Given society’s interconnectedness through technology and maturing social media platforms, it is becoming increasingly critical for government agencies to begin shifting from traditional forms of public outreach to modern forms that can reach a larger portion of the public. The integration of the digital native generation into the decision-making processes of public policy is critical for a sound democratic system. This paper describes research performed in the largest government land agency, exploring how the public’s opinion, thoughts, and perceptions are weighed in the decision-making process for the people’s land. In this exploratory case study, I theorized that social media has hardly been utilized by the Bureau of Land Management Utah State Office (BLM UTSO) in oil and gas lease sales because the Bureau is not technologically advanced and lacks the proper staff to take on this transformation. This hinders policy from being reflective of public opinion, costing the Bureau more time and money in administrative and legal fees. Using original survey data, I found that several obstacles, such as technological short falls, weak technological skills of BLM staffers, and vague federal regulations, play a part in limiting the ability of the Bureau itself to reach out and evolve.

BLM History

The Bureau of Land Management (BLM) was officially established in 1946, but its roots can be traced back to the Land Ordinance of 1785, where Congress began selling land to raise revenue for the newly formed republic. Out of the ordinance grew the General Land Office (GLO), established in 1812 to oversee the disposition of federal lands. With the nation growing from large land acquisitions out west, Congress began enacting laws like the Homestead Act of 1862 and the Mining Law of 1872 to promote the settlement and development of the land. Signaling the end of settlement, Congress began reserving lands to be held in the public domain for their natural and other resources, and the first national parks, forests, and wildlife refuges were established.

Although land was being held in trust, Congress enacted statutes to allow exploration, leasing, and production of non-renewable resources like oil, gas, and coal on federal lands. In addition, statutes allowed the surface for grazing and rangeland purposes. The Taylor Grazing Act of 1934 established the U.S. Grazing Service and was entrusted to manage the public rangelands. Following government reorganization, the U.S. Grazing Service merged with the General Land Office to form the Bureau of Land Management within the Department of the Interior in 1946.

For 30 years, BLM dealt with conflicting statutes and non-unified legislation on how to manage public lands, until Congress mandated the Federal Land Policy and Management Act of 1976 (FLPMA). Through FLPMA, Congress declared the remaining 247.3 million acres of federal land to remain in the public domain for “multiple use” planning.

Today, the Bureau of Land Management manages land in 28 states, for about one-eighth of the total land in the United States (Public Land Statistics, 2014). In addition, BLM manages more than 700 million acres of subsurface estates underlying other government agencies and private lands. With the majority of BLM land in the western states, landscapes vary from grasslands and forests, to mountain ranges, arctic tundra, or deserts landscapes. On top of managing a diverse set of habitats, the BLM also administers to the public in a variety of areas including: rangelands, timber, minerals, watersheds, wildlife refuges, recreational, historical, and archaeological resources.

BLM manages federal lands through a multi-level-functional system, separated into centralized operations facilities, state offices, district offices, field offices, and field stations. Decision making in the BLM is hierarchical and policy decisions generally begin with the central operations facilities. The overall mission of the BLM is reflected in its various offices and internal management structure. For example, the office of Fire & Aviation handles logistics and support of fires

“Although BLM employees believed that the public should be the most involved in the decision-making process, their opinions are often overlooked.”
on public lands. Likewise, the Minerals and Realty Management office attends to the leasing, production, and development of federal minerals with solid and fluid extraction. Other key offices include the office of Resources and Planning, Law Enforcement and Security, as well as the National Landscape Conservation System and Community Programs.

Oil and Gas Development on Federal Lands

Under the Federal Land Policy and Management Act of 1976 (FLPMA), the Secretary of the Interior is required to develop land use plans every five years to identify federal lands and mineral resources for oil and gas development. In identifying lands, BLM is required to evaluate environmental effects that would be caused from the proposed land use plan under the National Environmental Policy Act of 1969 (NEPA). Through approved lease plans, BLM can offer leases for mineral rights identified in the plan.

FLMPA mandates BLM to hold sales to meet the public's demand, while NEPA assesses the areas of interest and provides environmental stipulations to be put in place to minimize disturbance of the land. Most parcels that are leased are nominated by the public through Expressions of Interest (EOI) letters, or by the agency itself through a BLM motion. After evaluating the parcels through the NEPA process, a Notice of Competitive Lease Sale (NCLS) is published to the public for a comment and protest period. Following this period of public comment, the oil and gas competitive lease sale occurs at the state office that manages the area. The monies generated from the sale go to the U.S. Treasury, and a portion goes to the State of Utah.

