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### NFMA Implementation Options: Managing Environmental Decisions [outline]

Susan Yonts-Shepard

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**NFMA IMPLEMENTATION OPTIONS:  
MANAGING ENVIRONMENTAL DECISIONS**

Susan Yonts-Shepard  
Chief of Staff  
National Forest System

National Forest Management Act: 1976-1996  
Natural Resources Law Center  
Boulder, Colorado  
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NFMA Implementation Options:  
Managing Environmental Decisions

- I. Can managers adapt to new relationships and new roles under NFMA?
  - A. Defining "new relationships" and "new roles".
  - B. Relationship/roles in terms of individual management styles.
  - C. Public involvement.
    - 1. Public involvement was intended to be a way for the public and the federal sector to interact in an open and above-board manner.
    - 2. The core belief was that basic information could be shared by all parties, improving the quality of the decision.
  - D. Public involvement as practiced.
  - E. Gridlock and gamesmanship.
  
- II. Is there another way — a non-legislative answer?
  - A. Environmental analyses in less time, at less cost, avoiding most of the gridlock.
  - B. A reasoned decision.
  - C. Systematic approach to cumulative effects analysis.
  - D. Diagnostic tool to help determine and repair past analyses or failed projects.
  
- III. Research and development of a reasoned decision process.
  - A. A new process for natural resource decisionmaking.
  - B. Criteria for decisionmaking process.
    - 1. There is a need to improve the quality of environmental decisions.
    - 2. Managers need a way to improve efficiency in the use of information.
    - 3. The process should promote managerial learning from feedback and experience.

4. The process should permit flexibility to learn from and adapt to changing conditions on the landscape.
5. A new process must comply with applicable laws and regulations.
6. The process could be used for both project-level and landscape-level analysis.

C. Use of decision science to identify and evaluate data uncertainty, and to quantify risk.

D. A question-based protocol.

IV. How this process is different from traditional analytical processes.

V. Future plans.

A. Testing the process on a wide variety of projects in different Forest Service regions during FY 1997.

B. Developing training modules and training aids to assist managers and ID team members in using the process.

C. Initiating independent evaluation to determine if it meets the criteria listed above.