

Outcomes-Focused Management Focus Group Report

Cross Bar Special Recreation Management Area

Amarillo, Texas - 2018



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Executive Summary

In July 2018 members of the Public Lands Recreation Research Partnership (PLRRP) conducted a series of three focus groups (26 participants) regarding recreational outcomes and experiences on Bureau of Land Management (BLM)-managed lands near Amarillo, Texas. The study focused on the Cross Bar Special Recreation Management Area (Cross Bar SRMA) and the National Helium Reserve, which recently became available for recreational use in the area. A mixed methodology focus group was employed to establish the recreational experience baseline. Participants were asked a series of open-ended questions, as well as survey-type questions recorded on handouts provided, in a 90-minute discussion that focused on their relationship to these public lands and their preferences for recreational settings, experiences, and outcomes related to these lands. The focus group script covered several of the major elements needed in planning for recreation on public lands, including preferences for outcomes and experiences; the role of Cross Bar SRMA in the larger regional recreational setting; management priorities; and the services needed to support the recreation experience. Additional questions encouraged participants to express their preferences for management practices, including the BLM's engagement with the public during its planning process and the role of various potential partners in collaborative planning and management of the property. This methodology captured both a complete set of responses to fixed questions from each participant via the handouts, and also a rich set of notes and audio transcripts that document the group dialog and provide both context and depth to the handout responses. The individual responses to the survey-type questions are presented in a series of figures throughout the report. Written responses to open-ended questions were coded by theme, the results of which are displayed in summary figures in the latter half of the report. An example of the handout, including all questions asked, is located in Appendix 1. A list of themes captured on flip charts during the meetings comprises Appendix 2. A complete list of all written comments (sorted by question) is found in Appendix 3. Lastly, Appendix 4 contains charts that combine responses regarding demographic traits with respondents' desires for benefits and services associated with the Cross Bar SRMA. Although the following report attempts to summarize this information, the reader is encouraged to consult these appendices to better understand the nuances of responses that are not completely captured by brief theme descriptions in the report.

The majority of participants in the focus groups came from Amarillo and surrounding communities in close proximity to the landscape at the heart of the study. Because access to the area has been very limited until recently, most participants were not specifically familiar with the Cross Bar SRMA and their comments reflect a strong need for more information, communication, and signage about the landscape. They regard the area as providing a great chance to enhance the recreational opportunities in the region. Current recreation areas are

often overcrowded and stressed because there are few places for local residents of Amarillo and surrounding communities to go for outdoor recreation. Focus group participants are generally quite interested in the development of the Cross Bar SRMA and are eager to be involved in the planning and management of the area. The need for collaborative partnerships with the public in developing the resource was a strong theme that emerged from their comments. This makes it even more important that managers involve a wide variety of stakeholders in the planning process and focus on transparent ways to communicate with the public and include them in partnerships for planning and management of the landscape. Summary conclusions, observations, and suggestions are presented at the end of the report.

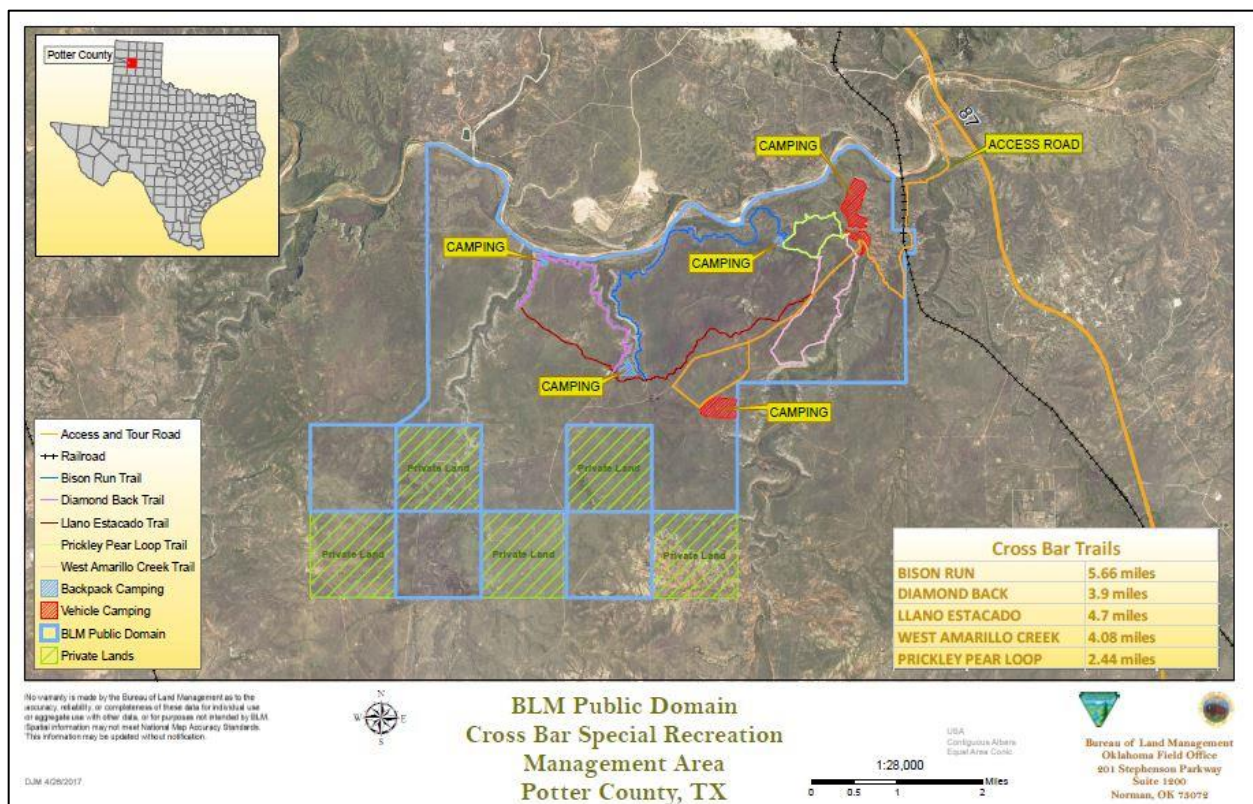
Full Report

Characteristics of BLM Lands in the Cross Bar Special Recreation Management Area Near Amarillo, Texas

The Cross Bar Special Recreation Management Area (Cross Bar SRMA) is located in Potter County, Texas, about 30 miles north of Amarillo on 12,000 acres of BLM-managed land adjacent to the National Helium Reserve. The public recently gained access to this landscape as a result of efforts by the BLM to secure public right of way into the property. As a result, there is a new opportunity to develop outdoor recreation resources in the Cross Bar SRMA in ways that support the population of Amarillo, as well as visitors to the area, in their desires to achieve benefits from public lands recreation in the area.

The need of the BLM Oklahoma Field Office to develop a recreational experience baseline coincided with the need for a pilot project for a larger Outcomes-Focused Management Data project. The national consortium of researchers from University of Alaska Fairbanks and Colorado Mesa University were contacted to conduct the study.

Figure 1. Map of BLM Cross Bar Special Recreation Management Area



Methodology

A mixed methodology focus group was employed to establish the recreational experience baseline. This focus group combined the use of audience handouts to record individual responses anonymously with engagement of participants in open dialogue. This mixed methodology thus captured both a complete set of responses to fixed questions from each participant via the handouts, and also a rich set of notes and audio transcripts that document the group dialog and provide both context and depth to the handout responses. Either approach used alone could leave an incomplete picture of the broad and deep relationships people have with the landscape, so mixed methodology is the preferred approach to capture as much input as possible.

The design of the focus group script (for data collection purposes) entailed a structured series of discussion questions intended to engage participants in open dialogue about their preferences, interests, and expectations, allowing the capture of responses phrased in their own words. These open-ended questions were often followed by a list of discrete choices, presented on the handouts given to every participant and collected at the end of the focus group which represented a spectrum of possible responses to the discussion questions. Participants could respond anonymously via the handouts, and their responses could be recorded for a larger database. During the focus groups, the open dialogue comments were documented by consortium researchers taking notes on flipcharts, as well as with audio recording equipment.

The focus group script covered several of the major elements needed in planning for recreation on public lands, including preferences for outcomes and experiences; the role of the Cross Bar SRMA in the larger regional recreational setting; management priorities; and the services needed to support the recreation experience. Additional questions encouraged participants to express their preferences for management practices, including the BLM's engagement with the public during its planning process and the role of various potential partners in collaborative planning and management of the property. The script included 15 questions, eight of which were open-ended only, and seven which presented choices from an array of prepared responses that were used to poll the audience and were recorded on the handouts. All questions with prepared responses included an "other" option, offering space for written-in additions to the fixed lists, so that participants were not constrained by the prepared responses. The number of questions included in the script was tailored to allow for a 90-minute focus group session.

Three focus group sessions were conducted in the summer of 2018. They were held in the Downtown Public Library in Amarillo, Texas, the city that forms the largest population

center close to the study area (<30 miles). Twenty-six people³ participated in the three focus groups. Participants were allowed to remain anonymous, but their responses were tracked and collated by the use of the handouts they filled out and turned in. Their participation in the study and in answering every question was voluntary. Participants were reminded that they were free to participate or not as they wished, but that if they did speak up or write something down it would be taken as their consent to participate in the study. Table 1 indicates the dates, locations, and number of participants for each focus group.

Table 1. Focus Group Dates, Locations, and Numbers of Participants

Focus Group #	Date	Location	Group	Number of Participants
1	7/17/18	Amarillo Public Library Downtown	General Public	10
2	7/18/18	Amarillo Public Library Downtown	General Public	4
3	7/18/18	Amarillo Public Library Downtown	General Public	12

Outreach to populate the focus groups included:

- Direct outreach to partners and key stakeholders (including local activity-oriented groups, such as 4x4, hiking, and biking clubs, cooperating agencies, local government entities, local stewardship/conservation groups, etc.)
- Press releases in local newspapers
- Flyers (put up at community centers, biking, running, and outdoor gear stores, etc.)

The technique of audience polling, with data gathered by handout to record responses, allows each participant the opportunity to weigh in on every area of the research. This is important because it helps avoid a wide variety of social setting dynamics that arise in traditional focus group settings, such as only hearing from extroverted participants who dominate a conversation. Polling also minimizes undue influence of peer settings in small communities. If, for example, an individual is worried about the repercussions of mentioning their responses aloud in a focus group within their community, they are likely to withhold their response or provide one that is less accurate. However, if they can anonymously record their preferences, they may feel more liberated to express their true opinion. Audience polling using

³ There were 26 completed handout responses returned by participants and included in this study. There were a few additional participants at some of the focus groups that did not complete any of the handout responses, so they are not counted in this study. The numbers in Table 1 reflect the number of participants who filled out the handouts and are included in the study.

written responses on handouts preserves participants' anonymity and maintains the ability to link all of their answers together for the purposes of analysis. This is different from traditional focus groups, in which one might be able to link comments and preferences back to a particular focus group, but unless the group was small and homogenous, it would be difficult to determine findings such as preferences of individuals regarding a particular variable, or how those preferences might interact with other preferences (e.g., if a person is seeking solitude, do they choose particular activities or settings to achieve that outcome?). Traditionally, a survey was needed to link these variables, however surveys often miss the nuances of dialogue. Improving upon these traditional methods, the advantage of using audience polling concurrently with open-ended questions in a focus group setting is that responses to open-ended questions can be connected to responses to other variables, providing additional context to all responses. Lastly, one of the values of employing a mixed methodology study (heterogeneous in-person/digital focus groups and surveys combined) to establish a recreational baseline is because it can provide a mix of local voices – which can include local users as well as relevant non-visitor stakeholders (e.g., displaced users, the business community, elected officials) – and those of current visitors. This combination of perspectives offers a richer and more complete picture of public preferences for recreational management of lands, and is a source of data that can contribute significantly to successful planning and management of public lands, such as those in the BLM Oklahoma Field Office area.

It is important to note the limitations of using this data. Because sampling of participants was not random, it would be inappropriate to suggest this analysis is generalizable to the preferences of the entire population that might be interested in recreating on these lands. This report of focus group findings does not attempt to do this. However, effort was made to hear from a broad sample of groups who have a connection to the landscape, including both locals and visitors, who were willing to spend 90 minutes participating in the conversation.

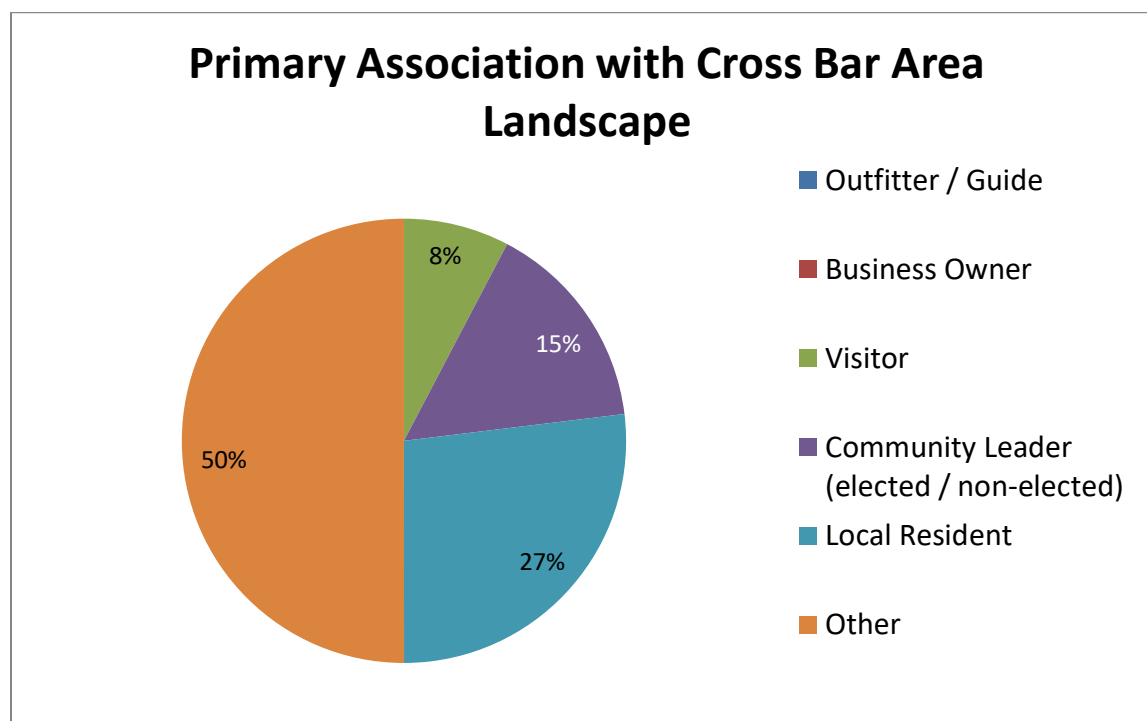
Demographics

The 26 individuals who participated in one of three focus groups represented a broad spectrum of Amarillo and the surrounding communities' populations in terms of community role and recreational interest.

