

Engaging the Hispanic Community with Public Lands

**A multi agency study and key recommendations for
the City of Montrose, CO**

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Executive Summary

This report examines the use of public lands by the Hispanic community in Montrose, CO. Specifically; this report explores various potential strategies for successfully engaging the Hispanic community with public lands through partnerships in the community. Through analysis of interview data (19 interviews with 20 participants) conducted with local Land Managers (11), Representatives of the Hispanic Community (5) and City Officials (4) this report offers three key recommendations for engaging the local Hispanic community with the public lands surrounding Montrose, CO.

This report and the questions it seeks to answer comes at a time when demographics are rapidly shifting and the needs and concerns of a changing constituency are coming into the public sphere, specifically public lands management. The United States is going through a major demographic shift and current estimates show that the Hispanic population is projected to account for 30% of the population by 2050 (US Census 2012). According to research done on the issue, "...demographic change will affect how parks are visited, ...valued...and who votes on behalf of parks." (Taylor, 2011). Currently, visitors to public lands are a homogeneous group, and this could potentially pose a problem to land managers seeking to make their lands more relevant to a diversifying cultural landscape. Based on a 2013 study of participation in outdoor recreation, 70% of outdoor participants are Caucasian in comparison to 7% Hispanic. (Outdoor Industry Foundation, 2013). If land management agencies wish to remain relevant and continue supporting the publics' access, enjoyment and protection of public lands, new strategies will need to be explored and implemented.

This report offers three key recommendations for potential strategies that would assist in engaging the local Hispanic population with public lands. These strategies incorporate many aspects of current models, both local and national, take into account local demographics and are rooted in both the interview data collected and prior academic research. These recommendations are listed in order of estimated time, human resources and financial commitment needed to implement. In that order, they are:

1. Focus on city parks as gateways to public lands
 - a. This model utilizes the Hispanic community's familiarity with local parks and the recreational opportunities they offer and builds upon them in an effort to "springboard" to public lands nearby.
2. Create a multi-agency public lands liaison to community
 - a. By creating a multi-agency public lands liaison position with the intended purpose of meaningfully connecting to the local community, land management agencies can engage Hispanic community more intimately, and thus more successfully.
3. Establish a partnership between local land management agencies and the local university, Colorado Mesa University (CMU) Montrose, with the goals of:
 - a. Supporting local Hispanic youth to attend and complete a 4 year college degree;
 - b. Building leadership and community engagement skills in Hispanic youth;
 - c. Engaging Hispanic youth in public lands management through targeted course loads, academic majors and summer internship opportunities with local public land agencies;
 - d. Connecting college graduates with career opportunities in local land management; and
 - e. Building a recruitment stream of local, college-educated Hispanic youth for future job placement in public land agencies.

At this stage these strategies are intended to serve as a foundation for further engagement of the Hispanic community in Montrose and have the potential to inform and inspire future strategies in other areas. More research is necessary to determine financial and logistical feasibility of enacting these proposed strategies.

This research project and subsequent report are not intended to serve as transferable solutions for all underrepresented communities and public lands. Instead, this report should serve as a small case study of a specific community (Hispanic community) in a particularly unique geographic region (Rural SW Colorado). The recommendations presented in this report are unique to the particular demographics of this community and the needs of local land managers.

Project Introduction

This report explores the issue of diverse visitation to public lands. Specifically, it seeks to address the issue of engagement with public lands by the Hispanic population (19.7% of Montrose population, US Census 2010) in Montrose, CO. This report and the questions it seeks to answer comes at a time when demographics are rapidly shifting and the needs and concerns of a changing constituency are coming into the public sphere, specifically public lands management. Our country is going through a major demographic shift and current estimates show that the Hispanic population is projected to account for 30% of the population by 2050 (US Census) with the US having a majority-minority population by 2042 (US Census, 2014). According to research done on the issue, “...demographic change will affect how parks are visited, ...valued...and who votes on behalf of parks.” (Taylor, 2011). Currently, visitors to public lands are a homogeneous group, and this could potentially pose a problem to land managers seeking to make their lands more relevant to a diversifying cultural landscape. Based on a 2013 study of participation in outdoor recreation, 70% of outdoor participants are Caucasian in comparison to 7% Hispanic. (Outdoor Industry Foundation, 2013). If land management agencies wish to continue carrying out their mission statements and support the public access, enjoyment and protection of their public lands, new strategies will need to be explored and implemented.

The main problem, as stated above, is that the demographic breakdown of visitors to public lands does not match the demographic breakdown of the general population. This brings up a series of potential questions, however the central question for this report involves the issue of “barriers” to visitation and engagement with public lands. Please refer to Fig 1 in Appendix for a visual representation of barriers. Specifically, what barriers exist that prevent certain groups from visiting public lands? And furthermore, what can land managers do to address these barriers to visitation while still operating within budgetary constraints? According to research by Floyd (2001), “Without understanding the factors that may inhibit visitation among minority groups, it will be difficult to develop strategies to engender support for National Park programs among a broader and more diverse segment of the population.” This report seeks to address this issue in one specific context.

Research by Erickson, et. al. (2009) has looked at the issue of diverse visitation to public lands and has used four models to explain the issue: (1) the marginality hypothesis, (2) the ethnicity hypothesis, (3) the cultural assimilation hypothesis, and (4) the discrimination hypothesis. The marginality hypothesis

states that minority visitation patterns are a result of limited economic resources, which are usually the result of historical patterns of discrimination reflected in low paying jobs. The ethnicity, or subcultural hypothesis states that differences in visitation result from differences in norms, value systems and "leisure socialization patterns between racial and ethnic groups". Assimilation theory states that park use by minority group members might reflect the acquisition of characteristics of the dominant culture. This is built on the assumption that as individuals adapt and adopt the values, beliefs, and behaviors that characterize mainstream society, their recreational patterns increasingly mirror that of dominant society. Finally, the perceived discrimination hypothesis states that the discrimination experienced by members of certain demographic groups affects decisions regarding where and when to recreate, and in what activities to participate. This is expressed in many forms of discrimination individuals may experience while in a park, such as "feeling unwelcome" or "being stared at" while in a recreation area. While this project will not be operating under any one particular model; these four models will serve as a foundation for framing the issue and putting the findings into context.

Regarding barriers to visitation; previous literature has identified various potential barriers. These include lack of resources, lack of public/affordable transportation, lack of information, detachment from nature, and perceived discrimination (Le, 2012). Previous research focused on the Hispanic community and their visitation and recreation on public lands has offered potential solutions for land managers. Among these are using the Spanish language more often in communication and interpretation signs, increased accessibility, community engagement, and hiring practices that enable meaningful career opportunities. As well, the research warns that treating all those of Hispanic ethnicity as a homogenous group might be a potential turn off (Outdoor Industry Foundation, 2006). Further research by Le (2012) shows that Hispanic visitors valued services and facilities provided by the park and used informal channels such as word of mouth to promote park visitation.

This project and report is not the first attempt to deal with the issue of diversity on public lands. However, the power of this report lies in its ability to examine the issue on a small scale in order to understand the unique context and offer locally relevant solutions. This report will serve as a case study to inform its application to other communities and public lands in the future. Specifically, this project will focus on one particular minority community, the Hispanic population in Montrose, Colorado and their connection to surrounding public lands, which include NPS, USFS, BLM, and city lands.