Most BLM actions, implementations, or proposed actions incur some type of public involvement, comment, or protest period. Most programs do not stem from the same Code of Federal Regulations (CFR) subpart, Information Memorandum (IM), or Directive, therefore, each program must develop its own process for public outreach and involvement.

Although Competitive Lease Sales are directed under FLPMA and accompanying federal regulations, the main component for public outreach is NEPA. Through NEPA, the BLM is required to analyze the parcels and check whether they are in compliance with guidelines, regulations, and then report their findings in a Determination of NEPA Adequacy (DNA) document. BLM offers an optional 30-day comment period for the DNA before BLM issues a draft Environmental Assessment (EA), and if applicable, an Environmental Impact Statement (EIS). The EA (or EIS) reports any findings during the NEPA analysis and determines any stipulations that need to be addressed before forwarding the leasing recommendations to the State Director. After the State Director approves the EA and leases, the Notice of Competitive Lease Sale is posted and a 30-day protest period begins. This is the last protesting period that the public can make before a parcel is leased. After the protest period is a 60-day comment period, allowing BLM to review the protests submitted before the oil and gas lease sale.

Outside of NEPA, the public can protest oil and gas lease sales under 43 CFR §3120.1-3: Protests and Appeals, which states: “Authorized officer may suspend the offering of a specific parcel while considering a protest or appeal against its inclusion in a Notice of Competitive Lease Sale” (Protests and Appeals, 2014). The submission of protests for NEPA and the mentioned above CFR have different standards in accepting protest letters. NEPA’s protest procedures are outlined explicitly in 43 CFR §1610.5-2: Protest Procedures, whereas protesting the NCLS under Protests and Appeals subpart of Competitive Leases allows the state office to create their own standards, which the State Office posts on their individual webpages.

"While modern social media allows for individuals to communicate with each other, it can also be used for communication between large organizations and the public, creating a truly interconnected world.”

Understanding Social Media

Social media is the means by which humans interact with one another by creating, sharing, and/or exchanging ideas and information in a virtual setting through the Internet (Kaplan & Haenlein, 2010). Social media has increasingly gained importance here in the U.S. In 2011, for example, the Census Bureau showed that 75.6% of American households had a computer and nearly 71.7% reported having access to the Internet (U.S. Census Bureau, 2011). A recent study done by the Pew Research Center also found that 73% of the “online adults” used some sort of social media networking account. Overall, Facebook and Instagram are the most popular, with the highest levels of user related content and engagement (Pew Research Center, 2013).

Research performed by Ahlqvist et al. (2008) defined social media as being built on three key elements: content, communities, and Web 2.0. With content referring to “user-created content which may be of very different types; it may be photos, pictures, or videos, but also presence information, tags, reviews, and playlists” (Ahlqvist et al., 2008, p. 13). Letting the users talk directly with one another brings the second aspect, communities, giving the sites value through the interpersonal communications. The third element, Web 2.0, refers to the digital technologies created to host the content and communities together. Combined with specific applications, this element enables users to create, share, post, and comment on the content in the virtual settings.

Social media’s dynamic properties allow it to have many applications both in the physical and virtual worlds. Companies who leverage social media as a business platform combine marketing and storytelling into their online profiles. Through this feedback, a two-directional conversation is established, which allows the customers to help guide the company (Fournier & Avery, 2011). Although the company can be changed by its customers, the company can also expand with social media. Social media’s customization properties allow companies to find new customers who might like their products by sifting through individual’s profiles (Kaplan & Haenlein, 2010). While modern social media allows for individuals to communicate with each other, it can also be used for communication between large organizations and the public, creating a truly interconnected world.

Methodology

This study uses a multi-paradigmatic approach by combining qualitative and quantitative data collection and analysis methods. The data was collected from 14 one-on-one interviews involving BLM UTSO employees, mid-level, and executive managers. Each of BLM UTSO participants were contacted in advance by email or in person about the interview using a letter of explanation. The researcher employed a semi-structured interview design allowing for the participants to lead the conversation while following a standardized questionnaire outline.