Participants may have had many possible roles within the community (e.g., a participant may be a local resident, community leader, and business owner at the same time). However, they were asked to assume only one primary role for the purpose of the focus group. Figure 2 exhibits the primary roles the participants chose across all three focus groups. The largest set of participants (50%) identified their primary affiliation as "Other" (responses recorded below Figure 2). The next largest category was "Local Resident" (27%), and the third most common response to affiliation was "Community Leader" (15%). Eight percent of participants also

identified as “Visitors.” No participant selected “Business Owner” or “Outfitter / Guide” as their primary affiliation. The set of affiliations selected indicates that this focus group gives a good picture of the concerns of local communities regarding these lands, but that surveys are needed to capture the interests and expectations of visitors from beyond the nearby communities.

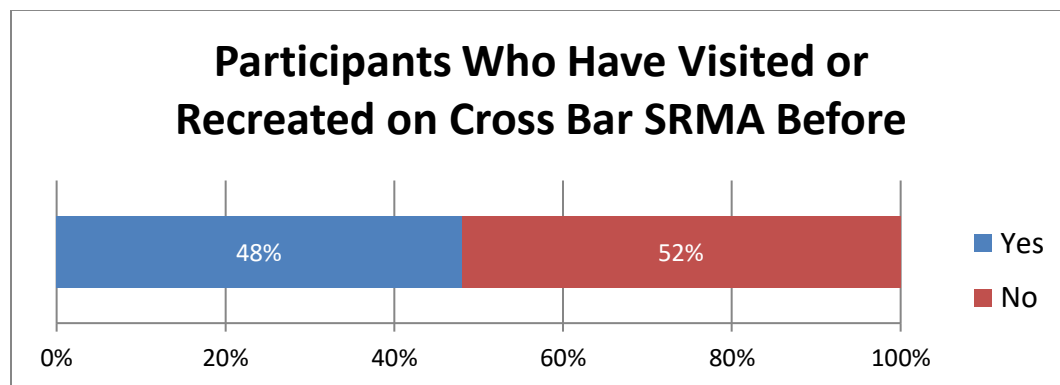
Figure 2. Primary Association of Participants with BLM Lands in the Cross Bar Area



n=26. No participant selected “Business Owner” or “Outfitter / Guide” in this study. Responses written in “other” include “Board member Trail Building non-profit,” “environmental activist and public interest law center,” “Equine Riding Club Officer,” “Government,” “government employee,” “Govt. employee – DOI,” “I am an interpreter at another nearby public land,” “PDCSP Staff,” “Riding Club,” “State Wildlife Biologist and cooperator in land/wildlife management,” “Texas Master Naturalist,” “Tourism - Group and Leisure,” “Panhandle Trail Riders Assoc.,” “Horse club member,” and “To get trails open for riding, etc. Trail marking – riding.”

Because access to the Cross Bar area was so limited in the past, participants were first asked if they had ever visited or recreated on the management area prior to the focus group. Responses to this question give important context to the responses that follow. Participants were nearly evenly split between those who had visited Cross Bar SRMA and those who had not (Figure 3).

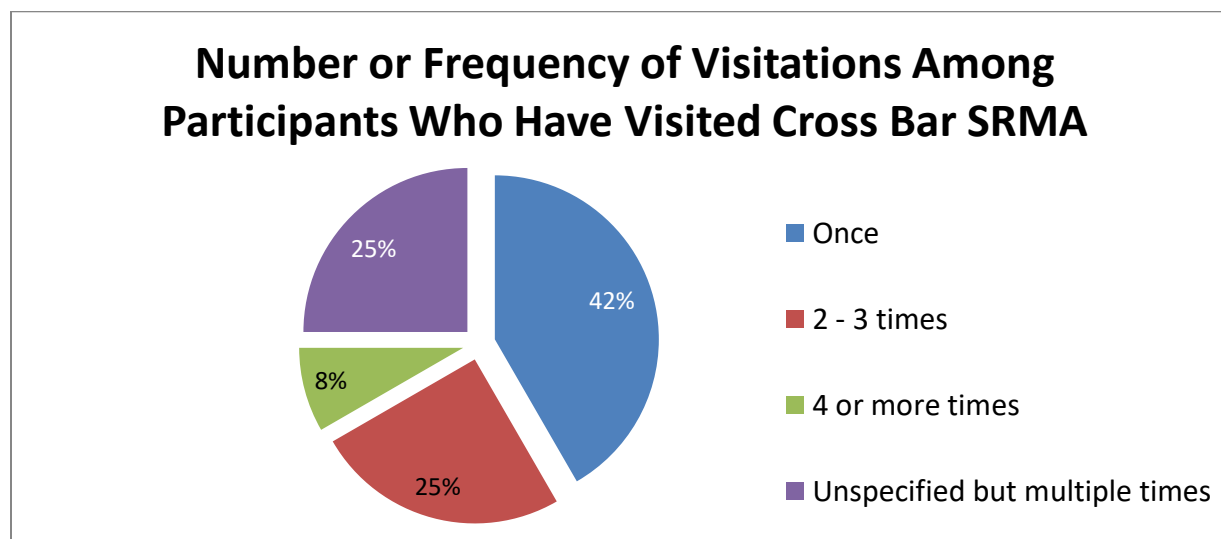
Figure 3. Previous Participant Visitation or Recreation on Cross Bar SRMA Lands



n=25.

Those who answered “yes” to the question of visitation were asked a follow-up question relating to the frequency of their visits. This information offers an insight into the depth of familiarity participants had with the area at the time they gave responses to the focus group discussion and handout questions.

Figure 4. Frequency of Participant Visitation to the Cross Bar SRMA



n=12. Responses indicating respondent had not visited (n=13) or that did not give a response (n=1) were excluded. Responses in “Unspecified” included “1 time/year,” “Multiple times for the last 3 years,” and “At least once per month (work related visit). I have also used the area through the public hunting opportunities that are available.”

The majority of participants who had visited the Cross Bar SRMA had done so only a few times or once before. Only 8% of those indicating they had been to the area reported frequenting it often. Therefore, responses about the benefits of recreating in the area are likely anticipatory of future opportunities rather than reflections on past experiences.

Recreation Benefit Preferences for the Cross Bar SRMA

Participants were asked to respond to a series of listed potential benefits of outdoor recreation by indicating which ones were most desirable to them. They were shown three different lists of between 19 and 11 different benefits, each corresponding roughly to the categories of personal benefits, household benefits, and community benefits. Each participant was asked to select up to five benefits from each list as a way of focusing on those they think are most important for their recreational experience on this area's public lands. The study of benefits that the individual or their community gains from recreation on public lands has become one of the principal tools that the BLM and other land agencies use in managing landscapes for outdoor recreation⁴.

The results of all responses to the lists of personal, household, and community benefits are recorded below in Figures 5-7. These responses identifying benefit preferences are disaggregated further, based on how participants responded to the question regarding affiliation with the landscape, and displayed in charts in Appendix 4. When a participant selected the choice "other" as one of their most important benefits, they were prompted to write down what they meant by that selection. These written-in responses are presented below the respective chart of listed benefits selected by participants.

The responses in Figure 5 indicate that participants receive, or want to receive, a wide variety of personal benefits from visiting the Cross Bar SRMA. The majority of participants selected benefits related to their awareness of and connection to the natural world. They recreate in the area to reduce stress and anxiety, and for mental relaxation. A significant number of participants also selected benefits that reflect an increased appreciation of cultural heritage, aesthetics, and public lands. At least a quarter of participants identified personal development and lifestyle benefits, such as freedom, personal accountability, and outdoor knowledge, as desirable.

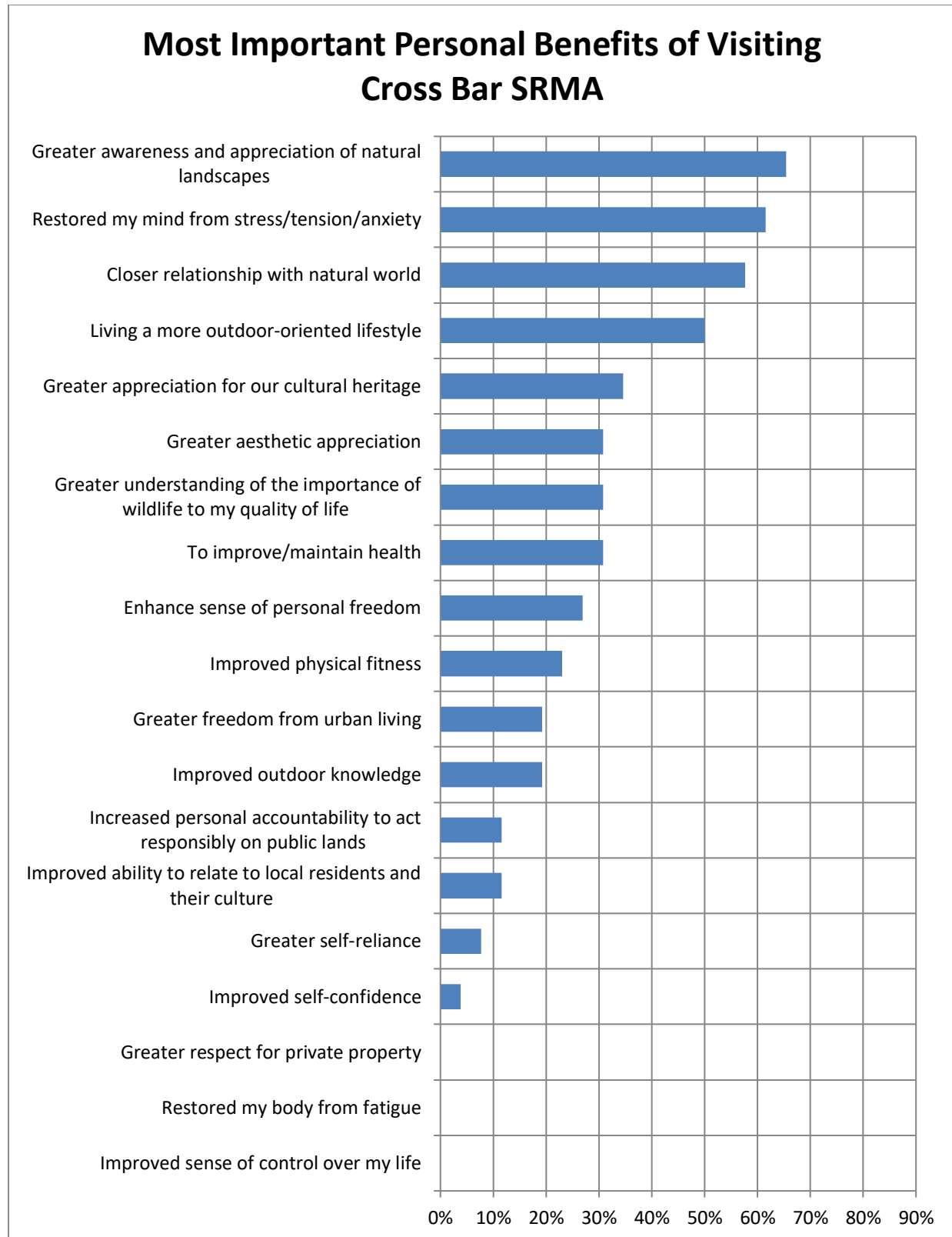
The benefits of recreating on public lands are not limited to the individuals who happens to recreate there, they also accrue for families of those engaged in recreation (BLM, 2014; National Park Service, 2011). The three most common benefit preferences from the household benefits list are directly related to families: "Strengthening relationships with family and/or friends," "Greater recreation opportunities for family," and "More well-rounded development

⁴ A sampling of the relevant laws, regulations, and guidelines regarding the role of benefits in planning for outdoor recreation would include: the Federal Land Policy and Management Act of 1976 (FLPMA) (43 U.S.C. 1701 et. seq.), which governs the overall management of public lands including recreation values (Sec. 102(a), 202, etc.); the Outdoor Recreation Act of 1963 (16 U.S.C. 4601-1), which promotes and coordinates the development of programs for outdoor recreation; the Federal Lands Recreation and Enhancement Act of 2004 (16 U.S.C. 6804), which regulates recreation fees and allocation; as well as the BLM Handbook 8320 – Planning for Recreation and Visitor Services (Public), which went into effect 2011. This final document specifically highlights outcomes-focused management (formally known as benefits-based management) as the standard approach for BLM recreation planning.

for the children” (Figure 6). Other popular choices for household benefits focus on quality of life issues, such as “Improved desirability as a place to live,” “Improved health,” and “Lifestyle improvement or maintenance” (all selected by a third of participants).