This report is intended for local Land Managers, Representatives of the Hispanic Community and local government in Montrose, CO. This report will summarize the project through its various stages, highlight successes and lessons learned and give a short list of key recommendations for engaging the local Hispanic population with their public lands.

Methods

This project used qualitative research methods, specifically interviews, in an effort to more fully understand the issue of diverse visitation to public lands and gauge perceptions of the issue across various professional affiliations. Interview methodology was chosen given the need for rich qualitative versus quantitative data in understanding this issue. An interview script (See Appendix, Figure 4) was created and approved through Western State Colorado University's IRB and initial participants were identified through leadership positions in their respective agencies and subsequent participants were identified throughout the interview process through snowball sampling, which is a sampling technique whereby existing study subjects suggest potential future participants from among their acquaintances. Interviews were conducted from early November to early December and included interviewees from one of three groups: Land Managers, Representatives of the Hispanic Community and Montrose city government employees. In total, 19 interviews were conducted with 20 individuals; including four City Officials, eleven Land Managers, and five Representatives of the Hispanic community.

A series of questions was assembled for the interview script (Please refer to interview script in Appendix for more information) that sought to gain a more thorough understanding of the issue of diversity on public lands, particularly in the context of the Hispanic community in the Montrose area. Participants were allowed to skip or not respond to any questions they did not feel comfortable answering, however throughout the process none of the participants skipped questions. Most interviews were conducted in Montrose, CO with two interviews being conducted over the telephone and all interviews were recorded for later transcription. Access to recorded audio from interviews was kept secure on a laptop and backup hard drive. The average interview lasted 47.5 minutes with the shortest interview lasting 23 minutes and the longest interview lasting 1 hour 9 minutes.

Audio was shared with the research assistant via flash drives and subsequent transcriptions were returned via email and saved on original laptop and hard drive. Audio recordings were transcribed by the research assistant then loaded into the qualitative analysis software, Nvivo. Nvivo is a specific qualitative data analysis software package that allows researchers to take large amounts of data, in this case interviews, and assigns codes, or themes, to find patterns in the transcribed data. An initial coding structure was developed (see Fig 2. in Appendix) that accounted for themes found throughout the interview data. Interviews were then coded for perceptions of the issue, potential strategies to overcoming the issue and other

relevant themes both between and among professional affiliations (Land Manager, representative of Hispanic community or City Official). Upon completion of the coding process, queries were run through Nvivo to assess how many times certain themes were identified, how themes differed between professional affiliation and how participants felt about certain themes through direct quotations.

Findings

The following findings highlight key themes and are presented both as overall themes, sub-themes and additional findings.

Issue Relevance

For the theme of “Issue Relevance”, participants were asked, “How relevant is the issue of diverse visitation to public lands to your organization?” along with the follow-up questions, “Is this issue something you run across in your everyday work?” and “How many hours of a typical workweek are affected by this issue?” The intention with these questions was to gauge how central to an organization’s operations this issue was as well as examine the amount of time currently being assigned to this issue. Overall, the majority of respondents said the issue was in fact relevant to their organization with one Land Manager stating that, “...it is really relevant. Particularly as a conservation agency, as a preservation agency if we are not relevant to the American people, and in fact to the world population, if we are not relevant we are not going to last. There are so many demands for land use that we have to be relevant.” This statement and others like it point to the growing concern of Land Managers to stay relevant in a rapidly changing cultural landscape. Only two of the participants responded by saying the issue was not very relevant (all within the group representatives of Hispanic Community) with one stating that, “It is not relevant for [the] population we are representing and working for.” This statement reflects a theme that emerged throughout the project pointing to the “triaging” of needs within a community, which often puts public lands visitation much further down the list after the basic needs of food, shelter and money. This theme of Representatives of the Hispanic Community not being engaged in efforts to diversify visitation to public lands will be re-visited throughout the report. When asked how much of their time and energy was directed to diversity issues, Land Manager respondents typically stated that while the issue was important, there were other competing duties: “It’s very hard to find time to go and think about things outside of what’s our normal duties.” and, “I’m just taking things as they come, doing public lands judo”. This points to a potential barrier (Other Priorities) to enacting strategies, which will be examined in a later section.

Overall Lack of Diversity on Public Lands and Potential Reasons

The overarching theme for this project was the lack of diversity on public lands in Montrose, CO. For this reason, participants were asked the following question, “Research shows that the primary users of public lands are Caucasian. Do you see this in your line of work?” followed by, “Why might this be?” The intention with this line of questions was to assess how one’s professional affiliation might affect their perception of the issue as well as assessing their perceptions of the cause of this issue. While there has been research done previously on this subject citing such reason as lack of resources, lack of public/affordable transportation, lack of information, detachment from nature, and perceived discrimination (Le, 2012) as potential barriers to public lands visitation, this project sought to examine the issue on a local scale. All the barriers identified by previous literature were identified in interviews with participants, which supports previous literature. All but two participants agreed with the initial statement that users of public land are primarily Caucasian, however these participants (both from the group City Officials) expressed statements such as,

“...in the context of city owned public lands I would say no that's not what we are seeing. We see [a] great number of the Hispanic community using our parks. We've seen that for years, for instance specific parks, like Riverbottom Park where we see fairly high numbers of the Hispanic community...” and, *“Not really. ... if you go to a Caucasian neighborhood ... there's a Caucasian population using the park. If you go to a more diverse neighborhood, you'll find a more diverse user group in that area. ...I guess ...if somebody has a park in the vicinity of their home they may ... go to the park nearby.”*

These statements points to the importance of incorporating successes at local, city-owned public lands (parks), at a larger scale at more distant and remote public lands. This potential strategy and others related to it will be discussed later in the report. For all other participants who agreed with the original statement, all stated that the primary users of public lands tended to be Caucasian and two participants (from Land Manager group) added that, *“...it's an aging and overwhelmingly Caucasian population...”* and, *“... the people that are involved in our organization are not just Caucasian, they're also old.”* This points to another potential issue, which is the lack of youth and younger generations on public lands. While it's not the purpose of this report to examine this issue, it is one worth noting.

Many potential reasons for the lack of diverse visitation to public lands were given, with (in descending order of times cited) economic factors, lack of exposure,

differing priorities, lack of knowledge of public lands, and cultural factors being the most commonly cited potential reasons. Other, less commonly cited reasons included (in descending order of times cited), transportation issues, time constraints, employee diversity missing, security issues, language barriers, lack of relevant history on public lands, low formal education (leading to low socio-economic status) and geographical issues. See following figure for number of times each potential reason was cited among groups.