After each interview, the conversation was transcribed and any additional informal conversations made between the researcher and participants were noted in a field journal. After transcription, the data collected was imported into a database for coding. Based on this analysis, the following five core themes emerged from the data: 1) technology is there, but cannot be fully utilized; 2) BLM lacks the resources to diversify programs; 3) a rigid and strict authority structure impedes innovation; 4) legal limitations exist that prevent the use of social media; 5) depending on political environment, policy making can be complex.

These themes represented the already occurring actions within the bureau pertaining to social media. In addition, these themes further informed
the contextual analysis used for this research on oil and gas policies within BLM.

Research Questions

The five core themes that emerged in this research were most directly related to five questions found in the survey instrument:

- RQ.1) Is BLM UTSO technologically up-to-date?
- RQ.2) How does BLM UTSO use social media?
- RQ.3) What is BLM UTSO outreach process in gathering public opinion?
- RQ.4) How does BLM address protest, in particular oil and gas protest?
- RQ.5) How does this all affect the decision-making process for contested policy?

To illuminate these themes, the follow section takes each question into consideration. By show the depth and scope of these five themes, the challenges and complexities of implementing social media are more easily understood.

Theme 1: Technology is there but cannot be fully utilized.

**RQ.1: Is BLM UTSO technologically up-to-date?**

While the questions that surrounded technology were designed to limit the participant’s answers to YES or NO, most participants did not follow the design and added information to defend their reasoning. As Table 1 illustrates, of those surveyed, 57% believed that BLM was “technologically up-to-date,” whereas 85% believed that was the culture inside BLM that “influenced the ability to use technology.”

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th># of Employees</th>
<th>% of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is BLM technologically up-to-date?</td>
<td>Yes: 57% (8)</td>
<td>12</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>No: 43% (6)</td>
<td>8</td>
<td>78%</td>
</tr>
<tr>
<td>Does the culture of BLM influence the ability to use technology?</td>
<td>Yes: 85% (12)</td>
<td>8</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>No: 15% (2)</td>
<td>8</td>
<td>42%</td>
</tr>
<tr>
<td>Does budget influence-updating technology?</td>
<td>Yes: 100% (14)</td>
<td>8</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>No: 0% (0)</td>
<td>7</td>
<td>50%</td>
</tr>
<tr>
<td>Would you like to see new technology in the workplace?</td>
<td>Yes: 100% (14)</td>
<td>12</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>No: 0% (0)</td>
<td>11</td>
<td>85%</td>
</tr>
</tbody>
</table>

Table 1: Thoughts on Technology in the Workplace

One BLM employee stated: “It’s the people that work here, many of whom are going to be retiring in the next five years. Why learn new technology if we are going to be gone?”

Another commented on the staff in the office: “There are some divisions that have updated technology; those divisions usually have the younger staff, in their forties….The lands division has a lot of the old timers; they don’t want to see change because they think it’s too complex.”

Other comments revolved around not having the support to learn the technology: “They’re (BLM) constantly updating and purchasing new programs, many of which are not compatible with each other….Before they give us new technology, they should make sure they have the money to pay for everyone to go to training and have the resources to help us learn.”

Although the staff had varying insights on being up-to-date and how the work culture influenced technology, they unanimously agreed that the budget affected the process of rolling out updated technology. Furthermore, they would all like to see new technology in the workplace. In short, the technology may be available, but the staff lacks the skills and training; plus the technology itself is ever-changing.

Theme 2: BLM lacks the resources to diversify programs.

**RQ.2: How does BLM UTSO use social media?**

During the interview process BLM employees were asked to define social media to gauge their understanding of the topic. Many defined social media in the survey as: “Facebook, Twitter, even Google, anything that is an electronic media, where I can put my opinion out there and receive others’ opinions back.” Some put it as: “Social media is a tool that one can use to connect with others, either in long distance relationships or from the past that maybe you don’t have every day interactions with. It is also a way to connect with an audience, which is very different from an audience that just reads the newspaper.”

When asked about personal social media accounts, Table 2 illustrates, that 85% stated they had at least one active account, with Facebook (78%) being the most common. If the person had more than one account, they most likely had three (57%) or more (42%) open accounts, which usually consisted of a combination of Facebook, LinkedIn, Twitter, and/or Tumblr. They were then asked what they used their accounts for. Of the interviewees, 85% stated they used them for “staying in touch with current friends” and 78% also used it to “stay in touch with family members.”