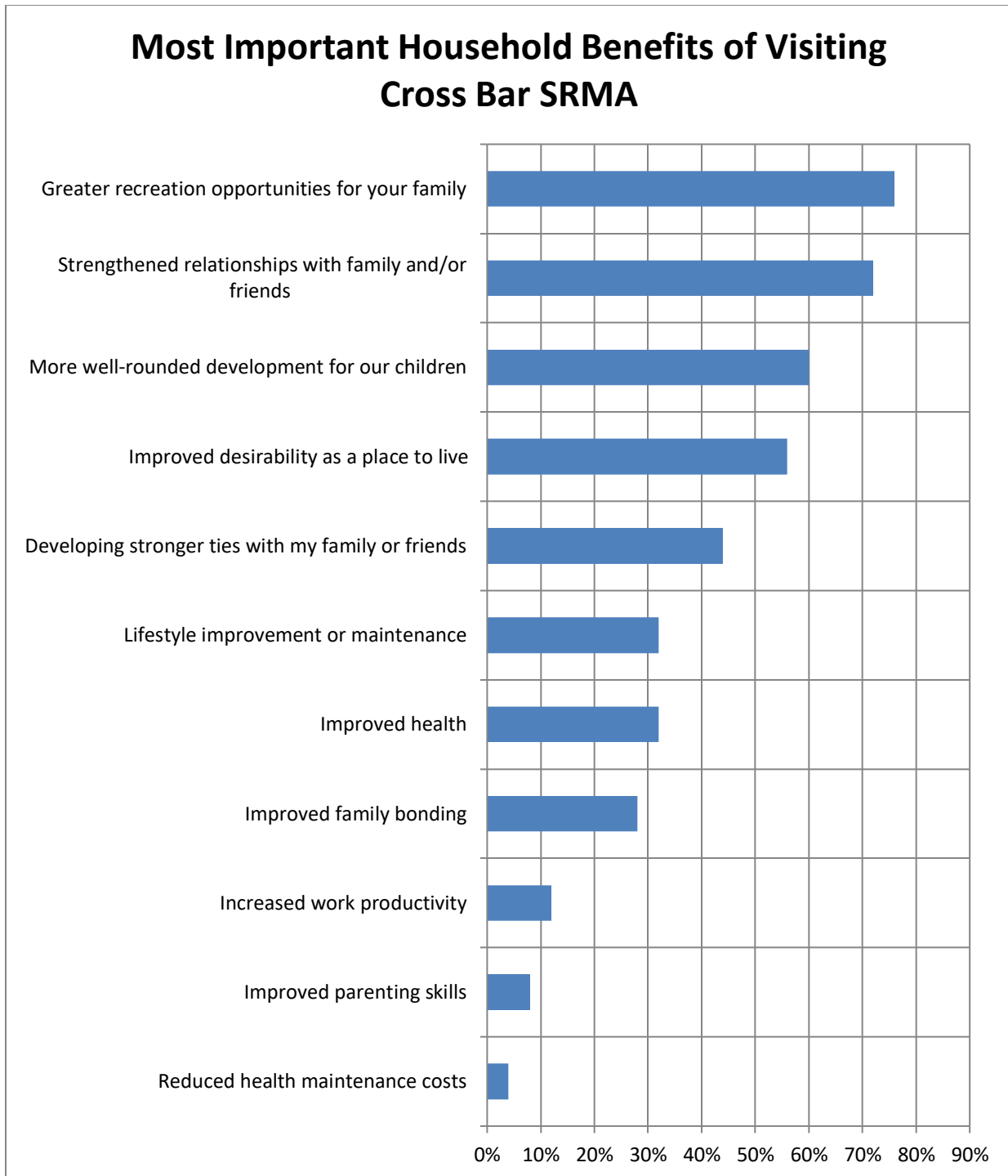
In terms of community benefits, the most popular selections identify a theme of cooperative management and protection of resources (Figure 7). These include “Increased awareness and protection of natural landscapes,” “Maintenance/preservation of distinctive public land recreation setting character,” “Greater community ownership and stewardship of recreation and natural resources,” and “Greater protection of fish, wildlife, and plant habitat from growth, development, and public use impacts.” Other popular responses indicate that outdoor recreation on public lands in the Amarillo area contributes in important ways to the quality of life in those communities through benefits like “Increased local tourism revenue,” “Heightened sense of community pride, and community satisfaction,” and “Improved desirability as a place to retire.”

Figure 5. Personal Benefits Most Important to Participants When Visiting the Cross Bar SRMA



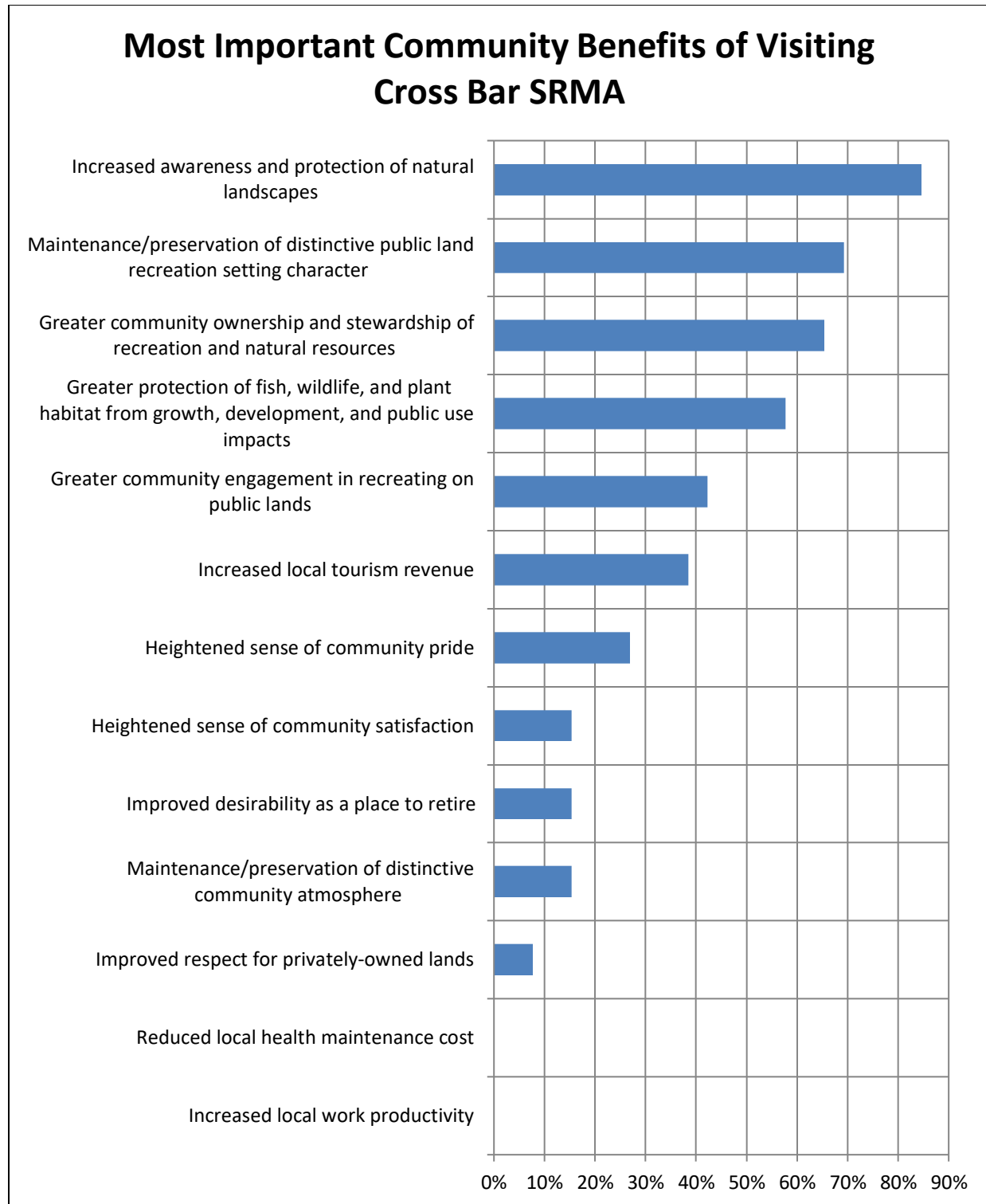
n=26. One responded wrote, "Fun and entertainment," beneath the list of response options.

Figure 6. Household and Relational Benefits Most Important to Participants When Visiting the Cross Bar SRMA



n=25. One respondent also wrote, “4H has many options for kids to earn points in ‘community projects’ and this would offer benefit to ‘cross bar’ for maintaining the property,” next to the list of response options.

Figure 7. Community Benefits Most Important to Participants When Visiting the Cross Bar SRMA

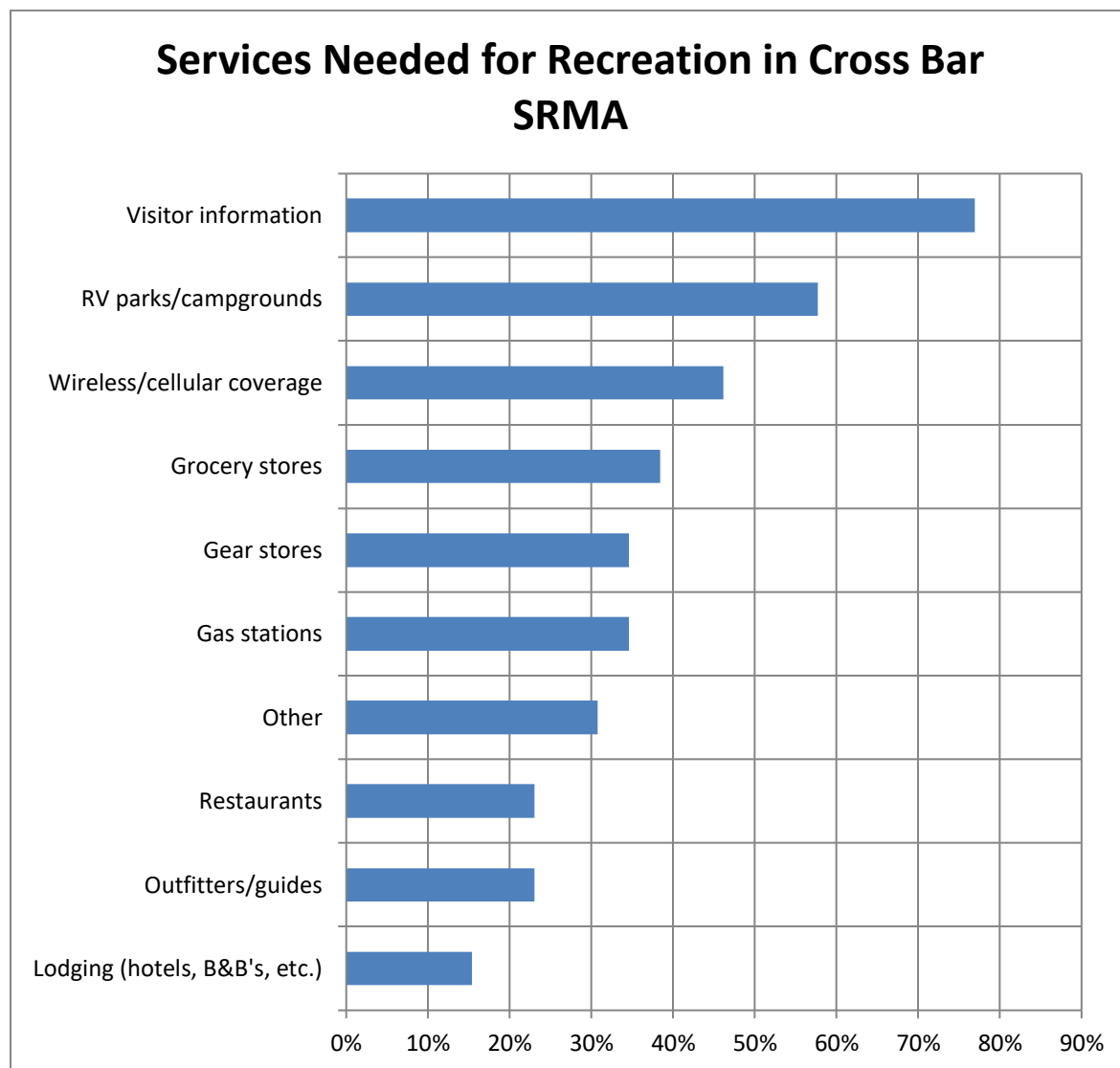


n=26.

Services Needed for Successful Recreational Experiences in the Cross Bar SRMA

When asked what services are needed to support their recreation in the Cross Bar Special Recreation Management Area, participants overwhelmingly chose “Visitor information,” making it the most common response (Figure 8). This is to be expected when considering that the landscape is unfamiliar to them due to low accessibility until now. Over half of participants also identified campgrounds and RV facilities as important resources they would rely on to recreate in the area.