Reason for Lack of Diverse visitation to Public Lands	Professional Affiliation		Representative of Hispanic Community
	Land Manager	City Official	
Economic Factors	12	5	8
Lack of Exposure	9	1	6
Differing Priorities	4	2	7
Lack of Knowledge of Public Lands	9	1	2
Cultural Factors	3	2	6
Transportation Issues	1	1	2
Time Constraints	2	1	1
Employee Diversity Missing	1	0	3
Security Issues	1	0	3
Language Barriers	1	0	2
Lack of Relevant History on Public Lands	1	0	2
Low Formal Education	0	0	2
Geographical Issues	2	0	0

Figure 1 Potential Reason for Lack of Diversity on Public Lands by Professional Affiliation and Times Cited

What is most telling from these results is that the top reason given, economic factors, was consistently cited the most between all three groups relative to the other potential reasons. This points to a general agreement that, *“there’s a financial component as to why people don’t get out and do things. ...you have to look at their socioeconomic status.”* The various social factors that lead to lower socioeconomic status lie outside the scope of this report, but it is relevant to this subject. For the sub-theme of lack of exposure, many participants stated that a potential reason for lack of engagement with public lands is a result of not being brought up in a family

environment that prioritized outdoor recreation. According to one Land Manager, outdoor recreation, *"...was brought to me by my parents when I was a very little kid, and so if you don't have a family tradition of it, it's a much different entry into that interest than if you started as a little kid ...probably the Hispanic population in many cases ... don't have those kind of family traditions..."* This statement points to a need for engagement with youth (and potentially families) in an effort to make outdoor recreation a part of the family dynamic. For the sub-theme of differing priorities, participants expressed the various other concerns facing the Hispanic community, with one Representative of the Hispanic Community stating that, *"It's not that they don't care... They are looking at getting more solution for the immediate needs or more like food, job, caring for the children, access to the health care, education, housing, those stuff. This the reality with ...the Hispanic community."* For the sub-theme of lack of knowledge of public lands, one Land Manager stated that, *"I don't think they [Hispanic community] really have the ownership, they don't really understand that it belongs to them just as much as everyone else, and how do we make that connection?"* as well as one Representative of the Hispanic Community stating that, *"They don't know how to access to the to get this information."* Finally, for the sub-theme of cultural reasons for non-diverse visitation to public lands, one Representative of the Hispanic Community stated that the outdoors and public lands were viewed as *"...more for hippies and for middle class and not for the immigrant community..."* According to one Land Manager, *"As far as the lack of diversity out there, I think there's just a kind of cultural divide that I don't know enough about to be able to address."* These potential reasons for non-engagement with public lands will help inform the "Key Recommendations" section below.

Current Initiatives to Engage Diverse Populations

For the theme of "Current Initiatives to Engage Diverse Populations" participants were asked, "Is your organization currently engaged in any programs/initiatives aimed at increasing diverse visitation of public lands?" along with the follow up prompt, "If yes, please describe them." The intention here was three-fold: to assess what is currently being done by various agencies to engage the Hispanic population, examine potential linkages between agencies, and to examine barriers. Taken together, this line of questioning begins to examine linkages and divergences between organizations on this issue and where the potential "middle ground" might exist. Emergent themes included interest in engaging more underrepresented groups with public lands, and a lack of specific programs

currently targeted directly at those communities. One participant (Land Manager group) stated that, “...you certainly hear about it in a lot of our kind of internal media and publications. However I as a field employee...I can't put a finger on...a specific program...” Both the Land Manager and City Official groups expressed this sentiment, with the representatives of the Hispanic Community expressing no participation in current initiatives. The reasons for lack of participation in initiatives will be discussed further in the report in the “Challenges to Enacting Strategies” section. According to one participant (Land Manager), there were certain programs like, “*Cottonwood Days, which is aimed at all the 6th graders within Montrose and Delta counties. I think Montrose is 32% Hispanic, so by extension we are reaching a lot of minorities with that particular program.*” This points to a potential series of successful programs that incorporate diverse populations and can potentially be expanded upon or modified for greater and more targeted success. This strategy will be discussed further in the “Current Successes on Public Lands” and “Key Recommendations” section of the report.

Potential Strategies for Engagement

For the theme of “Potential Strategies for Engagement”, participants were asked, “Are there any strategies that you think might assist in diversifying visitation to public lands?” along with the follow up questions, “Are you in a position to enact these strategies?” and, “Whose responsibility is it?” The intention with this line of questions was to examine what sorts of potential solutions might be possible from the perspectives of different groups but also examine the feasibility and responsibility for enacting these strategies. This is an attempt to begin exploring the idea of partnerships, something that is re-visited later in this report.

Potential Strategies

The five most common strategies cited by participants were (in descending order of times cited): reaching out to communities, diverse hiring, dual signage, infrastructure changes, free/low cost transportation options & incorporating public lands knowledge into the educational system. Other, less commonly cited potential strategies included (in descending order of times cited): utilizing city parks as a gateway, foreign language employees, outdoor education, incorporate diversity initiatives into budget, incorporating relevant history of place, political power in the Hispanic population & better use of technology. By far the most commonly cited potential strategy, *Reaching Out To Communities*, was cited 36 times in the

interviews. This was over 3 times the amount of citations the next most commonly cited potential strategy, diverse hiring, received, and far more than the average number of citation for this theme. The overall theme of reaching out to communities was broad, however participant's responses fell into the categories of more targeted outreach and utilizing community input in the process. One land manager supported the use of,

"Targeted outreach where if land managers see there's a segment of the population that are not utilizing and enjoying the public lands... land managers can go to organizations...and say what could we do differently ...what are the obstacles ...there may be things that are easily changed, there may be opportunities ... to remove some of those mindset that this isn't for us."

Additionally, one Land Manager suggested the use of,

"...community based participatory research to build an idea of what the actual limits of use are, because ...the failure that happens when managers try and address this problem is that it still just ends up being a bunch of white people sitting around a table in a room, and they have no idea what diverse people want, so their efforts are doomed to fail before they even make any programs or build any infrastructure, because they don't have the community driven information that they need. They don't have community support."

While land management agencies are already engaged in many meaningful outreach efforts both at the federal level (Find Your Park initiatives, etc.) and local level (classroom visits, community event participation, etc.), the use of more targeted efforts could be a potentially successful strategy, if the partnerships between these different groups/organizations and communities were strengthened. This idea of partnerships will be re-visited later in the report. Another commonly cited potential strategy for diversifying public lands was the theme of diverse hiring. While land managers are struggling to match their workforce to the current demographics of the American public, one Land Manager spoke of programs already operating that seek to address this theme of *Diverse Hiring*. According to the Land Manager, *"BLM has a brand new internship program and if you get involved in it, you can actually get status for 2 years and get a permanent job. ...[and] it's also aimed at minorities."* While this is only one program, it does point to potential future strategies, some of which might include hiring local members of the Hispanic community, which will be discussed further in the Key Recommendations section.

Responsibility for Enacting Strategies

This project sought to examine whom the responsible parties might be for enacting these strategies. Various organizations and communities were named as playing a part in enacting these strategies, however Land Managers and the general public, (“...all of us”) were most commonly cited as responsible parties. According to one City Official, *“I think it is certainly all of the land managers ...they are not serving the entire population.”* While many participants repeated this statement, it is worth noting that a common response given by Land Managers referred to the top-down approach of federal land management agencies. According to one land manager,

“It has to come from the top. Even though we have a big agency in this town, it's really small compared to the federal government. We take our orders from Washington, whether it's through our Congressional leaders, our Senatorial leaders, President, all the way down ...Those are the ones that make the changes.”

This points to a common frustration among Land Managers when trying to initiate local change, which will be addressed later in this report. As well, a Representative of the Hispanic Community brought up the idea of the community, particularly the Hispanic community, being responsible in part for initiating strategies, *“Well I think the immigrants themselves, the Hispanic community. I think they should take more responsibility in things that they are doing or we are doing ...I think in the first place they have to take responsibility for their own health or for everything”*. This points to a belief that if the opportunities were presented to become more engaged with public lands, it would be up to the Hispanic community to participate or not. Finally, one Representative of the Hispanic Community stated that, *“There is a potential here to create a group or an organization just focused with ...targeting the first generation immigrants with this issue...”*, along with a City Official also stating that, *“...it would be great if there was an entity [and] their mission was to provide local outdoor learning opportunities...”* This idea of an entity solely focused on this issue is one that will be re-visited in the Key Recommendations section later in this report.