<table>
<thead>
<tr>
<th>Question</th>
<th># of Employees</th>
<th>% of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use Any Social Networking Site</td>
<td>12</td>
<td>85%</td>
</tr>
<tr>
<td>Use Facebook</td>
<td>11</td>
<td>78%</td>
</tr>
<tr>
<td>Use Twitter</td>
<td>8</td>
<td>57%</td>
</tr>
<tr>
<td>Use Instagram</td>
<td>6</td>
<td>42%</td>
</tr>
<tr>
<td>Use LinkedIn</td>
<td>8</td>
<td>57%</td>
</tr>
<tr>
<td>Use Tumblr</td>
<td>7</td>
<td>50%</td>
</tr>
</tbody>
</table>

Table 2: Employees with Social Media Accounts

Table 3, shows that 43% of those with a social media account used their profile to “repost content related to political or social issues that were originally posted by someone else,” with one stating, “I try to limit what I post on these accounts, but every now and then when there is an article related to BLM I’ll post it on a friend or family member’s wall.”

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you ever use social networking sites to repost content related to political or social issues?</td>
<td>43% (6)</td>
<td>57% (8)</td>
</tr>
</tbody>
</table>
Government 2.0, a term coined by William Eggers in the pre-Web 2.0 era, focuses on the use of social technologies in the government to increase transparency and participation in government (Mergel, 2013, as cited in Eggers, 2005; Eggers & Dovely, 2008). Though BLM UTSO has social media accounts including: Facebook, Tumblr, Twitter, and YouTube, the use of these accounts varies from local posts to national BLM agendas. The typical types of content posted on these accounts are pictures and videos. Occasionally the UTSO posts links to its EIS’s or NEPA documents, especially when they are in their public comment periods. Although they do not take comments or ideas into consideration, members of the public may post a comment to the original post made by BLM.

Many BLM staffers believe that the Bureau could properly implement social media, but cite that they are restricted because of old policies or directives that limit their ability to use the media platforms. An oil and gas staff member commented, "I actually see many ways that we could use it (social media), but we're restricted because of the legal process. We could streamline a lot of the interactions if it would be trusted. You know how you can't trust everything you read (on the Internet)? It is exactly the same for social media! You don't know who is providing that comment on the other end."

Executive members recognize the importance of social media and are behind its implementation. For example, one such member stated, "We want to implement social media but by the time we get approval from the Washington Office we'll be five years behind. It takes time, and major events, to change policy."

Theme 3: A rigid and strict authority structure impedes innovation.

RQ.3: What is BLM UTSO outreach process in gathering public opinion?

BLM UTSO can receive hundreds to thousands of comments, opinions, and reviews each time they submit a draft proposal for any major project, oil and gas lease sale, or policy change affecting BLM land. Each state office is required to post the documents in various locations for the public to access so they can review and have time to submit any substantive arguments against the proposal. A BLM public affair specialist discussed the process of the posting of an EA stating, "We have to obey the law, which dictates to us how we respond and inform the public of our activities. We utilize news organizations that publish information for us, and we have federal websites that link to the Federal Register's bulletin board for our information."

Some outreach has been digitized, but lacks two-directional communication and Web 2.0 applications for content:

E-planning, the environmental notification bulletin board and then the state office has their webpage and all of our current actions are in an area called “in the spotlight,” so we update that as projects come in and you can see on that same webpage where the public can click on a particular project that interests them and they can find out more information on them, like when BLM is opening up a comment period for xyz project and get the latest and greatest.

BLM does not have the staff to maintain sites’ content, review online posting for comments, and gather public opinion electronically:

The manpower to fully utilize technology isn't there. In addition there is no governing power to tell us how to use social media, so the law to use it limits us. The solicitor’s office also doesn’t allow us to utilize it for purposes other than what our PR (public relations) thinks is necessary for public outreach.

Theme 4: Legal limitations exist that prevent the use of social media.

RQ.4: How does BLM address protest, in particular oil and gas protest?