Figure 8. Services Needed for Recreation in the Cross Bar SRMA

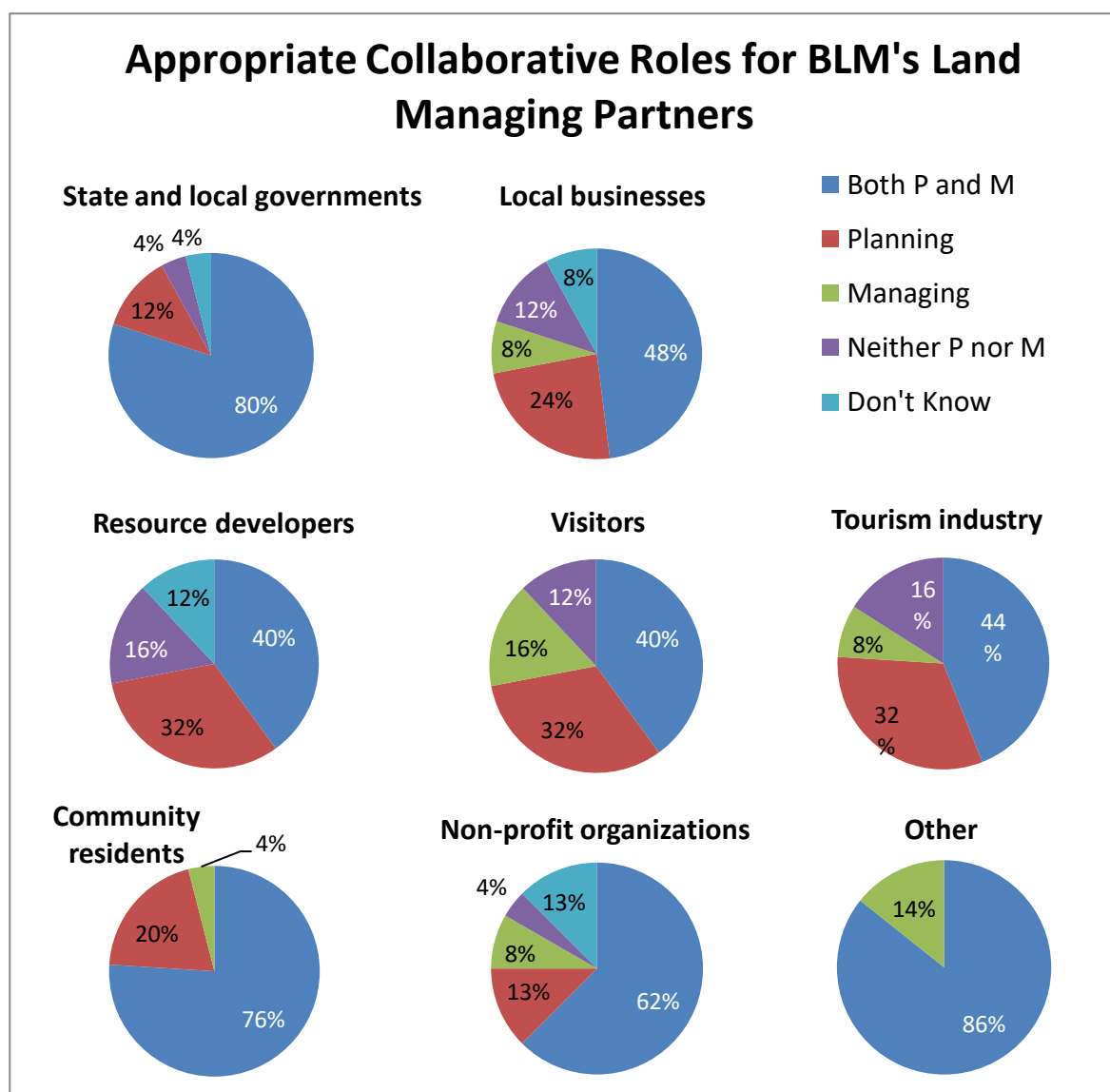


n=26. Responses written in “Other” include “Feed/Tack stores,” “Restrooms w/ showers, water access on trails, veterinarian,” “None. You only 10 minutes from town or city (Amarillo),” “Restrooms at Park. Running water,” “Veterinarian,” “Emergency response,” “Restrooms,” and “Trail Map.” Additional notes respondents wrote next to “wireless” include “not necessary but would prefer,” “for emergency actions,” and “Nice, but not necessary.” One respondent wrote, “Visitor kiosk providing rules/regs,” next to “Visitor information.”

Collaboration in Planning and Management of the Cross Bar SRMA

Participants were asked about the potential role of various stakeholders in collaborative planning and management of the Cross Bar SRMA. Audience polling responses to this question are aggregated in Figure 9. A large majority of participants indicated there is a planning and management role to be played by state and local governments, non-profit organizations, and community residents. There was less support for a planning and management role for visitors, the tourism industry, and resource developers. However, a third of participants saw a planning, but not management, role for these groups. There appears to be more support for planning and management roles for public interest groups (government, local residents, and non-profits) than for private interest groups (businesses, resource developers, and the tourism industry).

Figure 9. Collaboration Roles for Various Stakeholders and Partners in Planning and Management of Cross Bar SRMA



n=25, except for "Non-profit organizations" (n=24) and "Other" (n=7).

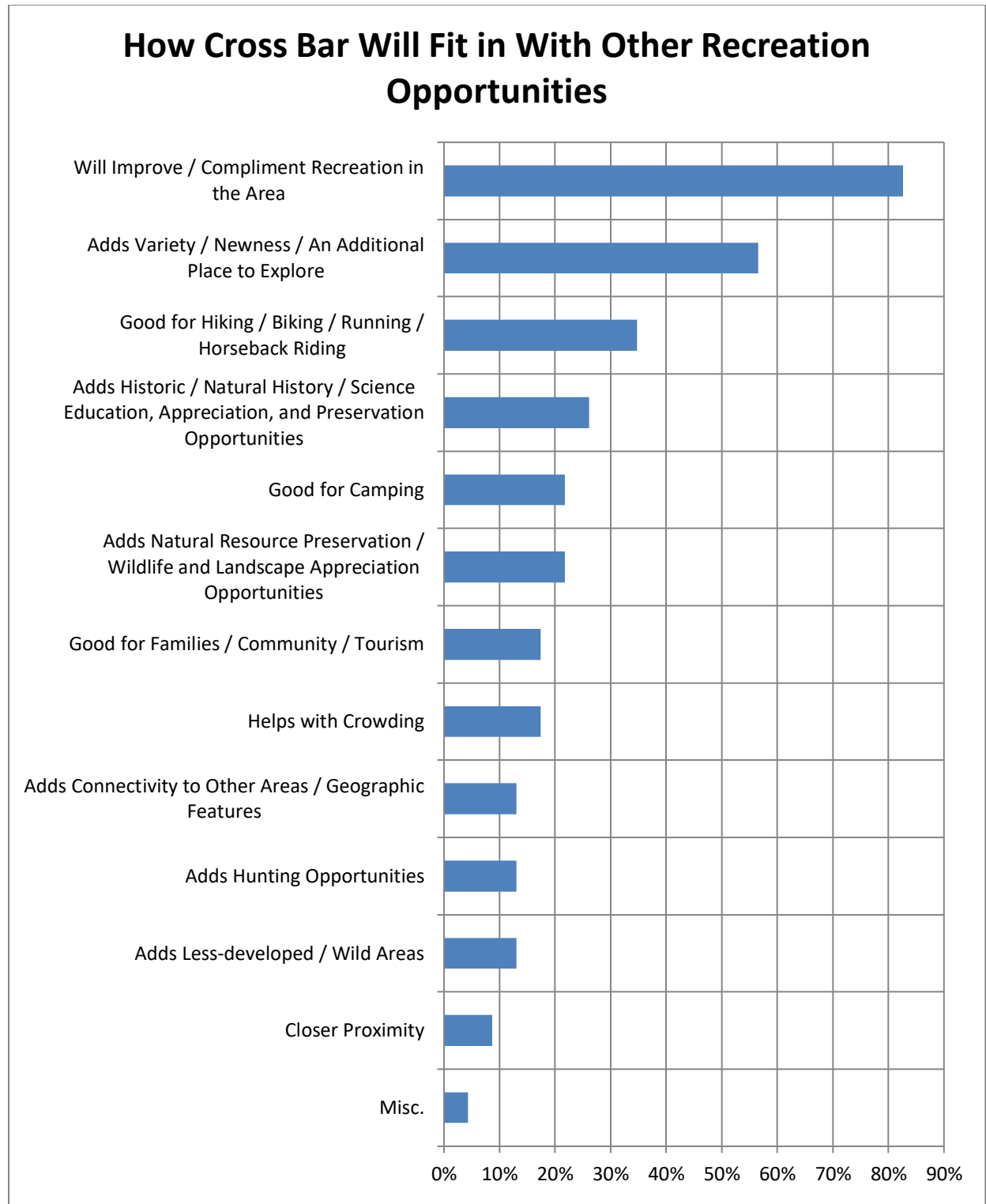
Responses to Open-Ended Questions

At different points in the focus group, participants were given series of open-ended questions to both discuss as a whole group (see Appendix 2 for themes of spoken responses recorded on flip charts during focus groups) and respond to anonymously by writing on the handout provided to them (see Appendix 3 for complete written responses). The written responses to each of these open-ended questions were coded for themes within the response and organized by the percentage of participants whose response included that particular theme. Figures 10-16 display these results, which illustrate the main themes participants mentioned in their written responses to open-ended questions in the focus group.

The first few questions were posed to help determine the role the Cross Bar SRMA would play in the overall outdoor recreation setting of the area. When participants were asked how the Cross Bar SRMA will fit in with other local recreational opportunities, nearly all agreed that it will compliment and improve recreation in the area (Figure 10). A majority indicated that it will also add variety and additional places to explore. This sense of the desirability of discovery could be anticipated, given that so many members of the public remain unfamiliar with the landscape.

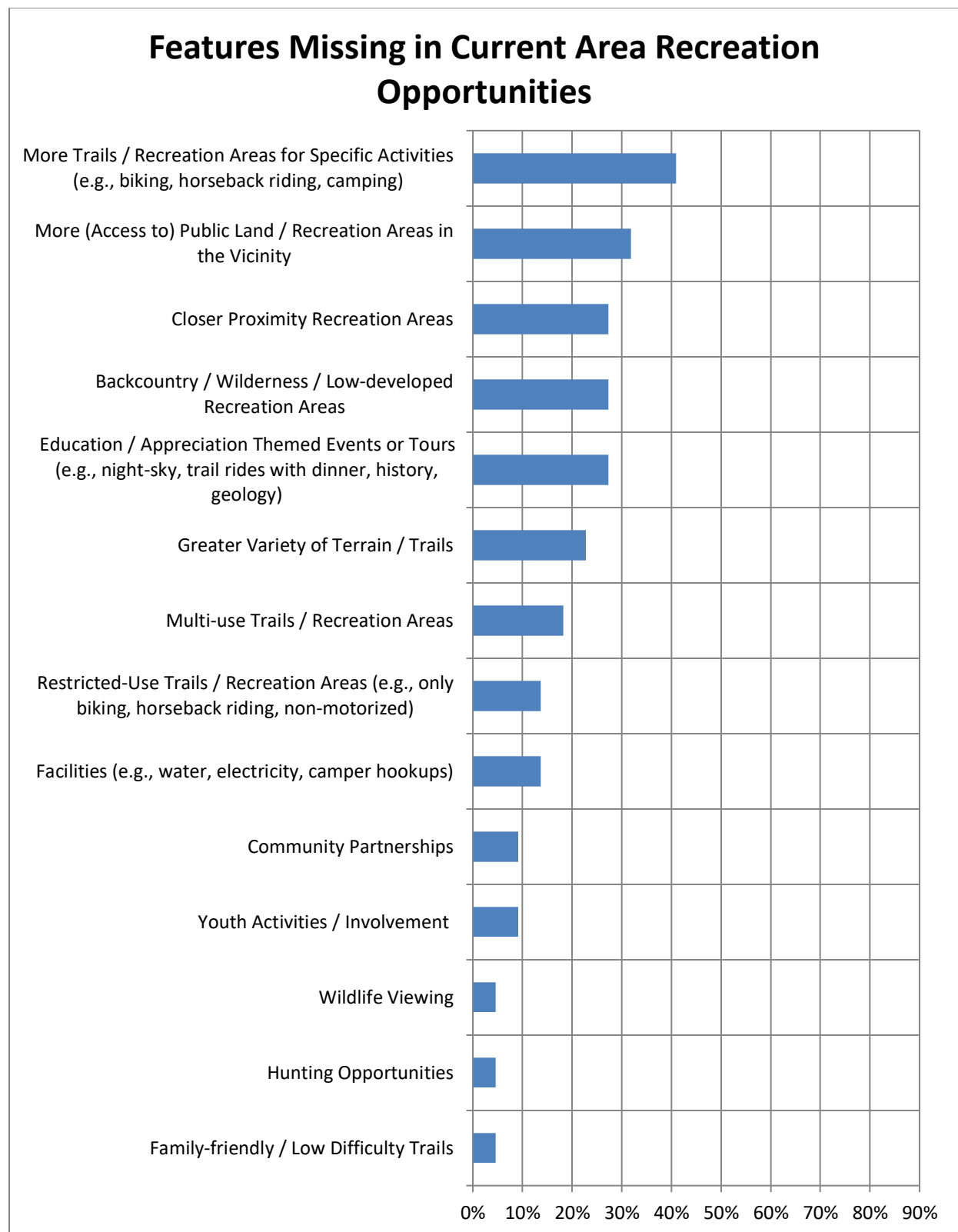
A craving for newness might also derive from a perception that there are not enough nearby trails and recreation areas to meet demand. Seven of the top eight features participants said were missing in the local recreation setting were additional areas and trails on which to recreate (Figure 11). These most commonly mentioned missing items in area recreation opportunities focus on access and opportunities close to Amarillo. About a quarter of the participants identified educational opportunities and backcountry experiences as important additions to current recreational opportunities. A third common theme calls for new trails and maintenance.

Figure 10. How the Cross Bar SRMA Fits in With Other Recreation Opportunities in the Area



n=23.

