

Environmental Analysis and Decision-Making - Cadre Report-Outs

September 2017 Phoenix, AZ

Meeting Summary

150 leaders from all levels of the Forest Service and from every region and staff area convened in Phoenix, AZ, Sept. 26-28 for a workshop on environmental analysis and decision making processes (EADM). The objectives of the EADM Workshop were to gain a common understanding of the issues preventing us from being effective in environmental analysis and decision-making and to develop a path forward for implementing change.

Participants

- Agency representative across all levels and staff areas within the USFS (e.g., R&D, S&PF, and NFS including range, special uses, forest products, botany, heritage, planning, recreation, acquisition and budget, fire, wildlife, soils, air water, environmental coordinators and more).
- Cadres (12 individuals from each Regional and staff area) and were charged with:
 - Carrying context and outcomes of this meeting to their home units;
 - Identify successful innovations that could be made; and
 - Identify specific actions the Cadre will take to help this effort (report to NLC in 30 days);

Cadre Learning and Action Items

- After 3 days of discussions and learning, the Cadres provided a brief report to the plenary outlining key learning and action items to carry forward in their units and Regions.
- Common themes of learning across the Cadres surfaced in the report-out session, including:
 - **We can do this and we're in this together:** Cadres consistently pointed to the commonalities of issues nation-wide. They noted we have existing options, tools, and expertise to improve efficiency.
 - **Engage employees:** Cadres pointed to the importance of people as the agency's greatest asset. All employees need to be part of the solution.
 - **Innovate:** The need to support employees to be innovative was front and center in Cadre report-outs. Several Cadres mentioned plans to pilot NEPA efficiencies and to take a critical look at how we are organized for success around NEPA.
 - **Take the message home:** Communication featured prominently as an important part of telling the story about the need for change and why now.
 - **Leadership and accountability are key:** Cadres voiced that leadership commitment and accountability (including from NLC, Directors, and line officers) is key to success.
- Cadre action items were designed to act on these learning themes by initiating employee and partner engagement, identifying innovators, and developing messaging and communication strategies tiered to a national-level communication plan currently in development.

Next Steps

- The Cadres are expected to implement action upon return to their respective Regions and staff areas.
- A 30-day Cadre check-in will be held with the National Team during the first week of November.
- Cadres will meet quarterly to continue to check-in on progress on action items, share learning and innovation, and help lead this change effort.
- A Washington Office Task Force is in place to support the work of the Cadres.
 - An [EADM SharePoint site](#) was developed to capture meeting content and other information related to this effort.