Although BLM has a formal comment and protest period, the general public at any time can protest BLM. If they do, regarding an oil and gas sale, it is generally not acknowledged in stopping the sale and requires litigation in the courts. Looking at Figure 1, private interests for leasing of the land has a higher impact, with an average rating from "Important" to "Very Important," in the decision-making process. Public interests that are against the leasing have little impact to no impact, with an average rating of "Not Important," in the decision making process.

Figure 1: Public Opinion in Oil & Gas Lease Sales

One employee commented:

NEPA does not stand for the “National Environmental PROTECTION Act”; it’s the "National Environmental POLICY Act." The public believes that there is some type of voting aspect built into the process, there isn’t; it’s based on scientific substantive claims that would show us (BLM), that we overlooked a piece of information. That’s one of the main reasons for NEPA.

Another remarked:

The NEPA process is not a democratic process….It’s like Jo Bob, the plumber down the street telling a brain surgeon how to do brain surgery. To me it should be the professionals in the field that make the decisions. BLMer’s are the professionals that know how to manage the land, that’s what they studied; it’s what they know.

Because the public can only submit comments in traditional formats, BLM is often flooded with fax submissions of what they call "form letters," which is typically a prefabricated letter with a list of concerns that an individual signs and adds their address.

When analyzing a form letter:

We treat a form letter as one single complaint, though we sift through them to make sure there are no additional comments. If 20,000 form letters come in that are the same, it's only one complaint in the eyes of BLM.

There needs to be substantive content in the letters, for any changes to occur: “We only review substantive comments. The public can submit as many form letters as they want, but unless it has something that says that we are wrong we aren't going to stop the process.”
Theme 5: Depending on political environment, policy making can be complex

RQ.5: How does this all affect the decision making process for contested policy?

Looking at Figure 2, when staff were asked “who should get more of a say in determining the use of BLM lands,” many thought the general public should be first (very important), next the private interests as companies (important), then private interests as stake holders (a bit important), and lastly BLM managers (not important).

![Figure 2: Who should determine the use of BLM land](image)

Although BLM employees believed that the public should be the most involved in the decision-making process, their opinions are often overlooked, possibly because few members of the public participate, whereas private industry is highly involved in all of the processes:

- The public holds 50% of the responsibility to stay engaged; I think that it is up to them. The oil and gas companies are extremely engaged in the process, they know what is required of them, and follow the proper legal routes. Is it fair for 200 people to show up on the day of the sale and protest it, even though there was nearly a year to get their opinion in the process? Is it fair for these 200 people to stop these companies from bidding, some who have been waiting years, for this one sale? BLM’s decisions are dynamic and can vary depending on the atmosphere within the political arena. Table 4, shows that 71% of those surveyed believed that the BLM has a political motive to lease off land, though they were divided when asked if BLM had a financial incentive to off the lease land.

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Does the BLM have any political incentive to lease off land?</td>
<td>Yes 71% (10)</td>
<td>No 29% (4)</td>
</tr>
<tr>
<td>Does the BLM have any financial incentive to lease off land?</td>
<td>Yes 50% (7)</td>
<td>No 50% (7)</td>
</tr>
</tbody>
</table>

Findings and Conclusions

Since the number of cases in this study falls below a quantifiable threshold, determining the statistical significance of these findings was not possible. As a result, the generalizability of this research is limited. The value of this research on social media in BLM serves as a first step in analyzing the current mechanics of BLM in its journey towards transparency. In addition, the results provide clear evidence that the UTSO wants to move towards a digital reconfiguration and meet the demands of the digital native generation.

To illustrate these points, this study sought to identify the barriers that impeded social media from being fully implemented in BLM. I proposed two initial barriers: technological shortfalls and weak staff training and resources. Each of these hypotheses proved to have some validity. Furthermore, I found that there are preventative measures built into the agency limiting the use of social media.

Because of BLM’s top-down policy enforcement, the agency’s Washington office needs to consider a standardized policy that discusses how state offices can begin receiving protest, substantive comments, and peer reviews over social media platforms. In doing so, the agency will move towards a better regulated organization that incorporates the people's needs and ideas in land management. By introducing innovative measures in the public outreach process, it not only meets the mandate of the Open Government Initiative, but also introduces the potential for low-cost crowd sourced solutions to complex problems in managing land (Mergel, 2013).