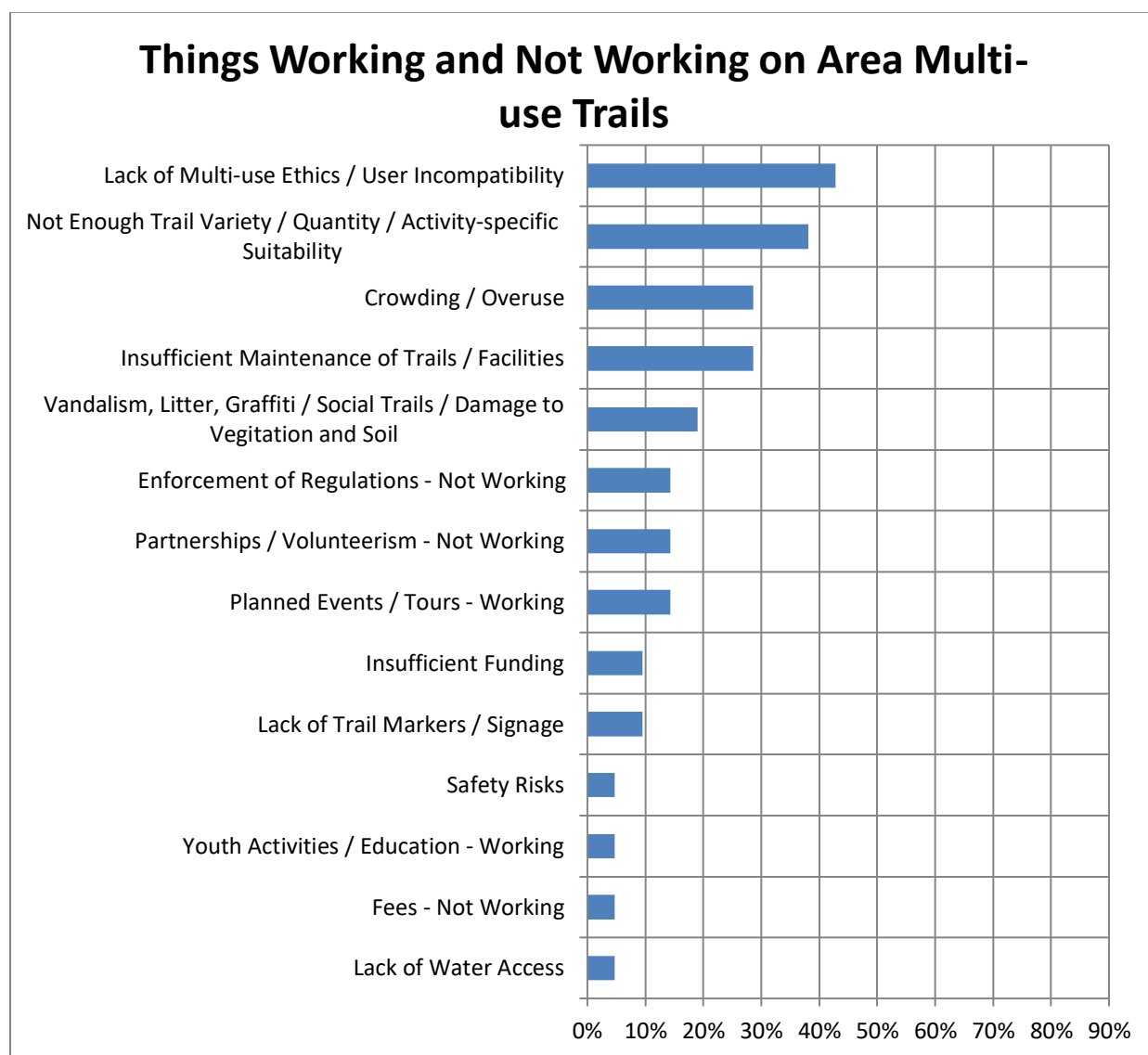
Figure 11. Missing Features in Current Area Recreation Opportunities



n=22.

The next set of open-ended questions focused on management of the landscape. Initially, participants were asked to identify the things that are working or not working on current multi-use trails in the area (Figure 12). The most common observation made in participants' written responses to this question was the existence of user conflict, often associated with a lack of understanding of the value and ethic of multi-use trails. Another theme was the lack of sufficient multi-use trails, which can lead to crowding or overuse on current trails. Finally, several participants expressed concern about inadequate maintenance of or damage to existing trails and facilities in the area. Seventy percent of participants indicated the need for trail construction and maintenance, often calling for partnerships to achieve this goal. One out of three participants indicated fee structures might be needed to fund this effort.

Figure 12. Things Working and Not Working on Area Multi-use Trails



n=21.

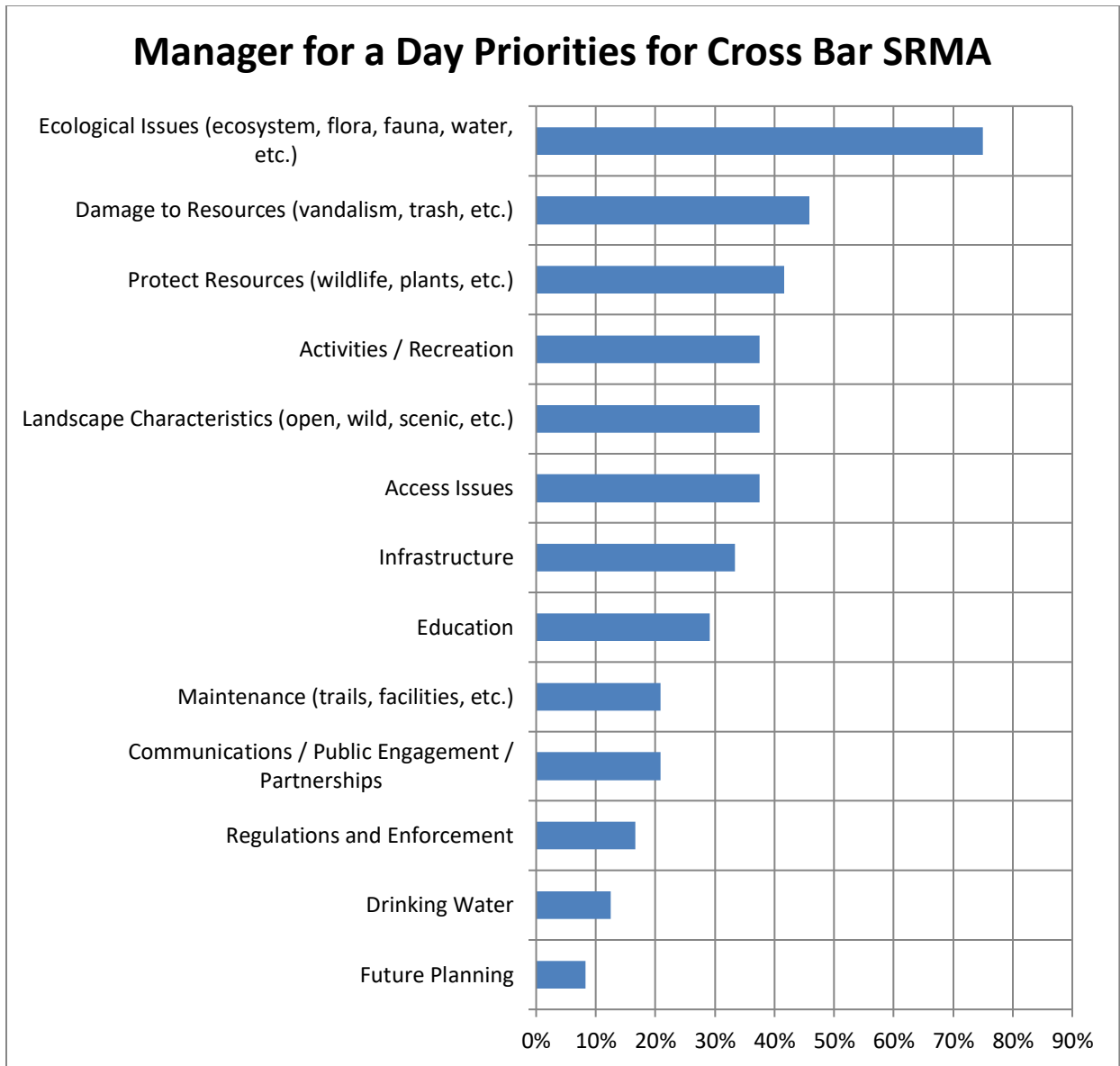
Figure 13. Resources Needed to Build and Sustain Recreation on the Cross Bar SRMA



n=20.

When participants were asked to consider their priorities if they were “manager for a day,” they reveal areas of disconnect not found in their responses to other managerial questions throughout the study. Clearly, Figure 14 shows that many are interested in prioritizing ecological issues and the protection of (natural) resources as the development of recreational opportunities moves forward. The top three open-ended comment themes in this question indicate threats to natural resources in the area and a desire to prioritize these resources. Surprisingly, only 20-30% of participants identified priorities related to education and public engagement, values that ranked quite highly in other questions. This might indicate that while these interests are important to a broad audience, there are more pressing priorities in the daily management and protection of resources.

Figure 14. Manager for a Day Priorities for the Cross Bar SRMA

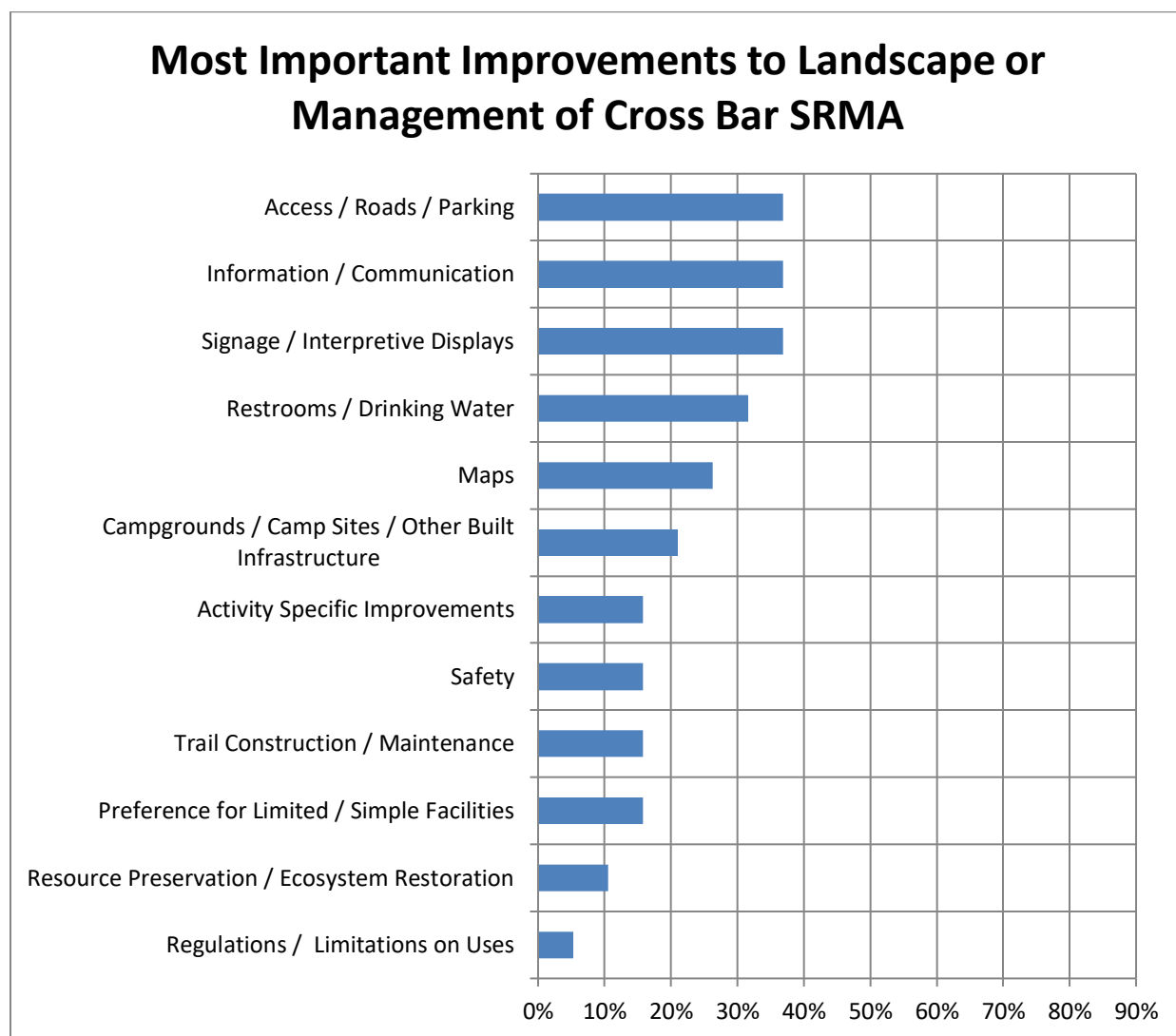


n=24.

When asked to consider changes to the landscape or its management that would improve future recreational experiences, participants prioritized access, often in terms of roads or parking, and communication and information about the landscape, including the use of signage and interpretive displays (Figure 15). Prior to the time of the study, access had been the biggest obstacle to recreational opportunities in the Cross Bar area. The public simply could not easily access the area and most were unaware of the opportunities for recreation that existed there. For focus group participants, the newly acquired access likely highlighted the need to improve that access and related issues, such as parking once there. Consistent with

their responses to other questions, participants prioritized the need to improve information and communication to the public prior to and during their recreation on the land. An early priority for recreational development in the area will entail acquainting the public with this landscape, which was previously largely unknown to them. This process could include agency information, signs on the landscape, and maps of the area.

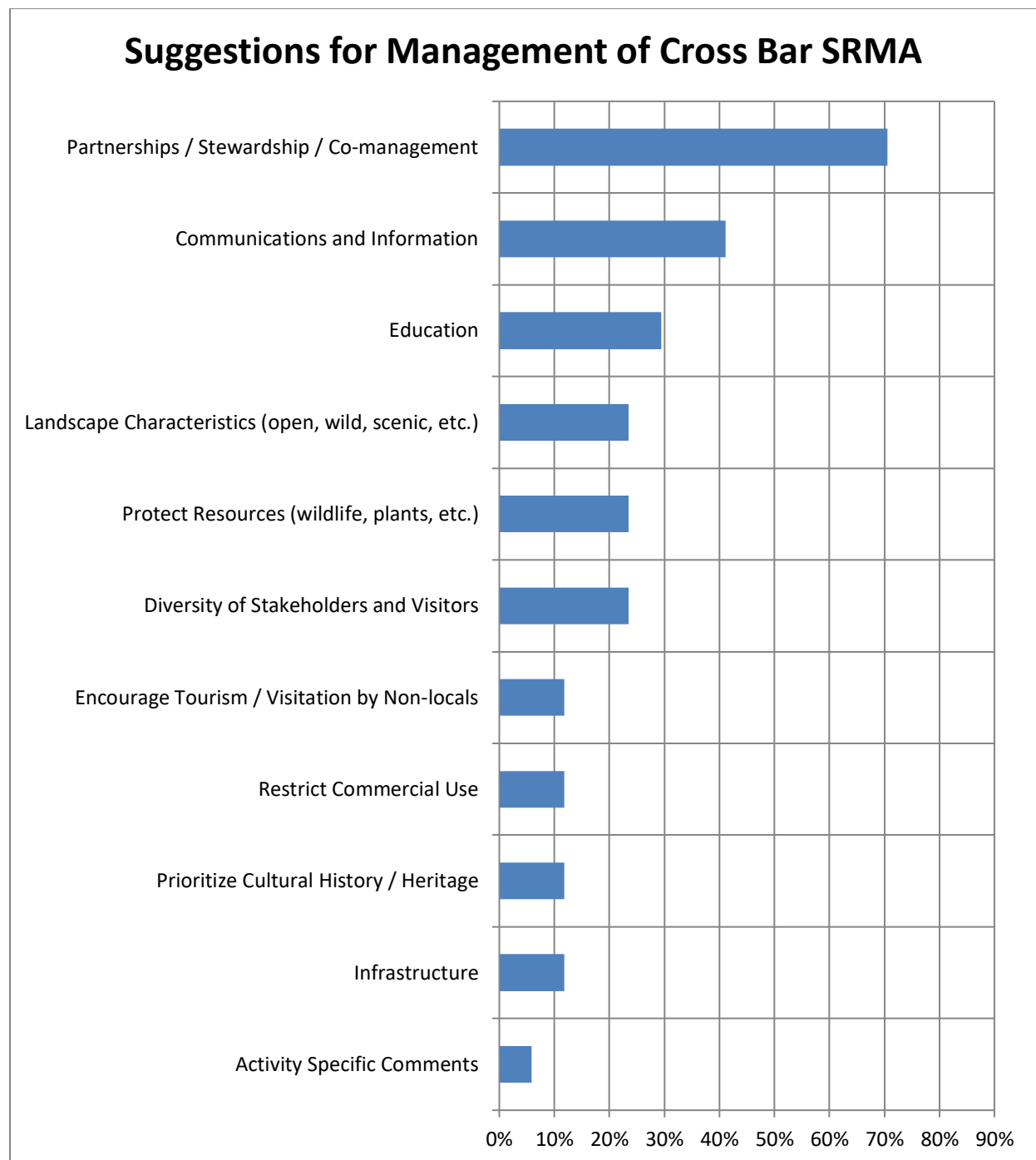
Figure 15. Priority Improvements to the Cross Bar SRMA Landscape or Land Management



n=19.

