner, Debra Campbell, Lurline Curran, Duane Dailey, James Newberry, Nancy Stuart, Joe Stout, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Mountains, viewshed
- Rivers, lakes, and streams
- Ski areas nearby
- Hunting
- Recreation--lots of things to do right outside your backdoor
- Quality of life

How the Community Should Look in 20 Years

- Grand County should not look like Summit County
- Granby to Grand Lake should look and feel like the North Rim of the Grand Canyon
- Protection of open space and wildlife
- Managed development (location of homes, size of lots, etc.)
- Growth contained within certain boundaries
- Wide open corridor

Most Important Issues/Problems

Social

- Culture clash between long-time residents and newer arrivals
- Housing development impinging on hunting areas and opportunities
- Ranching and farming in the east of the county are being pushed out by development
- Affordable housing, health care, and daycare are diminishing
- Lack of community agreement about how to attract new development
- Lack of practical local retail for day-to-day items

Environmental

- Water quality and water quantity

- Wildfire protection

Economic

- Maintaining infrastructure around Winter Park is a strain on the county budget
- Lack of economic diversity
- Lack of good job opportunities to keep kids from moving away
- Insufficient funds for law enforcement

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Federal lands serve as open space that draws new residents to the area
- Access for recreation (hunting, camping, ATVs, snowmobiling, etc.)
- Continued access for grazing
- Fishing and rafting for locals and tourists

+Economic Benefits/Outcomes

- Continued recreation opportunities—recreation is a major economic driver

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Social Characteristics

- Maintain access for a variety of uses
- Consider segregating recreational uses in some areas (some areas just for motorized and some just for non-motorized recreation)
- Maintain access to the Blue River and the Colorado River
    - Blue River land exchange is diminishing access to the Blue—a new boat launch will be needed
    - Closure of access road to hot springs and the Colorado River has increased pressure along the River corridor
- Maintain historic access and use around Wolford Mountain
- More management of camping on the Colorado River—current use exceeds capacity of areas with toilets and benches
    - More camping areas are needed
    - Reservations for river camps could be required

Administrative Attributes

- Manage for multiple uses—maintain recreation, keep open to logging, open up lands more to ranchers, etc.
- Provide clear signage on BLM lands

Specifically Desired BLM Actions

- Work with county to address pine beetle issue in a cooperative way
- Restore access to Strawberry (access was lost in a land exchange; Tabernash access route is dangerous)

- Do not approve Blue River land exchange—it decreases access to federal land and the Blue River
- Having a trail from Kremmling to Wolford Mountain is extremely important and should be available for motorized recreation
- Vehicle access, facilities, and stream restoration are needed on the Colorado River along Highway 9 outside of Kremmling
- Do not make Troublesome a roadless area
- Make Yarmony Mountain a mountain bike area with clearly signed trails
- Allow hunting in the Yarmony Mountain area
- Big Gore Canyon offers premier Class V whitewater rafting; the lower canyon offers a more calm whitewater experience—both of these recreation experiences should be maintained
- Provide education about why fees are necessary at Pumphouse and other areas, and be sure to reinvest fees in the management and sanitation needs of the fee areas
- Add more pit toilets from Pump House to State Bridge to accommodate the increased usage of this corridor
- Signs are needed along the Colorado and Blue Rivers to indicate what is private land and what is public land; maps at the boat launches would be good
- More oversight of professional fishing guides is needed
- Parcel I offers an opportunity for development of recreation facilities at the confluence of the Colorado and Blue Rivers, which would benefit the Kremmling economy
    - A better boat take-out is needed

Other Issues

- Towns, special use groups should be at the table with BLM in land use planning
- Engage the county in the RMP process—the county can be an intermediary for engaging the community
- Use local papers to announce meetings
- Coordinate with the county on the viewshed study

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Kremmling
November 16, 2006
Final Meeting Summary

Attendance

Thomas Clark, Selby Myers, Jim Sloan, Katrina Wright, Joe Stout, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Kremmling is a tight-knit, bedroom community

Most Important Issues/Problems

Social

- Lack of involvement in the community by residents
- Keeping people in town during the day
- Creating a community atmosphere where people live, work, garden, talk to their neighbor, etc.