Ability to Enact Strategies

This project sought to examine the ability of participants to enact potential strategies based on both their position in their respective organizations and the ability of the organization to pursue these initiatives. Overwhelmingly, except in one instance, respondents said that, “Yes”, they were in a position to enact these strategies. Either through existing partnerships or their positions on the hierarchy of their organizations, respondents felt confident in their ability to enact strategies. The one participant that felt unable to enact strategies was a Representative of the

Hispanic Community, who stated that, *"We don't have resources. We don't have funds. We don't have the human resources to do it."* This statement speaks to the necessity of partnerships in enacting community-wide strategies. Related this idea of partnerships, one City Official was quoted as saying, *"...I would encourage national and state land managers to follow our lead if we come up with a magic sauce to make some of this happen."* This idea of partnerships as a tool for encouraging more diverse visitation to public lands is one that was commonly cited and will be examined further in both the "Partnerships Between Organizations" section as well as "Key Recommendations" section.

Challenges to Enacting Strategies

For the theme of "Challenges to Enacting Strategies" participants were asked, "In your opinion, are there challenges to enacting these strategies?" along with the follow up question, "What are some potential strategies for overcoming them?" The intention with this line of questions was to examine the potential barriers to implementing strategies as well as examining overall themes of barriers across groups. Overall, participants across all groups stated that, "Yes", there were challenges to enacting strategies. However, when asked to describe them, a common response was that, *"There are multiple. It's hard to single them down to one."* (Land Manager). The four most commonly cited challenges to enacting strategies were (in descending order of times cited): economic challenges, employee diversity challenges, priority challenges and coordination challenges. The first challenge, *Economic Challenges*, was cited multiple times in the interview in reference to many aspects of the central issue across all groups and most commonly referred to as, *"...budgetary limitations."* (Land Manager) The idea of employee diversity challenges was also commonly cited multiple times across all groups. One Land Manager stated a, *"...need to diversify our own employee base as a tool for welcoming a more diverse visitor population."* Land Managers consistently cited struggles with the Office of Personnel Management (OPM), who is, *"...is in charge of all hiring within the federal government ...They change very slowly."* As well, another Land Manager stated that the problem might be in the, *"hiring systems. ...I'm still not sure how I would get people from the local community even involved..."* These final comments will be addressed in the Key Recommendations section. Another challenge to enacting strategies was priorities, which meant that, according to one Land Manager, *"You had to meet your priorities and these things (Diversity Initiatives) drop off, and it's always it's an extra duty kind of thing."* Finally, the issue of coordination challenges was cited multiple times. According to a City Official, *"It's really the coordination. ... It needs that person to basically set up these opportunities to work with adults to*

manage groups to get them there and you know basically a programming person. ...You could have like a central locus of opportunities..." All these challenges point to the idea that diversity initiatives, while supported by all participants, tended to be "extra duty," and might be best served by a dedicated organization/lead person in the community. This idea of a centralized diversity coordinator for public lands will also be explored in the Key Recommendations Section.

Strategies for Overcoming Challenges

This project sought to examine how to overcome challenges to enacting potential strategies given the perspectives of participants from different groups. Overall, most responses revolved around the idea of how to, "...get money". According to one land manager,

"...we do have some things going right now, the GOCO grants were just issued. Delta County got a \$70,000 planning grant for how to get kids primarily active out on the public lands, access to the public lands. Those opportunities are wonderful. It's short lived. You can't hire a position with that that's gonna stick around and follow things through, but you can get some planning done, and you can make the moves in those directions, so there are opportunities."

As well, a Representative of the Hispanic Community responded that in order to, "...get money", one strategy might be to "... find a foundation or organization that can promote these kind of things and that can find money [and] can fund them." These two potential strategies point again to the potential success of having centralized outreach efforts in a community like Montrose. Also, such initiatives need to be grounded in community needs and must remain relevant to an underrepresented community. According to one land manager,

"If we don't go about it in a community based way, we are still a bunch of white people sitting around a table trying to figure out how to help minorities, which is not going to help ... It doesn't work when we decide what these people need without actually asking them what they need. ...We're going to have to spend more time and have more patience and have slower results."

This issue of meaningful community engagement will be re-visited in the Key Recommendations section

Effects of Increased Diversity on Public Lands

For the theme of “Effects of Increased Diversity on Public Lands”, participants were asked, “In your opinion, what are the potential effects of diversified visitation to public lands?” along with a follow-up prompt to list the potential positive and negative effects. The intention with this line of questions was to gauge what potential effects participants might foresee if visitation to public lands were to diversify, therefore potentially increasing in overall numbers. Overall, participants were more focused on the positive effects of increased visitation and only mentioned a few potential negative impacts. As well, responses were cohesive across all groups, pointing to a shared vision of what diversified visitation to public lands might mean for the local community.

Positive Effects

Several sub-themes of positive effects of diversified visitation were identified however the main positive effect many participants agreed on was that diversified visitation would ensure that,

“...you have stakeholders who care about public lands [that] are going to be there for future generations, and so we need to reflect the population that we serve as public servants and bringing greater diversity out there onto the forest is going to enhance the sustainability of these lands into the future (land manager).”

One Land Manager stated that it accomplished the goal of, “stewardship in the long run,” which was a common comment made across all groups. As well, a common subtheme of “integration” of the Hispanic community was brought up. One Representative of the Hispanic Community stated that,

“It's part of integration. For us the key word is integration. ...I think the learning about our national park system it's a good way to allocate ourselves as immigrants and also to understand what we need to care for. ...[we] can consider those aspects like the access to our Park System as part of integration.”

Another Representative of the Hispanic Community stated that, “...potential positive effects of diversification of public lands ...would...be an increased sense of stewardship for the land and an increased sense of involvement in the political process surrounding policies that lead to public lands management...” Both these statements

point to the potential use of public lands as a springboard for integration and eventual political involvement in local communities. One city Official stated that,

"...there is the concept of environmental literacy and understanding of your surroundings and kind of how you fit into it and kind of beyond just these are the walls of my home, these are my streets, this is where I work, you're bigger community, meaning biological community, or your global community."

While these concepts are outside the original scope of this project, their potential implications for the Hispanic community in Montrose are worth noting. One final positive effect that was brought up by some participants was the idea of revenue generation from increased tourism. According to one city official,

"...from a city's perspective, you're bringing in ...tourism. Even if it's a family member coming down from somewhere else, you're still gonna get that benefit of them going out, buying gas, maybe a motel room, maybe buying some supplies whether its fishing or licenses. All those benefits bring in revenue, and in these times, those things, that's what funds our rec centers."

While potential revenue generation from diversified visitation was not within the original scope of this project, it does point to further-reaching positive effects of increased diversity on public lands.