Similar to the “resources needed” responses in Figure 13 (above), when asked for additional management suggestions the most common response focused on partnerships and cooperation (see Figure 16 below). Other common suggestions identified communication, information, and education, which support the theme of learning from the landscape described in the conclusions identified below.

Figure 16. Suggestions for BLM in Managing the Cross Bar SRMA



n=17.

Conclusions

Twenty-six members of the public participated in one of three focus groups offered for inclusion in this study in the summer of 2018. In addition to the verbal responses to focus group questions, these participants provided over 200 written comments on their handouts (verbal comments are recorded in Appendix 2 and every written comment submitted is listed in Appendix 3). It would be impossible to comprehensively capture such a rich dialogue and diversity of perspectives present in these focus groups in a short conclusion, however several observations have emerged from the data (verbal and written). This report offers some of these observations in bullet points in this conclusion. They are broken into the broad categories of: learning about the landscape, opportunities emerging from the landscape, and managing the landscape.

Learning About the Landscape

- Because the Cross Bar Special Recreation Management Area has only recently been accessible to the public, many people are not familiar with the landscape. Thus, many of the suggestions by participants focused on the need to provide information about the landscape and the recreation opportunities it provides.
- Signage will be helpful for the public unfamiliar with the area. Directional and interpretive signs were suggested several times during the focus groups. These signs will not only acquaint the public with the resource, but provide an opportunity to enhance safety in the area.
- Participants frequently requested more information about the area become available to the public. Two of the top three most identified priorities for improvements relate to more information about the landscape. Another information related item, maps, was the fifth most commonly identified improvement priority.
- Since it is a new landscape for public recreation, several participants suggested that BLM personnel be available on the landscape early in the process of introducing the public to the area, so they can guide the ethic for future visits.
- Some participants suggested that the area would be a great place to connect local schools with educational opportunities outdoors. Participants suggested a number of such opportunities, like organized trips by school groups or having schools adopt a trail to help with maintenance.
- Because of the relative lack of light pollution in the area, participants in all three focus groups encouraged the development of “dark sky” events where locals could go to learn about astronomy and enjoy the night sky.

Opportunities on the Landscape

- The Cross Bar SRMA will provide relief and balance to the overcrowding of recreational opportunities found at Palo Duro Canyon.
- In general, the opening of Cross Bar SRMA will increase recreation opportunities in the area.
- Although there are outdoor recreational opportunities in the Amarillo area already, the setting of this landscape provides some unique spaces for locating trails on the rims of canyons rather than the bottom, allowing for greater variety of views.

- In addition to educational opportunities with schools and “dark sky” events, participants were interested in developing other planned events in the area.
- There was a lot of interest in horseback riding opportunities, and members of the horse riding community volunteered their organizations to help with the management requirements of the landscape.
- The responses regarding multi-use trails were strongly divided about whether or not these trails are desirable in the area.
- Participants strongly supported new and diverse recreation opportunities for the area to complement existing, but often overcrowded, local public lands, such as Palo Duro Canyon.

Managing the Landscape

- Protection of resources, especially those supporting the ecological health of flora, fauna, and water, is a high priority for management regardless of what is done to develop recreational opportunities on the landscape.
- Participants suggested that several facilities need to be developed to facilitate and enhance the recreational opportunities at the Cross Bar SRMA. These include an adequate road into the area for access, parking, camp sites, picnic sites, toilets, and perhaps water for horses and people.
- Several participants encouraged the development of volunteer opportunities across the landscape to build stewardship and familiarity with the area. Some offered the services of community groups to which they belong and came to represent in the conversation.
- Responses to every open-ended question show strong preferences for cooperation and collaboration through partnerships in the planning and management of the landscape.
- Search and rescue services need to be developed due to the danger of people getting lost on a landscape that is both unfamiliar and unforgiving.

References Cited

Bureau of Land Management. (2014). *BLM handbook H-8320-1 managing for recreation and visitor services*. Washington, DC: Author.

National Park Service (2011). *Healthy parks healthy people*. Washington, DC: Author.

Appendix 1 Participant Handout for Focus Groups

BLM Managed Cross-Bar Management Area
Amarillo, Texas

Recreation Focus Group Study



Tim Casey, PhD
Colorado Mesa University
Public Lands Recreational Research Partnership

2018

Focus Group Number ____ Handout Number ____

Participants:

- ✓ Listen, contribute, and stay focused on the subject at hand
- ✓ Feel free to keep or change your opinions in response to what you hear
- ✓ Respect others' right to share their thoughts; do not interrupt
- ✓ The moderator will stop anyone who attempts to block another's views
- ✓ Feel free to get up, obtain refreshments, or visit the restroom
- ✓ Do not engage in separate, private discussions
- ✓ Remember, participation is voluntary and anonymous on all questions

1. Which of the following choices best describes your primary association with the BLM lands in the Cross Bar Management Area? *(Please circle one)*

- a. Visitor**
- b. Local Resident**
- c. Community Leader (elected / non-elected)**
- d. Outfitter/Guide**
- e. Business owner**
- f. Other (please explain)**

2. Have you ever visited/recreated on the Cross Bar Management Area? How often? *(Record your answer below)*

(For each of the next four questions 3-6 and for questions 11-13, please record your responses in the space provided below the question. If you need additional room you can write on the back of the page, but please label which question you are responding to.)

3: How will this property fit in with other recreation opportunities in the area?

4: What is missing in the existing recreational opportunities in the area? Is there a niche to fill?

5: What is working and what is not working on multi-use trails in other recreational locations in the area?

6: What resources (fee structures, partnerships, etc.) are necessary to build and sustain recreational opportunities on the Cross Bar?

- 1. Outcomes – Personal: When visiting the Cross Bar Management Area, which of the following personal benefits are most important to you? (Choose up to 5 – Circle the letters next to your choices)**

- a. Restored my mind from stress/tension/anxiety**
- b. Improved physical fitness**
- c. To improve/maintain health**
- d. Improved outdoor knowledge**
- e. Greater self-reliance**
- f. Enhance sense of personal freedom**
- g. Improved sense of control over my life**
- h. Improved self-confidence**
- i. Living a more outdoor-oriented lifestyle**
- j. Restored my body from fatigue**
- k. Greater appreciation for our cultural heritage**
- l. Greater awareness and appreciation of natural landscapes**
- m. Greater freedom from urban living**
- n. Improved ability to relate to local residents and their culture**
- o. Increased personal accountability to act responsibly on public lands**
- p. Greater respect for private property**
- q. Closer relationship with natural world**
- r. Greater understanding of the importance of wildlife to my quality of life**
- s. Greater aesthetic appreciation**

2. Outcomes – Household: When visiting the Cross Bar Management Area, which of the following household and relational benefits are most important to you? (Choose up to 5– Circle the letters next to your choices)

- a. Strengthened relationships with family and/or friends**
- b. Improved health**
- c. Greater recreation opportunities for your family**
- d. Reduced health maintenance costs**
- e. Improved family bonding**
- f. More well-rounded development for our children**
- g. Improved parenting skills**
- h. Improved desirability as a place to live**
- i. Increased work productivity**
- j. Lifestyle improvement or maintenance**
- k. Developing stronger ties with my family or friends**

3. **Outcomes – Community and Environment:** When visiting the Cross Bar Management Area, which of the following community and environmental benefits are most important to you? *(Choose up to 5– Circle the letters next to your choices)*
- a. Greater community engagement in recreating on public lands
 - b. Maintenance/preservation of distinctive community atmosphere
 - c. Heightened sense of community pride
 - d. Improved desirability as a place to retire
 - e. Heightened sense of community satisfaction
 - f. Improved respect for privately-owned lands
 - g. Increased awareness and protection of natural landscapes
 - h. Greater community ownership and stewardship of recreation and natural resources
 - i. Greater protection of fish, wildlife, and plant habitat from growth, development, and public use impacts
 - j. Maintenance/preservation of distinctive public land recreation setting character
 - k. Increased local work productivity
 - l. Increased local tourism revenue
 - m. Reduced local health maintenance cost

4. Services: What services would you depend on to have a successful recreational experience when visiting the Cross Bar Management Area? *(Choose all that apply– Circle the letters next to your choices.)*

- a. Gas stations**
- b. Gear stores**
- c. Grocery stores**
- d. Lodging (hotels, B&B's, etc.)**
- e. Outfitters/guides**
- f. RV parks/campgrounds**
- g. Restaurants**
- h. Visitor information**
- i. Wireless/cellular coverage**
- j. Other**

11. If you were the public lands manager for a day and could set management priorities for the Cross Bar Management Area, what would your priorities be?

13. As you think about the Cross Bar Management Area, what is/are the most important improvements(s) that recreation managers could make to enhance your visits in the future?

14. What could the BLM or managing partners do in planning or managing the Cross Bar Management Area property that would positively impact your values and vision for this community?

14. Collaborative Management: What do you believe are the appropriate collaborative roles for each of the BLM’s land managing partners in managing and planning for federal public lands? (Please check one box for each potential partner group below)

Potential Partner Group	Planning (P)	Managing (M)	Both P and M	Neither P nor M	Don’t Know
State and Local Governments					
Local Businesses					
Resource Developers					
Visitors					
Tourism Industry					
Community Residents					
Non-profit Organizations					
Other (please name in space below)					

We appreciate your involvement in this important focus group.

Your input is an important part of maintaining an ongoing inventory of our recreational users’ preferences, expectations, and concerns.

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Appendix 2 Flip Chart Comments

Focus Group 1:

Q3: How will this property fit in with other recreation opportunities in the area?

- More running and biking opportunities
- More trails for horses
- Increased public hunting opportunities
- Educational opportunities

Q4: What is missing in the existing recreational opportunities in the area? Is there a niche to fill?

- More room/more choices
- Close to Amarillo
- Backcountry camping
- Trails on tops of canyons
- Opportunities to help build trails
- Guided groups for visitors (i.e. trail ride/cookouts for Western experience)

Q5: What is working and what is not working on multi-use trails in other recreational locations in the area?

- Restrictions of single use
- Increased use – too many people
- Trash, resource damage from too many visitors
- Social trails

Q6: What resources (fee structures, partnerships, etc.) are necessary to build and sustain recreational opportunities on the Cross Bar?

- Revenue needs to stay on site
- Access – a road in
- Safe parking
- More than 1 parking area to accommodate different use
- Mixed parking – multi-use to get to know other users
- Interpretation and education opportunities
- Future visitor center
- Signage
- Volunteer groups and agency cooperate

Q11. If you were the public lands manager for a day and could set management priorities for the Cross Bar Management Area, what would your priorities be?

- Good road into area
- Build trails
- Resource preservation
- Healthy grassland ecosystem
- Non-motorized uses only
- Awareness of area
- Signage
- Water, restrooms, trash cans

Q12. As you think about the Cross Bar Management Area, what is/are the most important improvements(s) that recreation managers could make to enhance your visits in the future?

- Interpretive signs
- Web information
- Outreach

Q13. What could the BLM or managing partners do in planning or managing the Cross Bar Management Area property that would positively impact your values and vision for this community?

- Tie to existing known community institutions (schools, etc.)
- Keep community informed in the process
- Engage universities, summer camps, field work, trips
- Stargazing opportunities
- Wow group

Focus group 2:

Q3: How will this property fit in with other recreation opportunities in the area?

- Sister property to Palo Duro Canyon – similar feel
- Fills void when losing local trail system to property sale

Q4: What is missing in the existing recreational opportunities in the area? Is there a niche to fill?

- Less crowded
- Access for north side of Amarillo
- Additional sites for camping especially for locals
- Wildlife additions (Bison?)

Q5: What is working and what is not working on multi-use trails in other recreational locations in the area?

- Built and maintained trails are good
- Restricted trails not as good because people ignore restrictions
- Safety
- More choices needed
- Money leaves area (Palo Duro example)
- Lack of education about trail ethic
- Directional trails for different uses (go one way on MWFS, the other on TT)

Q6: What resources (fee structures, partnerships, etc.) are necessary to build and sustain recreational opportunities on the Cross Bar?

- Engage clubs and volunteers for maintaining and building trails
- Work with young people (symbolic to bring kids in)
- Fee basis to build ownership – value it if you pay for it.
- Adopt-a-trail for school groups

Q11. If you were the public lands manager for a day and could set management priorities for the Cross Bar Management Area, what would your priorities be?

- Ease of access
- Relief valve for Palo Duro Canyon
- Promote sustainable (environmental) recreation
- Allow people to be sustainable and resourceful
- Having events to promote area
- Dark night skies and nature walks

Q13. What could the BLM or managing partners do in planning or managing the Cross Bar Management Area property that would positively impact your values and vision for this community?