Environmental

- Management of surrounding forest lands is an ongoing challenge
- Water quantity—maintaining a minimum flow in Gore Canyon
- Water quality—warmer water temperatures associated with low flows in the Colorado River have negative impacts on fish
- Pine beetle kill (impacts to viewshed)
- Wildfire risk (impacts to viewshed)
- Increasing bandit dirt-bike use north of town
- Trash, yard waste on trails

Economic

- Attracting industry
- Keeping retail and associated tax dollars in town—commuters to other areas tend to spend their money in those other communities

Vision for the Public Lands

- Need to find a balance between use and wildness of public lands
- Protect the resources that we have

Desired Benefits/Outcomes from Public Lands

Economic Benefits/Outcomes

- Recreation is a major economic factor—fishing, hunting, snowmobiling, river recreating, hiking, mountain biking, camping, and motorized activities

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Physical Characteristics

- Maintain natural landscape and viewshed

Social Characteristics

- More trails for motorized recreation
- Need to plan for future motorized use, which will continue to grow
- Better public access into the Colorado River canyon
- More signs to keep river users off of private land
- Maintain access to the Blue River (concern about the Blue Rive land exchange)

Administrative Characteristics

- Fewer fees for use

Specifically Desired BLM Actions

- Complete the Wolford Mountain trail development—it should be for non-motorized use
- Better signage of BLM put-ins for fishing access
- Better signage of BLM areas around town

Other Issues

- Consider working with other user groups (like the Metal Mashers) on education and outreach regarding responsible use of the land
- Water bills, newspapers, bulk mailings, and radio are good ways to get meeting notices to residents
- Do not hold meetings at Town Hall—the fire district building or the county fairgrounds would be better

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Town of Hot Sulphur Springs
November 16, 2006
Final Meeting Summary

Attendance

Hot Sulphur Springs Town Board, Joe Stout, Will Singleton, Heather Bergman, and several residents of Hot Sulphur Springs

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Small-town atmosphere
- More affordable than other mountain towns
- Recreation opportunities—hiking, camping, walking/jogging, fishing, and snowmobiling
- Scenery

How the Community Should Look in 20 Years

- Preserve the small-town atmosphere

Most Important Issues/Problems

Social

- Affordable housing

Environmental

- Pine beetle
- Wildfire mitigation

Economic

- Viability of local businesses
- Maintenance of town infrastructure and facilities (roads, water, sewer, etc.)
- Economic development

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Scenic values

- Recreation[1]
  - Percentages of resident respondents to a community survey who participate in non-motorized recreation activities:
    - Hiking: 65.6%
    - Horsemanship: 14.6%
    - Mountain biking: 33.8%
    - Nordic skiing: 27.3%
    - Walking/jogging: 62.3%
  - Percentages of resident respondents to a community survey who participate in motorized recreation activities:
    - Motorcycling/ATC/4-wheeling: 17.9%
    - Snowmobiling: 40.4%

Economic Benefits/Outcomes

- Hunting and fishing revenue is very important to town's economy

<u>Landscape Characteristics to Achieve Desired Benefits/Outcomes</u>

Physical Characteristics

- Maintain wildlife habitat

Social Characteristics

- There is insufficient access across private land to public land—there are locked gates, "No Trespassing" signs, etc.

Administrative Characteristics

- Provide access to public lands
- Do not close roads that are currently open
- Maintain access to historic trails
- In areas close to town, remove trees killed by pine beetles to mitigate risk of wildfire
- Put up clear signs indicating property ownership and trail/facilities locations
- Do not charge fees for unimproved areas without facilities
- Do not engage in land exchanges around the town
- Keep oil and gas exploration off lands around the town

[1] Recreation numbers are from "Hot Sulphur Springs Community Survey 2006," distributed and reported by the Northwest Colorado Council of Governments. Available at http://www.nwc.cog.co.us/. This report was presented by the Northwest Colorado Council of Governments at this meeting.

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Granby
December 5, 2006
Final Meeting Summary

Attendance

Julie Martin, Paul Martin, David Huseman, Joe Stout, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Outdoor recreation
- Views, scenery, and open space

How the Community Should Look in 20 Years

- Keep the small-town feel
- Remain a service hub and municipal center
- Remain a town that people can work in and live in
- Growth within boundaries

Important Issues/Problems

Social

- Affordable housing
- High price of land
- Illegal outfitters (both local and from outside the area)

Environmental

- Beetle kill in forested areas increases risk of wildfire

Vision for the Public Lands

- Keep it accessible
- Do not allow overuse or development
- Maintain views, scenery, and open space

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Entertainment and recreation
- Communication towers

Environmental Benefits/Outcomes

- Wildlife habitat
- Water transmission and storage

Economic Benefits/Outcomes

- Local hotels and motels depend on revenues from hunting season
- The Granby area is home to several outfitters who benefit from being able to take visitors on public lands (Forest Service and BLM) to hunt game, mountain lions, etc.