Negative Effects

When asked about the potential negative effects of diversified visitation to public lands, participants often struggled to come up with a response. However, one commonly cited theme was concern of increased numbers of visitors, and thus potentially increased resource impact, to public lands. According to one Land Manager, *"...if it became too popular you could get into some resource damage issues."* However participants agreed that the potential impact could be managed if the overall goal of increased diversity was met. One Land Manager stated that, *"...if we see a rise in Hispanic visitation, that's just fantastic. We'll worry about the parking later..."* Another concern, closely related to resource impact, involved potential user conflicts. According to one Land Manager,

"Whenever there's more use ...conflict goes up, and that's something that we wanna keep an eye on. ...certainly things like designated wilderness where one of the main things you're managing for is opportunities for solitude. If you start to go that direction, then we would be obligated to do something to kind of choke that down a little bit, like a permit system or something like that."

Despite these concerns, participants felt confident that the positive effects on increased diversity on public lands would outweigh the potential negative effects. One final concern cited by a City Official involved the issue of cultural difference in how visitors recreate on public lands. According to this participant,

“There's always the danger of loving our public lands to death and conflicts that may come from cultural differences in how they interact with the land...perhaps this may be part of the problem is not knowing ...socially acceptable behaviors on public lands, maybe the reason some of these cultures don't feel comfortable there. I think that there may be some conflicts if the users do not understand how to conduct themselves on certain public lands.”

This statement points to the current need for more far-reaching educational outreach as well as the potential increased need in anticipation of future visitors from different cultural backgrounds.

Partnerships Between Organizations

For the theme of “Partnerships Between Organization” participants were asked, “Do you currently work with any other organizations on this or similar issues?” along with the follow up question, “Are there any other organizations you would like to work with?” The intention with this final set of questions was to begin mapping out current working partnerships in order to assess professional networks already in place in the Montrose community. While not all the partnerships brought up by participants were directly related to the central issue of this project, these partnerships could be seen as pathways to successful implementation of diversity initiatives given these organization’s working history. As well, for the sub-theme of “Potential Partnerships”, this project sought to assess the gaps in working relationships.

Current Partnerships and Initiatives

Participants were asked to list the various organizations they currently work with, both on diversity initiatives and other projects. Responses from participants were analyzed through online relationship mapping software (Graph Commons) in order to visually represent the results. (See Fig. 2)

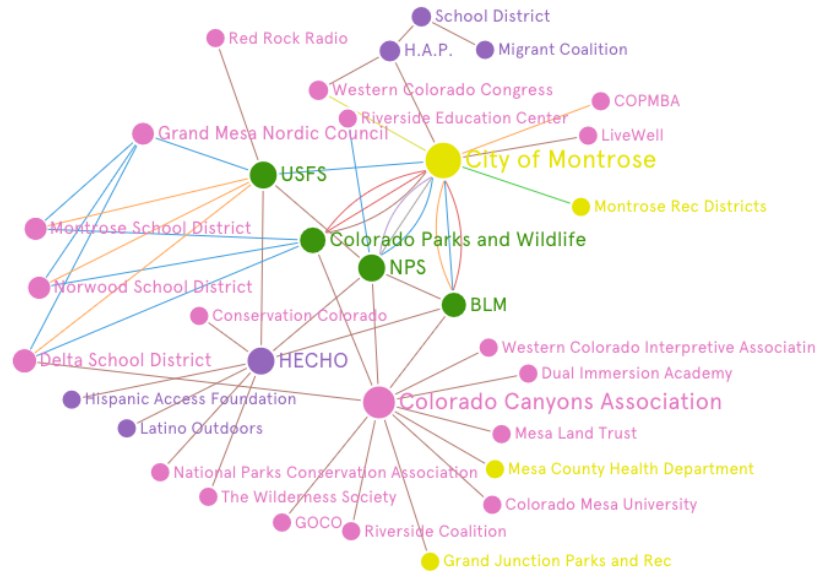


Figure 2 Current Partnerships in the Montrose Community

Green- Land Managers Yellow- City Offices/Organizations

Purple- Organizations of the Hispanic Community Pink- All other Organizations

Connections between organizations were created each time respondents named an organization they have worked with. Figure 2 represents relationships identified by the city of Montrose, USFS, BLM, NPS, H.A.P. and the Montrose School District, and are uni-directional in nature. The city of Montrose emerged as a focal point of interest though primary, secondary and tertiary connections with most organizations. While this is not an exhaustive list of all the current partnerships, this graphic representation does illustrate the interconnectedness of various organizations and the potential for further partnerships.

Potential Partnerships and Initiatives

This project sought to highlight the gaps in working relationships between different organizations. One common response from participants was a general lack of knowledge of other groups that might be of assistance in this issue. According to one Land Manager, “... *frankly I don't even know who those groups are because we haven't really made that our priority, because it's been sort of peripheral to the main body of work.*” However, most organizations were open to partnerships. As stated by another Land Manager, “... *we are completely supportive of any group that comes to us and asks for assistance or help.*” Another Land Manager stated that, “*We work with a lot of different organizations and they are all very super white. Super white. Again I think if we are very intentional, potentially we could branch out a little bit.*” This last comment points to a growing concern in the environmental movement of a need to

diversify not only visitation to public lands, but to build a support base that accurately reflects the American population.

Another theme that emerged from this question was the need to intentionally target organizations in the community in an effort to pursue these goals. As stated by one City Official, “*...we need to work with local organizations like HAP and national organizations [so] that we can kind of target those private populations.*” The potential to partner also alleviates many of the financial constraints currently experienced most participants in their organizations, and might help alleviate concerns such as this one by a Representative of the Hispanic Community, that partnerships “*...would be helpful ...but because we don't have resources, we can't commit agreement or ...offer our help. We don't have the capacity.*” Another potential partnership that emerged was a more direct connection with the local university (Colorado Mesa University). According to two separate Land Managers, “*We can involve ourselves more with more college students*” specifically, “*...their Hispanic diversity group, or their cultural diversity group.*” This idea of partnerships with a university will be revisited in the Key Recommendations section. Finally, a theme that emerged through the interviews was the idea of partnering with local public lands (Riverbottom and La Raza parks were brought up numerous times) in an effort to use them as a “springboard” to state/federal public lands. According to one Land Manager, “*...we call our niche the backyard to backcountry, because we are so close to the communities. Our lands are adjacent to private and municipal lands, so it's a real natural thing to move from the city out onto the public lands.*”

Transferring Lessons Learned on Other Public Lands

Two emergent theme that were not originally included in the interview script were the ideas of using lessons learned at different scales (city parks) and potentially applying successes to state/federal public lands as well as learning from current successes on public lands.

Lessons Learned at Different Scales

For the emergent theme of “Lessons Learned at Different Scales”, this project examined how successes at local/city parks (La Raza and Riverbottom Park in Montrose were mentioned often) could be used to inform decisions at different scales (state/federal public lands). According to one Representative of the Hispanic Community, parks like Riverbottom and La Raza might be popular with the Hispanic community because *“...it's a point of reunion ... they go to...it's a point where everybody meets and it's really popular here to just come especially on Sunday that they come and do carne asadas and play soccer and...it's a really good recreational place for them.”* As well, one Land Manager suggested that their popularity might be due to the fact that, *“They know where it is. They can find it. It is very welcoming for large family groups ... It's safe.”* This was a common perspective shared by participants across all groups and was of particular interest for this project. According to one land manager,

“...one of the thoughts, we would work together open it up to the entire community, but really focus our outreach to the ...Hispanic community around a park that they really enjoy using, whether it's La Raza Park or River Bottom Park, and talk about a project that we all agree needs to happen and then finish the day with some kind of celebration with food and music and so forth.”