- Bathrooms
- Pavilions/picnic area

- Water for people and horses
- Minimal signage – interpretive signs
- Visitors can see outdoor Western feel
- Community involvement – Trail building
- Community of ownership

Focus group 3

Q3: How will this property fit in with other recreation opportunities in the area?

- Place to ride horses
- New places to explore on horseback
- Camping
- Different historical and geological place
- Less developed, open, natural conservation area
- Proximity to public lands

Q4: What is missing in the existing recreational opportunities in the area? Is there a niche to fill?

- Not enough places to go close by on public lands
- Different terrain, not so flat
- Posse style ride (dispersed small groups)
- Multi use only trails – need specific designated routes
- Motorized use scares other users
- Night sky events
- Hookups for trail riding/camping

Q5: What is working and what is not working on multi-use trails in other recreational locations in the area?

- Horses scared by motorized and by some bicyclists
- Lack of multi-use ethics – understanding of other visitors
- Lack of community participation in trail maintenance
- Well planned trails to destinations
- Interpretive signs are helpful
- Tours are educational, kids educational programs are great
- Planned events are well done

Q6: What resources (fee structures, partnerships, etc.) are necessary to build and sustain recreational opportunities on the Cross Bar?

- Volunteer clubs to help build and maintain trails
- Community projects
- Involve kids groups in projects
- Fees should stay at facility
- Advanced schedule for work to be done
- Tourism partners
- Marketing of area
- Community awareness of recreational opportunities
- Water for horses
- Restrooms

Q11. If you were the public lands manager for a day and could set management priorities for the Cross Bar Management Area, what would your priorities be?

- Trash
- Pristine landscape
- Balance wild and developed
- Education
- Trail maintenance

Q12. As you think about the Cross Bar Management Area, what is/are the most important improvements(s) that recreation managers could make to enhance your visits in the future?

- Be welcoming and friendly
- Maps on site and along trail markers
- Signage – directional
- Safety – plan for search and rescue

Q13. What could the BLM or managing partners do in planning or managing the Cross Bar Management Area property that would positively impact your values and vision for this community?

- Contact private recreation facilities to get ideas
- Tourism to market solitude experiences
- Promote availability of recreation in area

Appendix 3 Additional Written Comments on Handouts

Primary Association – comments written in “Other” category, and additional notes

• Board member Trail Building non-profit
• environmental activist and public interest law center (director)
• Equine Riding Club Officer
• Government
• government employee
• Govt. employee - DOI
• I am an interpreter at another nearby public land.
• PDCSP Staff
• Riding Club President
• State Wildlife Biologist and cooperator in land/wildlife management
• Texas Master Naturalist
• Tourism - Group and Leisure
• [circled both "local" and "community leader"]
• [circled and underlined "local resident", but also circled "other" and wrote] Panhandle Trail Riders Assoc.
• [circled both "Visitor" and "Other"]
• [also wrote next to "other"] Horse club member
• [wrote next to other] To get trails open for riding, etc. Trail marking - riding
• [wrote next to visitor] For Recreational purposes

Cross Bar Visitation Frequency

• once
• Once for orientation
• 1 time/year
• I have not had the opportunity yet, but I would like to visit.
• 2 - to assist the BLM w/ land management via habitat improvement
• Once, with the Crown of Texas Arabian Horse Club, to see the layout.
• 3 times
• Multiple times for the last 3 years.
• Once. About 4-5 years ago.
• not that I know of ... yet
• 2X this year
• 5 times
• once
• At least once per month (work related visit). I have also used the area through the public hunting opportunities that are available.

How Property Fits in with other Recreation in the Area

- Will compliment current recreational opportunities
 - closer - more wild nature
 - Horseback riding
 - new place to explore on horseback, camping, hiking, bird watching, less developed and untouched by modern conveniences
 - Gives a great opportunity to expand experiences for group tours and leisure travelers.
 - Hunting and camping outdoor recreation
 - Horse Riding - Camping - Hiking - Historic - Proximity - Less Developed - Night sky events
 - Another place to explore horseback.
 - There are multiple recreation opportunities in TX panhandle such as Lake Meredith, Palo Duro Canyon, Gene Howe Wildlife Management Area, Wildcat Bluff.
 - New place to explore and appreciate outside.
Preserving habitat and history.
 - Variety of locations to explore history and geological aspects
 - More space - Less crowded
 - Sister property, especially to Palo Duro Canyon.
 - More places to ride - Bike - Hunt - Camping
 - Location might be better than other options for many residents.
 - It could serve as an "overflow" area for when other, better known, public areas are full.
 - More space - additional opportunities
 - Fine. The Canadian R. Basin
 - It can add more outdoor recreation opportunities to the citizens of the area and travelers. This location is beautiful great for hiking, biking and horseback riding. Educational opportunities.
 - Our biggest area to date is Palo Duro Canyon. P.D. is a great place to go to participate in recreational activities but it can be limiting at times. The park is generally full and not available for spontaneous trips.
 - It could fit in well in terms of connection w/ the Canadian River except for the presence of the Rosita Cycle crowds presence on the River
 - running on trails - biking on trails
 - This location will become more central to my families outdoor activities including hunting, bird watching, hiking, and camping.
-

Features Missing in Recreation Opportunities in the Area

- Love the fact that Cross Bar is not down in a canyon.
Missing more family friendly trails for "average" hikers.
 - dark night-sky event
 - Lack of public land
Interesting terrain
Group riding
Multi-use (non-motorized)
Night tours
Elect./water hookups
 - Night tours
Lack of public lands close to Amarillo
Different terrain/geology
We need more places to ride horses without motorized vehicles and bicyclists. We like to get out and enjoy the ride and not encounter so many "modern" things.
We need more horse trails!
Need hookups for campers/horse trailers w/living quarters
 - Posse style horse riding.
Night "sky and star" tours/events.
 - Access to area for general recreation
 - Close Areas - different terrain - various group
 - More places, closer. Not many places here to go on gov. land.
 - Access. Everything is private.
 - Yes, multi-purpose usage for equestrian activities as well as individual desires such as hiking and camping.
Equine pens are nice
 - Primitive
 - Six Pack Outdoors for trail building/maintenance
 - Wildlife
 - More places to ride horses and camping. Mounting Biking.
 - Backcountry, wilderness-focused camping opportunities/experiences.
- Outdoor/wilderness experiences in general, due to the limited amount of available public lands in TX and the Amarillo area.
 - Backcountry, and equestrian areas
 - 1000's of acres / 12,000 acres good idea
 - Trails on top of canyons will give unprecedented views not available in Palo Duro Canyon.
Western Heritage - Chuck Wagon Dinners - Trail Rides to dinner
 - It would be nice to have more options of lands outside of PD and local parks.
- As a leader of a non-profit org. that works w/ children in foster care it would be a great opportunity to give them an opportunity to participate in outdoor activities that is closer to Amarillo.
-

(Features Missing in Recreation Continued)

-
- Yes, more of a back-country type of an experience as mentioned by one of the focus group participants
 - closer to Amarillo
More Wilderness camping area
 - Public hunting is something that is missing in the area.
 - Focus on youth hunting
 - Focus on hunter retention/recruitment via organic foods from harvested animals - bring people to the activity by means of food.
-

What is Working and Not Working on Area Multi-use Trails

-
- Planned events for those who want to get out [what is working]
Community efforts to maintain [what is not-working]
 - lack of multi-use ethics
lack of community participation in maintenance
 - Lack of multi-use ethics on the trails.
 - Having separate trails for each (horse, hike, bike) would be beneficial.
 - Lack of community participation in maintaining trails.
 - Need more "watering holes" on long trails.
 - Lots of trails (i.e. Lake Meredith) need marked better.
 - We love the park tours! We have learned a lot and they were a lot of fun.
 - HUNTING near horse trails - not good - i.e. Plum Creek
 - Works- Heritage/History tours
Kids outdoor education
 - Multi-use trails are a nightmare with conflict between users. Horses are the worst conflict with other users. Like everything, all users do not abide rules and go off trail w/ vandalism and such. Maintaining trails to public expectation is difficult and costly.
 - Motor Vehicle does not work with horses
Bike Rider not yield to horses
Well planned trails
 - Horses are scared of motorized vehicles as much as bicycles, sometimes. Trail manners could be better utilized.
 - Groups- (horse riders, bikes, hikers) think they "own" the trail and/or don't respect each group.
Over-use of trails - erosion, exploitation or archaeological hunters that take things away instead of leaving.
 - Motorized vs. non-motorized --> mix does not work
Respect for others is limited. Enforcing rules/regs.
 - Need for separation of usage when possible.
 - More choices
Crowded trails
Lack of education - "share the trails"
 - Funds for upkeep.
 - Palo Duro too crowded, most horse trails gone
-

-
- Safety re: Heat Exposure is a concern!
 - Not much ATV/UTV areas
 - Fees no matter what? A "Free Day" once a year
 - Trails are not established and unofficial trails are being made by users. Trash and Resource Damage?
 - In my opinion I find it hard to identify which trail is hiking, biking, etc... There needs to be more options so that all types of activities can be accommodated.
 - over-use
 - They are getting used more and more in the Canyon. And along with the increased use there has been a negative impact on the environment.
 - Not sure. Most multi-use trails are great as long as they are not crowded. An increase in available trails that are designed well is always benefit users.
-

Resources Necessary to Build and Sustain Recreation Opportunities

- Partnerships w/ governments; any private donors;
need a road for access
in-kind contributions from business/organizations
marketing - chamber of commerce
 - Community groups to help maintain.
 - Clubs to help maintain trails
Youth groups to help maintain trails
4H, Scouts
 - Community clubs help maintain trails.
 - 4H Community service projects (Rawhide Horse Club, Potter County)
 - Scheduled work days preplanned so people can go participate - must take off work to do!
 - Maybe a "yearly pass" like state parks?
 - Trail maintenance
Tourism partners - marketing
 - Small, dry camping area only, maybe 2 track road system. A small HQ building to house staff would be ideal. Very minimal would be more cost effective. Large scale trail, road, campground, and buildings require a phenomenal amount of annual funds. I suggest a "carry capacity" model be developed to determine how many visitors you can handle; also make sure you account for future increase. You will "Reach Your Capacity Soon" once this occurs you will have to modify your plans, which can or could include stopping or restricting uses.
 - Help maintain trails
Fee stays at facility
Scheduled work times
Water
Restrooms
 - Clubs to help maintain trails.
 - MOU's so everyone knows what/who is responsible for maintenance, who sets rules, etc.
-

(Resources Necessary for Recreation)

-
- Land agencies esp. Federal need help from community to help w/ the maintenance work
-
- Modest fees dedicated to specific location up keep groups helping with upkeep.
-
- Clubs
 - Volunteer
 - Adopt-a-trail
 - Kids
 - Organize specific trail volunteer group attached specifically to the property
-
- Use students. Sell square inches
-
- Fee structure will certainly be needed.
-
- Partnerships
 - Positive neighbor relations
 - Good access and parking areas
-
- An access road...
 - Water supply
-
- Road and trail maintenance. Trash. Restrooms. Need local revenue source such as fees for use.
-
- would like to see an advisory board
 - roads and parking lots is a bad idea (if they like that stuff - why are they there?)
 - oh, now we are wanting multiple parking lots
 - the multiple parking lot idea leaves out the one really important option, which is - NO parking lots!
-
- We have know-how and resources! to help build the trails. Drinking water? Restrooms? \$ available?
-
- A user fee could fund maintenance.
 - Multi-use parking could be used to bring different groups together.
 - No visitor center.
 - Friends Group.
 - Agencies cooperating.
 - Drinking water
 - Restroom (pit toilets)
-

Important Personal Outcomes – margin notes

-
- [added to end] *Fun and entertainment
-

Important Household Outcomes – margin notes

-
- [also wrote] 4H has many options for kids to earn points in "community projects" and this would offer benefit to "cross bar" for maintaining the property
-

Services – comments written in “Other” category, and margin notes

• Feed/Tack stores
• Restrooms w/ showers, water access on trails, veterinarian
• None. You only 10 minutes from town or city (Amarillo)
• Restrooms at Park. Running water.
• Veterinarian
• Emergency response
• Restrooms
• Trail Map
• [wrote next to "wireless"] not necessary but would prefer.
• [wrote next to "Visitor Information"] Visitor kiosk providing rules/regs.
• [wrote next to "Wireless"] for emergency actions
• [wrote next to "Wireless/cellular coverage"] Nice, but not necessary

Manager for a Day

• Maintain wildlife
• Keeping the area as pristine as possible
• Maintaining wild areas Balance
• Pristine Education
• Access road to the land. - Trails marked and cut and maintained. - Water access. - Camp area. - Trash management. Keep the lands clean. - Balance wild/developed areas - Educate Public.
• Visitor education - land and animals
• 1) Grassland management 2) Wildlife management 3) Riparian management 4) Public use such as hiking or driving access 5) Public limited hunting
• Trash Pristine Trail Maintenance
• Keep it clean.
• Protect sensitive areas, areas with animals that could be easily impacted by use.