Landscape Characteristics

Social Characteristics

- Acquire and maintain access to public lands, including access to Strawberry, which used to be mostly used by locals and was not crowded, but is increasingly busy with people from outside the area who are careless users of the land
- Maintain the area above Red Gates outside of Hot Sulphur Springs as is—it is a nice area and is and not heavily used
- Kinny Creek is used for motorized recreation, is closed in the winter, and is busy on holiday weekends
- Music Mountain is a quiet area for horses, camping, hunting, and both motorized and non-motorized recreation—keep it as is

Administrative Characteristics

- Do not formalize the Strawberry OHV area—this will attract more people to the area

Specifically Desired BLM Actions

- Provide clarity/signage about access on the road to the ski area

Other Issues

- In general, BLM has been a good and responsive partner in addressing issues on public lands that affect Granby
- Hold public meetings on weekends, put notices up at trailheads, and communicate with local recreation clubs

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Jackson County
November 15, 2006
Final Meeting Summary

Attendance

Carol Amerine, Mike Blanton, Charlene Geer, Dirk Ramsey, John C. Rich, Joe Stout, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Reasons Why People Live in This Community

- Rural and rugged community
- Flexibility and survivability of people
- People here use the land, but they care about it and manage it, too

How the Community Should Look in 20 Years

- Preserve the rural heritage and feel, but pursue some development
- Support multiple use of BLM lands in Jackson County

Most Important Issues/Problems

Social

- Need more families to live here and enroll their kids in schools
- More families will attract more services and industry

Economic

- Need more jobs to keep people living and working in the community
- Impact on local roads by trucks moving coal from Routt County to Wyoming

Desired Benefits/Outcomes from Public Lands

Social Benefits/Outcomes

- Recreation opportunities—fishing, ATVs, etc.
- Jobs from resource extraction to keep people living and working here

Economic Benefits/Outcomes

- More resource extraction (coal, gas, logging, grazing, etc.)
- Renewable energy like biomass could be beneficial

- Recreation tourism—fishing, hunting, ATVs, snowmobiles, wildlife viewing, etc.

Landscape Characteristics to Achieve Desired Benefits/Outcomes

Social Characteristics

- Decrease restrictions on resource extraction (coal, gas, logging, grazing, etc.)
- Most recreation is seasonal, so local communities would benefit from more opportunities for snowmobiling, ice fishing, and cross-country skiing

Administrative Characteristics

- No restrictions or fees for access to public lands—fees add up for locals who use the resources regularly
- Do not close routes

Other Issues

- County efforts in the north Sandhills should be reflected in the RMP
- When problems arise, work with the county and community members to solve them

Bureau of Land Management (BLM)
Glenwood Springs and Kremmling Field Offices
Community Assessment: Summit County
November 17, 2006
Final Meeting Summary

Attendance

Bob French, Ron Holliday, Bill Wallace, Joe Stout, Will Singleton, and Heather Bergman

Meeting Objectives

- To gather input from communities about their vision for the landscape and the benefits they seek from public lands
- To set the stage for strategic planning options
- To foster collaborative relationships in which information is continually shared and updated throughout the planning process

Specifically Desired BLM Actions

- Do not allow commercialization of recreation on the Blue River—create and enforce a ban on commercial outfitters on the river
- Do not build boat ramps or other facilities along the Blue River
- Do not designate the Blue River as a Wild and Scenic River—this will actually increase use and degradation of the river
- Approve the Blue River land exchange
- Coordinate with the Blue River Master Plan to institutionalize legal access to the Blue River and discourage trespassing on private land
- Help fund (with the Forest Service, Summit County, and others) a river ranger on the Blue River
- Fees and surcharges may be a way to keep use of the Blue River from getting out of hand
- Use of the Blue River needs to be stabilized and monitored, and then facilities should be built in certain areas to minimize resource damage and ensure public safety

APPENDIX C
INTERVIEW SCRIPT

Assessment Questions - Script

The framework for the script is derived from direction set forth in BLM's Planning Handbook H-1601-1

Q1. To begin this session, would you tell us what are the things you like about living in your community/county?