This idea of engaging with the Hispanic population in places they already feel comfortable with as a “springboard” for engagement on other public lands was stated by many participants. One program that is currently in place that seeks to further this idea is the Parks Ambassador Program, which invites,

“...the public to come out and participate and care for with maintenance of their public lands here within the city. So it's service oriented, and volunteers come out,

spread mulch on the trails or take out invasive plants or things like that. Despite the kind of manicured aesthetic of a lot of these parks, my goal is to engage people in the parks in the same way they would be engaged in a more stunning wild natural park setting (city official)."

Building on this idea, one City Official stated that, *"...maybe our local park and the activities around a local park may provide some sense of familiarity with utilizing public lands that could translate then from spreading their boundaries a bit to going to a fairly close park..."*, which might be possible through the use of already existing trail networks. According to a Land Manager, *"We have trails that are relatively close. Perhaps in working with [the city] we could connect those trails from the city to the public lands."* This idea of using existing infrastructure was stated many times across groups as well. One Land Manager suggested a potential model that involved, *"...some sort of program where maybe the rec district does intro to boating and has a fleet of kayaks that they use and train them on there and then the graduation for those that were ready to head into the Gunnison Gorge and do a trip down through the wilderness."* Such a model is already being created by the Grand Junction Coalition, which according to one land manager, is planning...

"...a cohesive education curriculum for kids as they move K-12 starting doing stuff with them just at city parks ...and then giving them opportunities through middle and high school to go on a day trip and then go overnight backpacking and like go rafting, so as they get older [they] develop ...more skills and knowledge about the environment and so that when ...they are seniors in high school, they have some basis where they can be good to interview for a job with like a conservation corps or be interested in getting a degree that's environment focused or things like that, so that they are environmentally literate by the time they get out of high school."

This idea of incorporating the educational system into public lands engagement will be explored further in the Key Recommendations section.

Current Successes on Public Lands

Another emergent theme was "Current Successes on Public Lands", which included current efforts at diversifying visitation that have been successful as well as unintentional, yet promising avenues for further engagement of the Hispanic community. According to two land managers,

"The Hispanic culture does have a day in the park, it's Sunday, and that's when you will see the greatest number on any particular of any day of the week, a lot of

Hispanic families will come picnic here and visit ...”, and, “... picnicking is something you see pretty commonly on a Sunday with Hispanics, any other activities associated with it ...And they seem to focus, the Hispanic group here at this park at the river. We have a very nice picnic facility down there. We have the fishing, and that's where you would likely run into that user group.”

These observations, and ones like it from other participants suggest potential avenues for further engagement of the Hispanic population by focusing on what is currently working, versus new infrastructure or programming. One program in particular that has potentially led to more diverse visitation is the BLM’s Cottonwood Education Days at Cottonwood Campground in the Gunnison Gorge N.C.A. Sixth graders take part in environmental education events at Cottonwood Grove and anecdotal evidence points to increased diverse visitation,” *...because we brought all the kids there, and the kids like it, and they bring their parents. ...And they feel comfortable with it ...they feel safe. They know where they are going so they don't feel like they are going to get lost (Land Manager).*” These observations, though anecdotal, show a potential for further engagement on public lands.

Key Recommendations

Based on the interviews conducted and findings presented, this report will propose three potential strategies for engaging the local Hispanic population with public lands. These strategies incorporate many aspects of current efforts, both local and national, take into account local demographics and are rooted in both the interview data collected and prior academic research. The following recommendations are not intended to be fully developed strategies, but instead the foundations for further development by local land management agencies, City Officials and others. These recommendations are listed in order of estimated time, human resources and financial commitment needed to implement.

City Parks as Gateways to Public Lands

The first recommendation from this report is a greater focus on local public lands (city parks) as a gateway to State/Federal public lands. Throughout the project, participants from all three groups commonly cited the success of local city parks in engaging the Hispanic community. According to one Land Manager *"...maybe our local park and the activities around a local park may provide some sense of familiarity with utilizing public lands that could translate then from spreading their boundaries a bit to going to a fairly close park."* This idea of, *"...backyard to backcountry (Land Manager)"* has the potential to meet the Hispanic community where they currently recreate and build upon the current support of those places. This strategy also allows for a partnership between the City of Montrose and Land Managers, building upon the theme of partnerships that was mentioned many times in interviews. As well, this strategy allows Representatives of the Hispanic Community to become engaged with public lands initiatives without having to commit themselves fully given their human resource and financial constraints. This strategy could take advantage of local recreational activities available at local city parks and build upon them in an effort to "springboard" to public lands nearby.

This could be done through the use of trails connecting city parks and public lands, with the potential for strategies that require little programming and staff involvement beyond trail maintenance, all the way to fully developed "nature hikes" that are led by interpretive staff that travel from city parks to public lands. This strategy could be enacted by individual land management agencies that manage lands in close proximity to local parks (BLM) or even as a joint-agency partnerships

which will be discussed further in the next strategy. As well, this strategy allows for a partnership between local Hispanic groups, City Officials and Land Managers in an easily accessible and cost-effective setting. Further, this strategy allows for growth in partnerships and opportunities through repeated events through the year. As previously mentioned in this report, the Grand Junction Coalition has already adopted this strategy. Such a strategy, while intended for students, has the potential to be expanded to include families as well. Given the success of Cottonwood Days in engaging families through youth programming, there exists a potential precedent for success. Such a strategy would require a partnership between current land managers, the Montrose Recreation Districts and various Hispanic organizations with the Montrose Recreation District assuming a lead role in the initiative.

Multi-Agency Public Lands Liaison to Community

A second recommendation from this report is the creation of a multi-agency public lands liaison to the community. There already exists multi-agency shared office space and buildings, and this model extends those partnerships to include personnel representing multiple local land management agencies (USFS, NPS, BLM, CPW) with the primary duty of acting as a bridge between the Hispanic community and public lands. This recommendation comes as a result from statements made by participants concerning multiple barriers to enacting strategies within their own organizations. The first concern this addresses is the idea of more pressing priorities within land management agencies preventing diversity issues to not be addressed as often as necessary. According to one Land Manager, *"You [have] to meet your priorities and these things (Diversity Initiatives) drop off, and it's always it's an extra duty kind of thing."* By creating a liaison position with engagement of the local community as a primary duty, the "extra" workload felt by land management agencies could be reduced to a large degree. Closely related to this concern is the idea of coordination, or partnerships, between all three groups not meeting the needs of this particular issue. According to a City Official, *"It's really the coordination. ... It needs that person to basically set up these opportunities to work with adults to manage groups to get them there ... basically a programming person. ... You could have like a central locust of opportunities,"* which closely mirrored the statement made by a Representative of the Hispanic Community that, *"There is a potential here to create a group or an organization just focused with the targeting ... this issue."* An additional concern this model addresses are the financial constraints being felt by land management agencies overall. Such a position would distribute the financial

commitment necessary for diversity initiatives across multiple agencies, allowing for more efficient and effective use of limited budgets. As well, outside sources of funding, similar to the GOCO grant in Delta County could be pursued to fund this strategy. Finally, this potential model addresses the concern of diversity efforts needing to be more deeply rooted in the community. According to one Land Manager, *“If we don’t go about it in a community based way, we are still a bunch of white people sitting around a table trying to figure out how to help minorities, which is not going to help ... It doesn’t work when we decide what these people need without actually asking them what they need.”* By creating a multi-agency public lands liaison position with the intent purpose of meaningfully connecting to the local community, land management agencies can engage Hispanic community more intimately, and thus more successfully.