-
- 1) Habitat management
 - 2) Wildlife management
 - 3) River/riparian
 - 4) Law enforcement
 - 5) Public Use
 - cleaning camping areas daily (trash removal)
 - Easy access
 - Concise trail system maps
 - Wildlife awareness
 - Promote recreation in an environmentally sustainable way
 - Ease of access
 - Get road in and trails
 - Resource Preservation/Protection
 - Interpretive/Educational Opportunities
 - Access
 - Trails/camping areas
 - advocating for site development
 - open house annually one-weekend
 - good set of maps for all recreation areas combined data / consolidated
 - 1) Maintain healthy grassland system
 - 2) No motorized vehicles
 - 3) Educational awareness
 - 4) Well maintained trails
 - Provide easy access for public
 - multiple activities for families
 - keep the area primitive, not over-run, natural
 - keep off-road vehicles out
 - keep vehicles of all kinds out
 - stop worrying about roads and parking lots
 - maybe, one entrance and one parking lot just inside entrance (with restrooms and water)
 - manage w/ wilderness mindset
 - Well maintained trails. (including signs, and safety) Access to drinking water and restrooms. Strategically located trash cans. Resources preservation. Stewardship messaging.
 - Restore native historic ecosystem. Use this as the driving force for all decisions to be made.
-

Most Important Improvements Managers Could Make to Enhance Future Visits

-
- add historical markers along the trails; love the idea of an outdoor museum to learn the heritage of the area.
 - Greater access
Camping facilities
 - Welcoming / Friendly
Maps
Signage
 - Map of trails. Signage.
- Access to water.
- Horse pens.
 - Good access w/ little presence of employees. Restrict Public USES to a manageable number. Very little to minimal signage. A good public map.
 - Maps - on site - locators
Safety
 - Welcoming and friendly.
 - Access
Public info/brochures
 - Equine staging, holding areas
Map of area
Emergency available
 - Keep it primitive! - Tents or dry camping only
Restrooms
Shaded pads
 - Signage.
 - Trails - Restrooms
 - Services (water, restrooms, etc.)
 - Access road and parking
water (potable)
restrooms
 - Well-marked trails interpretive pieces
 - easy access into X-Bar area
 - no road construction
- just one parking lot inside entrance
 - Same as #11 [copied from 11] Well maintained trails. (including signs, and safety) Access to drinking water and restrooms. Strategically located trash cans. Resources preservation. Stewardship messaging.
 - All-weather access
- continued quality habitat management.
- enhanced hunting opportunities.
- web info
-

Planning or Management Suggestions that Would Positively Impact

-
- engage the community which will increase civic pride when they experience Cross Bar.
 - Keeping it pristine.
 - Ability for visitors to find solitude
 - Heritage focus
 - Stay away from private guides or outfitters. They become territorial and can be off-putting to other users.
 - Contact private groups that are already operating areas
 - Draw people to our area.
 - Keep it primitive, not too much development.
 - Keep it pristine and primitive. Don't give in to the outfitters/commercial users.
 - Public promotion of activities
 - User education of BLM use
 - Western experience
 - Outreach
 - co-ordinate with school programs and local events
 - archeology and geology (interpretive center) surface and sub-surface
 - Provide an opportunity for families to get outdoors
 - an opportunity for outdoor education for schools and non-profits working w/ children.
 - provide place that will bring in more tourism to Amarillo.
 - an advisory board
 - partner w/ local wilderness advocates
 - * the Border States Public Interest Law Center
 - * the Border States Public Interest Laboratory
 - Amarillo location
 - also, El Centro, California
 - Keep the general public especially those who will be using the trails, informed on progress. Let us know where you need help or more input.
 - Increase public hunting where applicable. Youth TPWD
-

Appendix 4 Cross Tabulation of Key Variables

Figure 17. Service Preferences by Affiliation

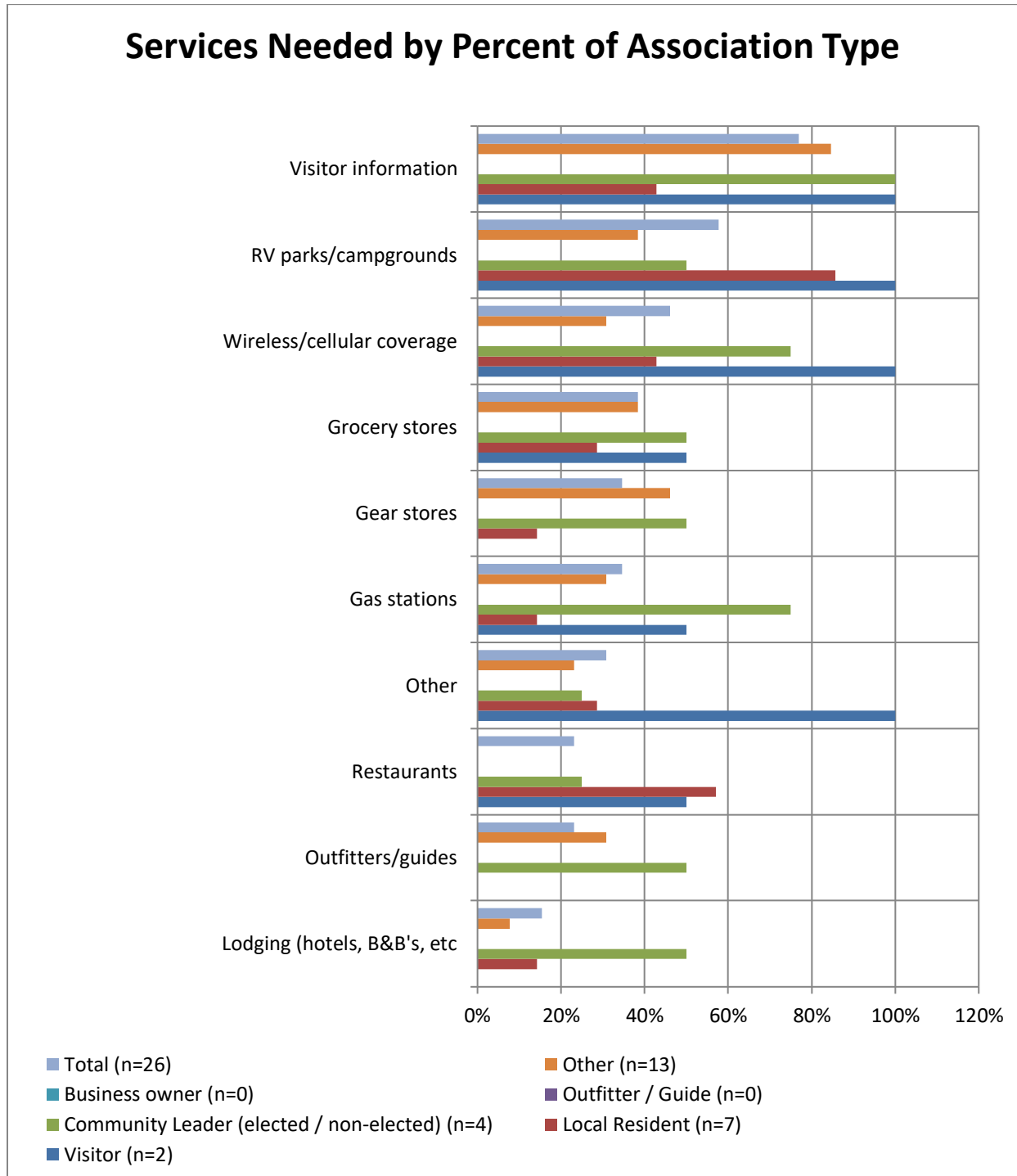


Figure 18. Personal Benefit Preferences by Affiliation

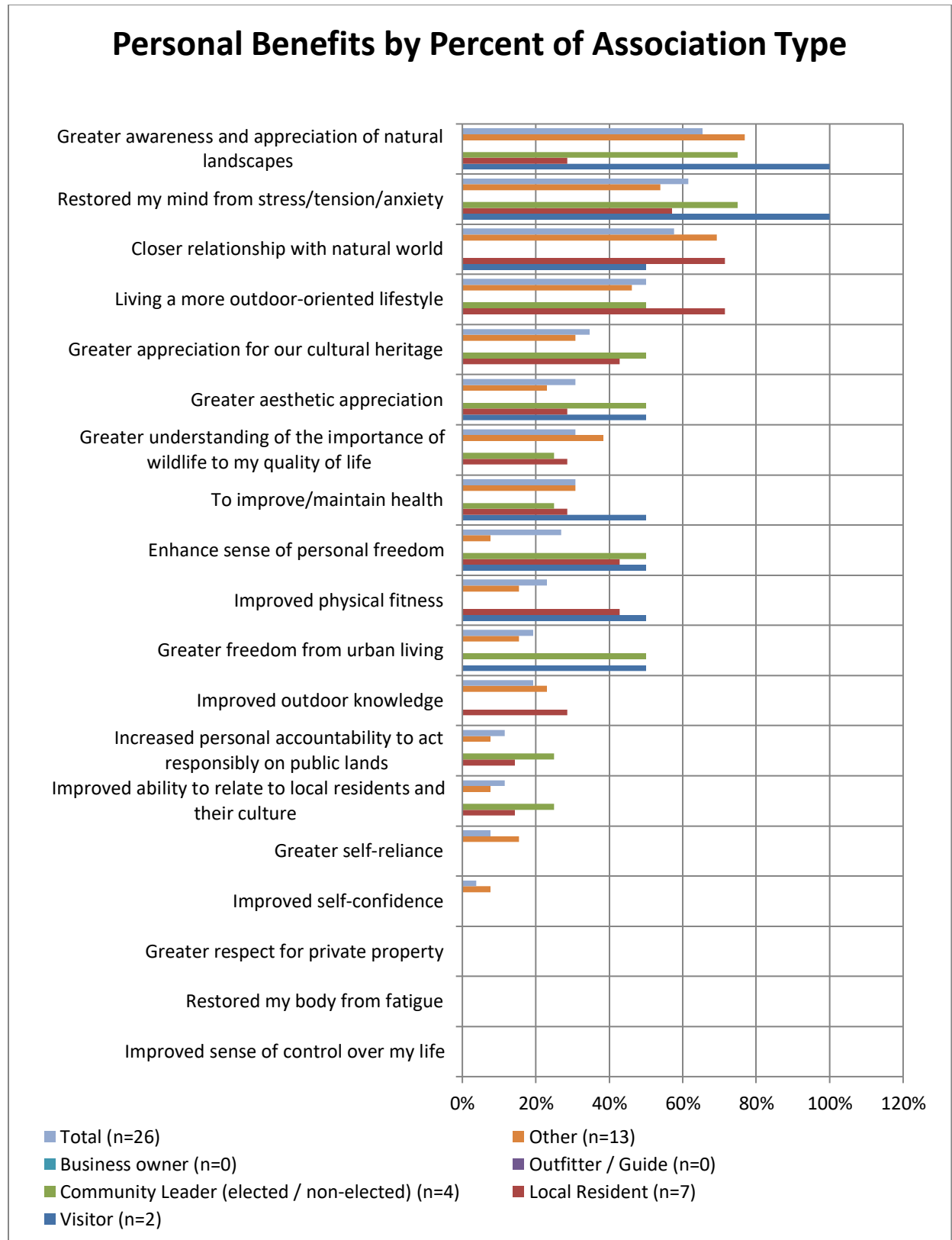


Figure 19. Household Benefit Preferences by Affiliation

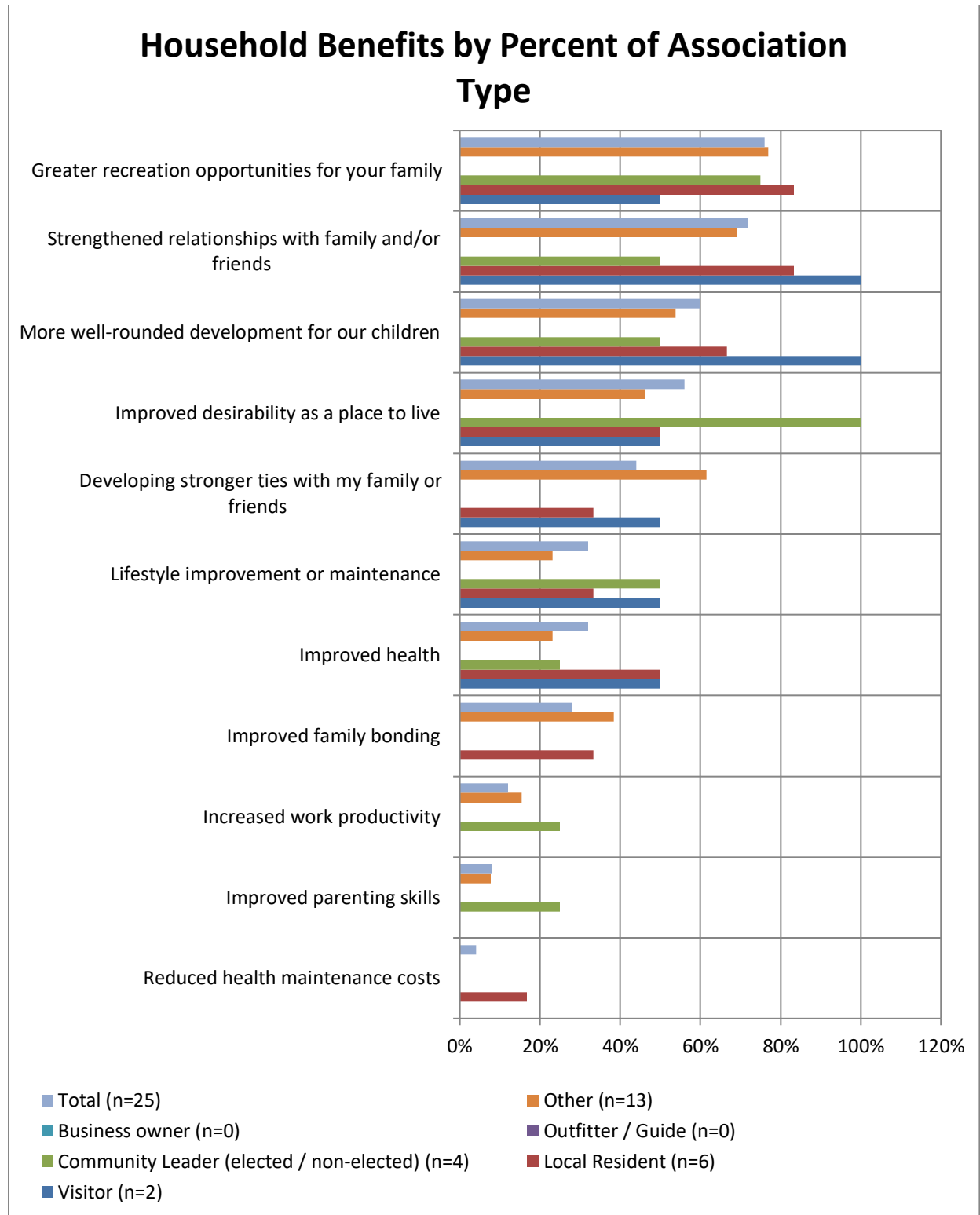


Figure 20. Community Benefit Preferences by Affiliation