Q2. Describe your vision for your community's/county's future … the way it should be 15-20 years from now? *Note: Could have different visions to capture.*

Sample of table to display and collect info…

Community - Vision 1	Community - Vision 2 (if necessary)

Q3. Communities and local governments are always being challenged to effectively manage the community's/county's resources, the environment, and social and economic well-being of the community/county.

Over the next 15-20 years, what do you think are the most important SOCIAL, ENVIRONMENTAL, and ECONOMIC values/concerns for; public officials, residents and stakeholders to recognize/address to achieve your community/county vision?

Sample of table to display and collect info…

	Most Important Values/Concerns to Recognize/Address to Achieve your Community Vision
Social Values/Concerns	
Environmental Values/Concerns	
Economic Values/Concerns	

Q4. Thinking about: 1) your community/county vision and 2) the social, economic and environmental challenges that lie ahead, describe your VISION FOR THE SURROUNDING PUBLIC LANDS administered by the Bureau of Land Management? *Keep in mind the BLM must weigh together many resources and resource uses (wildlife, air, water, vegetation, energy, recreation, etc.),*

Sample of table to display and collect info…

Public Land - Vision 1	Public Land - Vision 2 (if necessary)

Q5. What are the desired or beneficial outcomes (social, environmental, economic, etc.) that your vision provides?

Sample of table to display and collect info…

	DESIRED or BENEFICIAL OUTCOMES of your Vision for the surrounding Public Lands	
	Vision 1	Vision 2 (if necessary)
Social Outcomes		
Environmental Outcomes		
Economic Outcomes		

Q6. Land managers produce different desired outcomes by maintaining or changing the landscape. Specifically the:

1) physical characteristics of the landscape (natural-looking to highly modified),
2) social characteristics of the landscape (includes the way people use the area and the amount of users), and
3) administrative/managerial characteristics of how the land is managed (including active vs passive management or the level of regulations).

What characteristics would you specifically maintain or change to achieve your vision for Public Lands and produce your desired outcomes?

Sample of table to display and collect info…

	Maintain	Change
Physical Landscape Characteristics		
Social Landscape Characteristics		
Administrative/Managerial Landscape Characteristics		

Q7. Keeping in mind the physical, social administrative landscape characteristics you just mentioned, what MANAGEMENT, MARKETING, ADMINISTRATIVE and MONITORING ACTIONS need to be untaken to create the landscape that will produce the desired outcomes you identified?

These can include:

1. Actions to maintain/change landscape characteristics or land health.

2. Allowable uses or allocations that are acceptable restricted or prohibited on public lands and mineral estate.

Sample of table to display and collect info…

	…to maintain or change the landscape
Actions / Allocations **Management Actions** **Marketing, Interpretation, & Education Actions** **Administration Actions** **Monitoring Actions**	

Q8. Finally what do you believe are the appropriate collaborative role for each of the BLM's land managing partners in managing and planning?

Sample of table to display and collect info…

	Collaborative Role in Managing	Collaborative Role in Planning
Local Governments?		
Businesses		
Tourism Industry?		
Community Residents?		
Others?		

Q9. Other issues/comments/suggestions concerning:

1. Public Lands
2. The land use planning process or
3. This small group discussion.

Sample of table to display and collect info…

	Other Issues/Comments/Suggestions
Public Lands	
The Land Use Planning Process	
This Small Group Discussion	

APPENDIX D
SAMPLE INVITATION LETTER TO PARTICIPANTS

United States Department of the Interior

BUREAU OF LAND MANAGEMENT
_____ Field Office
_____, State

IN REPLY REFER TO:
1780
(CO-14000)

September 12, 2006

Town of _____
Attn: _____, County Manager
Address 1
Address 2

Dear _____:

The Bureau of Land Management (BLM) is revising land use plans or Resource Management Plans (RMPs) for the Kremmling and Glenwood Springs Field Offices. To better prepare for the upcoming RMP revision, we are offering communities and counties the opportunity to discuss the social, economic and environmental importance of nearby public lands to your constituents and communities. The long-term planning objective is to foster collaborative relationships where information is continually shared and updated throughout the RMP revision process.

The BLM is asking for participation in a 1 ½ hour informal small group discussion. Third-party neutral facilitators from ___*(The contractor)*_____ have been hired to organize, convene, and facilitate the informal discussions. We are looking for 6-10 participants from your office. The group can be made up of a mix of officials and staff who can represent your organization and have a working knowledge of your specific planning documents. Other potential participants could include the Chamber of Commerce Director, local Tourism Board member, etc.