University/Public Lands Partnership

The final recommendation from this report is a partnership between the local university in Montrose, Colorado Mesa University Montrose (CMU), and local land management agencies. This model incorporates aspects of the previously recommended strategies but seeks to address other issues as well, with the overall goals of:

1. Encouraging local Hispanic youth to enroll in the local university and complete a 4 year college degree;
2. Building leadership and community engagement skills in students;
3. Engaging students in public lands management through targeted course loads, academic majors and summer internship opportunities with local public land agencies;
4. Connecting college graduates with career opportunities in local land management; and
5. Building a recruitment stream of local, college-educated Hispanic youth for local land managers to hire from.

This model is inspired in part from a similar program in Merced, CA, which is a partnership between Yosemite N.P. and U.C. Merced. It is called the Yosemite Leadership Program (YLP) and is a two-year program that takes college Juniors and Seniors and allows them to work in an on campus Wilderness Center, connects them with internship opportunities in Yosemite N.P. in the Summers and seeks to engage them with public lands careers post graduation.

CMU Montrose is a satellite college of the main university in nearby Grand Junction and many students begin at Montrose and transfer to Grand Junction for

their final two years. Based on a 2016 census study of students (See Fig. 3 in Appendix), 40.9% of students who exclusively attend CMU Montrose are Hispanic and 78.5% are from Montrose County.

Such high numbers of local Hispanic students points to a prime opportunity for engaging local college-attending Hispanic youth early in their college careers. If this model were pursued further and coupled with the previous recommendation of having a multi-agency public lands liaison focused on community engagement, land management agencies, the City of Montrose and Representatives of the Hispanic Community could all benefit from a mutually beneficial partnership. For more information on the YLP, please refer to the Bibliography section.

Reflections on Key Recommendations

This research project and subsequent report are not intended to serve as transferable solutions for all underrepresented communities and public lands. Instead, this report should serve as a small case study of a specific community (Hispanic community) in a particularly unique geographic region (Rural SW Colorado). The recommendations presented in this report are unique to the particular demographics of the community and needs of local Land Managers. However, potential successes with engaging the Hispanic community in Montrose could be used as a basis for other models across the Western Slope of Colorado and potentially further.

Conclusion

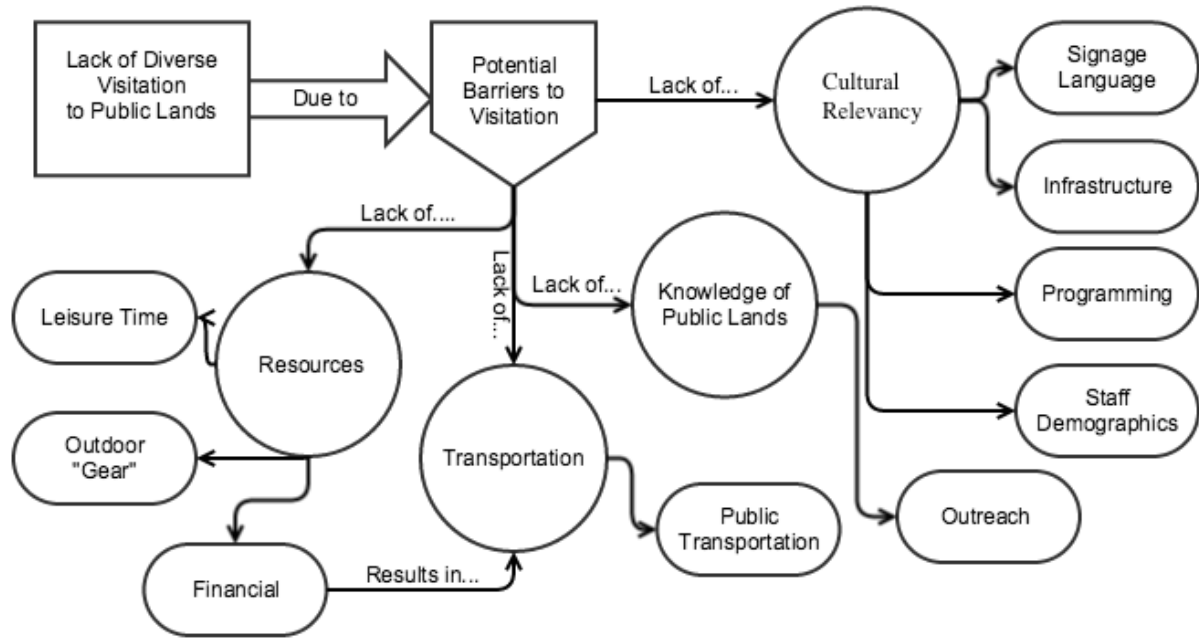
This project and report explored the issue of diverse visitation to public lands. Specifically, it examined the Hispanic community's connection with various types of public lands surrounding Montrose, CO. Through interviews with Land Managers, Representatives of the Hispanic Community and City Officials, it examined use of public lands by the Hispanic community, potential strategies for further engagement with the Hispanic population, challenges to engagement strategies, potential partnerships and potential effects of increased visitation to public lands by the Hispanic community. This project, and others like it, come at a time when the demographics of the United States are changing rapidly. If public lands are to remain relevant in a changing cultural landscape, land management agencies will need to continue their diversity efforts, both in the workforce and in their engagement with communities. Through interview data and subsequent findings, this report recommended three strategies for diverse engagement that might be successful for the Montrose community. The first was a focus on local city parks as gateways to public lands, the second was the creation of a multi-agency public lands liaison and the final recommendation was the creation of a partnership between public land agencies and the local university. At this stage these strategies are intended to serve as a foundation for further engagement of the Hispanic community in Montrose-area public lands and have the potential to inform and inspire future strategies in other areas. More research is necessary to determine financial and logistical feasibility of enacting these proposed strategies.

Acknowledgements

This project and subsequent report would not have been successful without the support and assistance from local government leaders, academic institution faculty, and employees from various land management agencies.

- Dr. Corrine Knapp, WSCU
 - Advisor
 - Assistant Professor of Environment & Sustainability, and Integrative Land Management MEM Coordinator
- Sandy Snell-Dobert, NPS
 - Community Sponsor
 - Chief of Interpretation at Black Canyon of the Gunnison (BLCA) National Park
- Barbrara Sharrow, BLM
 - Field Manager for the Montrose Field Office
- Erin Kearns, WSCU
 - Undergraduate Research Assistant
- Land Management Agencies
 - NPS
 - BLM
 - USFS
- City of Montrose
- Representatives of the Hispanic Community
- Haley Fund
- Western National Parks Association

Appendix



Appendix, Figure 1- Systems Diagram of Issue

Coding Structure

Theme	Sub-theme	Qualifiers
Personal Connection with Public Lands	Childhood Connection with Public Lands Professional Connection with Public Lands No or Little Connection with Public Lands	Positive or Negative Connection Upper Level Land Manager, Mid-Level Land Manager, Entry Level Land Manager, City Planner, Upper Level City Official
Relevancy of Issue to Organization	Time Spent on Issue Other Priorities Not Very Relevant Very Relevant	
Caucasians as Primary Users of Public Lands	Due to Economic Factors Due to Cultural Factors Due to Lack of Exposure Due to Lack of Knowledge of Public Lands Employee Diversity Missing Geographical Issues Due to Time Constraints Differing Priorities Due to Transportation Due to Lack of Relevant History on Public Lands Security Issues Language Barriers Due to Low Formal Education Disagree	
Engaged in Initiatives to Increase Diversity	Descriptions of Initiatives	