____*(The contractor)*_____ will document each of the small group discussions, highlighting major themes, issues and recommendations of the sessions. These summaries will not attribute specific comments to individuals. Notes from individual sessions will be shared with participants for review and comment. _*(The contractor)*___ will produce a final report summarizing the results of all the small group discussions, highlighting major findings and common patterns that emerge from the sessions. This report will be made available to BLM and participants as an independent summary of the small group discussion sessions, to be distributed and used as appropriate in preparation and throughout the RMP process.

The BLM asks that agency representatives bring electronic and/or hard copies of all current and relevant local planning documents to the meeting for BLM to draw on for the planning process.

The dates of __*(list of dates)*__ have been set aside for __*(the contractor)*___ facilitators to visit your office. The facilitators are

available at 9:00 am or 2:00 pm on either day. **Please notify** ____*(BLM staffer)*___ **which date and time work the best for your staff.** A conference room that can hold your anticipated staff plus 3 additional people will be necessary. If you do not have a conference room, please let ____*(BLM staffer)*___ know so he can make other arrangements.

In addition, a BLM representative, ____*(BLM staffer)*___, Community Planner, will be present at the end of the small group discussion to explain the role of cooperating agencies in BLM RMP revisions and to share some written information about this role. The Council on Environmental Quality's regulations implementing the National Environmental Policy Act (NEPA) allow federal agencies (as lead agencies) to invite tribal, state, and local governments, as well as other federal agencies, to serve as cooperating agencies in the preparation of environmental impact statements. Specific information about cooperating agency relationships can be found at the website: http://www.blm.gov/planning/cadg/

We look forward to hearing from you and to your participation in our land use planning process. Please call ____*(BLM staffer)*___of my staff at (_____) if you need additional information or have questions.

Sincerely,

_____
Field Manager

Enclosure:
1) Small Group Discussions Information Sheet

Small Group Discussions Information Sheet

Small Group Discussions can help you understand different groups' perceptions and expectations. However, they should not be considered a representative sample of public opinion…the results are qualitative not quantitative.

Small Group Discussions are a carefully planned dialogue designed to obtain insight about a particular subject. A small group of people, with the aid of a professional facilitator, can provide pages of structured responses about a specific topic in couple of hours.

Small Group Discussions are an excellent opportunity to explore attitudes in-depth and gain understanding about underlying issues. The small group setting gives community members and stakeholders an opportunity to freely express their opinions about topics that are meaningful to them. For the host organization, listening to the dialog is a chance to assess planning/project objectives and goals.

A Small Group Discussion includes these basic features:

- A carefully crafted agenda with about six questions specific to only one topic.
- Brief presentation of material to set context and subject.
- 6-10 participants who understand their role is to give personal insights and perspectives that will inform the planning process.
- Emphasis on gathering qualitative information such as perspectives and opinions.
- Informal but structured conversation and interaction among group participants.
- Facilitator's solicitation of, but not shaping of participant perspectives.
- Reaching a lot of different groups and comparing their thoughts and ideas

APPENDIX E

LEARNING FROM THE COMMUNITY ASSESSMENT PROCESS

The community assessment process documented in this report was new to BLM and The Keystone Center. It was an inventive approach to involve communities early and upfront in BLM's land use planning process. Afterward the participants commented favorably on the small group discussion format as a way to informally, openly and optimistically talk about public land management, issues and outcomes that are important to their communities. The BLM planners agreed that the discussions and the report will help: 1) clarify local issues by themes for BLM managers, staff and partners, 2) complete the Analysis of the Management Situation report and the socio-economic report, 3) focus the environmental analysis and 4) in the development of planning alternatives.

Both BLM and Keystone learned several lessons over the course of this project that may benefit others who engage in a similar process. One of these lessons is particularly important. With the exceptions of concerns about particular areas or problematic resource issues, community participants tend to discuss subjects in a general and unpredictable manner. For example, "water quality" can be part of a vision statement, a problem statement, a landscape characteristic or a desired outcome. The moderator and assistants must clearly understand and probe the participants for the differences between: vision statements, problems/issues, and desired outcomes so a general statement like "water quality" will be understood appropriately in the context of the land use planning process. This means that in future small group discussions, facilitators and BLM staff need to pay close attention to: 1) following the script and keeping the group on task, and 2) helping communities parse out the specific differences between issues, visions, desired outcomes, and landscape characteristics.