Not Engaged in Initiatives to Increase Diversity	Reasons For Not Engaging in Initiatives	Financial, Human Resources, Time Constraints, Other Priorities
Potential Strategies	<ul style="list-style-type: none"> Able to Enact Strategies Responsibility for Enacting Strategies Dual Signage Diverse Hiring Foreign Language Employees Reaching Out to Communities Free or Low Cost Transportation Options Infrastructure Changes Utilizing City Parks as a Gateway Political Power in Latino Population Outdoor Education Technology Incorporate into Educational System Incorporating Relevant History of Place Incorporate Diversity into Budget 	
Challenges to Enacting Strategies	Description of Challenges Strategies for Overcoming Challenges	Employee Diversity, Economics, Apathy, Racism, Coordination, Priorities, Non-Linear Process, Human Resource Availability
Positive Effects of Increased Diversity on Public Lands		
Negative Effects of Increased diversity on Public Lands		

Current Partnerships	Yes or No
Potential Partnerships	
Current Programs in Hiring	Challenges to Diverse Hiring
Current Land Popular with Latino Population	BLM Units NPS Units USFS Units City Units
Interface of City Parks and Public Lands	
Other Minorities	
Catholic Church	
Environmental Attitudes of Latino Population	

Appendix, Figure 2- Coding Structure for Interviews

COLORADO MESA UNIVERSITY
MONTROSE CAMPUS STUDENT PROFILE
CENSUS SPRING 2014 - CENSUS SPRING 2016

Exclusively Montrose Students	Spring 2014 Montrose & Other Campus Students			Total Montrose			Exclusively Montrose Students			Spring 2015 Montrose & Other Campus Students			Total Montrose			Exclusively Montrose Students			Spring 2016 Montrose & Other Campus Students			Total Montrose		
	#	% of Total		#	% of Total		#	% of Total		#	% of Total		#	% of Total		#	% of Total		#	% of Total		#	% of Total	
1	0.8%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	2.2%	1	0.8%	1	0.8%	3	1.4%	0	0.0%	
1	0.8%	1	0.8%	2	0.8%	2	0.8%	0	0.0%	0	0.0%	1	0.4%	1	0.4%	0	0.0%	2	1.6%	0	0.0%	0	0.0%	
2	1.6%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	2	1.6%	2	1.6%	2	0.9%	2	0.9%	
26	21.1%	23	19.2%	49	20.2%	30	27.0%	16	11.8%	30	27.0%	18	13.0%	36	32.4%	24	19.2%	42	32.4%	62	28.4%	42	28.4%	
1	0.8%	1	0.4%	1	0.4%	1	0.8%	1	0.8%	2	1.5%	3	1.2%	0	0.0%	0	0.0%	2	1.6%	2	0.9%	2	0.9%	
1	0.8%	2	1.7%	3	1.2%	2	1.8%	5	3.7%	2	1.5%	3	1.2%	1	0.4%	1	0.8%	4	3.2%	4	3.2%	5	3.6%	
30	24.4%	26	21.8%	56	23.1%	34	30.6%	25	18.4%	34	30.6%	59	23.9%	43	46.2%	33	26.4%	43	32.4%	76	34.9%	76	34.9%	
84	68.3%	89	74.8%	173	71.5%	72	64.9%	101	74.3%	70	64.9%	173	70.0%	48	51.6%	88	70.4%	88	70.4%	136	62.4%	0	0.0%	
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
9	7.3%	4	3.4%	13	5.4%	5	4.5%	10	7.4%	10	7.4%	15	6.1%	2	2.2%	4	3.2%	4	3.2%	6	2.8%	2	0.9%	
123	100.0%	119	100.0%	242	100.0%	111	100.0%	136	100.0%	136	100.0%	247	100.0%	93	100.0%	125	100.0%	125	100.0%	218	100.0%	218	100.0%	
4	3.3%	11	9.2%	15	6.2%	7	6.3%	8	5.9%	8	5.9%	15	6.1%	1	1.1%	1	1.1%	4	3.2%	5	2.3%	5	2.3%	
104	84.6%	74	62.6%	178	73.6%	91	82.0%	96	70.3%	96	70.3%	187	75.7%	73	78.5%	79	63.2%	79	63.2%	152	69.7%	152	69.7%	
7	5.7%	21	17.6%	28	11.6%	18	16.5%	14	10.3%	14	10.3%	18	7.3%	7	7.5%	27	21.6%	34	26.4%	34	15.6%	34	15.6%	
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	1.5%	2	1.5%	2	0.8%	0	0.0%	0	0.0%	2	1.6%	2	0.9%	2	0.9%	
115	93.5%	106	89.1%	221	91.3%	102	91.9%	120	88.2%	120	88.2%	222	89.9%	81	87.1%	112	89.4%	81	63.2%	193	88.5%	193	88.5%	
6	4.9%	11	9.2%	17	7.0%	6	5.5%	14	10.3%	14	10.3%	20	8.1%	10	10.8%	8	6.4%	18	8.3%	18	8.3%	18	8.3%	
2	1.6%	2	1.7%	4	1.7%	3	2.7%	5	2.0%	5	2.0%	2	0.8%	2	2.2%	3	2.4%	3	2.4%	3	1.4%	3	1.4%	
119	96.7%	119	100.0%	242	100.0%	111	100.0%	136	100.0%	136	100.0%	247	100.0%	93	100.0%	125	100.0%	125	100.0%	218	100.0%	218	100.0%	
119	96.7%	115	96.6%	234	96.7%	108	97.3%	122	89.7%	122	89.7%	230	93.1%	86	92.5%	114	91.2%	114	91.2%	200	91.7%	200	91.7%	

Appendix, Figure 3- Student Demographics at Colorado Mesa University, Montrose Campus

Interview Script

1. Do you have a personal connection with public lands, and if so, can you describe it?
2. What is your job title and can you briefly describe your professional duties?
3. **If interviewee works for a public land agency, skip #4!**
 - a. Is there a connection between public lands and your job?
4. How relevant is the issue of diverse visitation to public lands to your organization?
 - a. Is this issue something you run across in your everyday work?
 - b. How many hours of a typical workweek are affected by this issue?
5. Research shows that the primary users of public lands are Caucasian. Do you see this in your line of work?
 - a. Why might this be?
6. Is your organization currently engaged in any programs/initiatives aimed at increasing diverse visitation of public lands?
 - a. If yes, please describe them.
 - b. Why? /Why not?
7. Are there any strategies that you think might assist in diversifying visitation to public lands?
 - a. Are you in a position to enact these strategies?
 - b. Whose responsibility is it?
8. In your opinion, are there challenges to enacting these strategies?
 - a. What are they?
 - b. Strategies for overcoming them?
9. In your opinion, what are the potential effects of diversified visitation to public lands?
 - a. Positive and/or negative?
10. Do you currently work with any other organizations on this or similar issues?
11. Are there any other organization you would like to work with?
12. Is there anything else you would like to add?
13. Is there anyone else you think I should speak with about this issue?

Appendix, Figure 4- Interview Script

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