In Table 5, I outline a Web 2.0 model of public outreach that could be implemented in BLM, which has been adapted from earlier work by Mergel (2013) and Nabatchi and Mergel (2010). Although the BLM “informs” the public in traditional formats (e.g., newspaper, television newscasts, and static web pages), it is not utilizing modern public consumer methods of accessing information. To enhance its projects, streamline its public outreach process, and bypass possible litigation, BLM needs to overhaul its websites and begin introducing compact, comprehensive information that details the processes that BLM takes.

Building the technological-green stewards of the future will require BLM to engage the digital native generation in their medium: the modern social networking site. BLM clings to traditional mediums of engaging the public, using open house-styled forums to inform the public and answering questions regarding various plans. Instead, it could use YouTube's broadcasting abilities to reach a large target audience and be able to answer questions in a live video stream. This video could then be used for promotional and informational purposes. To truly “engage” the public, BLM needs to really listen to the concerns of the people rather than industries’ litigation teams. Introducing two-directional conversations within the realm of government is essential to bridge the gap between the public and policy makers. Through real-time digital conversations, the Bureau can truly “consult” the public and thereby receive and respond to citizen’s comments and concerns.

Although BLM already has built in measures to receive public comment, these comment periods are often too short and the public is generally unaware of the timeframes and processes to get involved. To remedy this, after the open comment periods have lapsed, BLM should allow continued open commenting to help inform later stages of the process. At the end of projects or policy enactments, if there is a large public outcry, the public could be given a greater say in how to identify the best solution rather than ignoring the general consensus. Implementing this outreach process will empower the public and allow a new generation of stewards to take control of the people’s land. The technology for this is still yet to be determined, but will likely evolve out of the above-mentioned processes of public engagement in the government.

There are several caveats that need to be still be explored, like researching if the failed Automated Land and Mineral Record System project still affects management decisions toward creating and improving technology projects.
This study focused on BLM implementing social media, but did not look in depth at the true cost of social media in government or which of those costs should only be associated with oil and gas projects. Although cost was a targeted area to research, it did not come under as much scrutiny due to time constraints and massive amounts of data to go through. I suspect that the Bureau's budget influences its ability to use social media in addition to the legal frameworks that are in place.

In this exploratory case study I was able to collect data on how the publics' opinion, thoughts, and perceptions are weighed in the decision-making process by working directly with the public ensuring that their concerns and perceptions are understood by the staff and are considered.

Table 5: Public Outreach Process Using Web 2.0 Applications

<table>
<thead>
<tr>
<th>Goal of Involvement</th>
<th>Recommendations on Facilitating Sites in Web 2.0</th>
</tr>
</thead>
</table>
| Inform: Provide the public with fast, comprehensive, and objective information to help them understand the issue, suggested courses of actions, alternatives, opportunities, and solutions | - Enhanced interactive webpages  
- Social Media Sites: Facebook, Twitter, YouTube, and Vine  
- Wiki-sites  
- Collaborative discussion threads |
| Consult: Receive and respond to citizen's comments, concerns, requests, and complaints; reviewing feedback on analysis, revised proposals, and decisions | - Social Media Site: Facebook, Twitter, and YouTube |
| Engage: Help facilitate the outreach process by working directly with the public ensuring that their concerns and perceptions are understood by the staff and are considered | - Social Media Site: YouTube  
- Web-hosted meeting sites  
- Webinars |
| Collaborate: Partner with the public in every step of the decision making process, while incorporating concerns, and identifying the best case solution | - Virtual ward panels  
- Internet Relay Chat (IRC)  
- Wiki-sites  
- Collaborative discussion threads |
| Empower: Place final decision-making process, while incorporating concerns, and identifying the best case solution. | - To be determined |

References


**List of Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLM</td>
<td>Bureau of Land Management</td>
</tr>
<tr>
<td>BLM UTSO</td>
<td>Bureau of Land Management Utah State Office</td>
</tr>
<tr>
<td>CFR</td>
<td>Code of Federal Regulation</td>
</tr>
<tr>
<td>DNA</td>
<td>Determination of NEPA Adequacy</td>
</tr>
<tr>
<td>EA</td>
<td>Environmental Assessment</td>
</tr>
<tr>
<td>EIS</td>
<td>Environmental Impact Statement</td>
</tr>
<tr>
<td>EOI</td>
<td>Expression of Interest</td>
</tr>
<tr>
<td>FLPMA</td>
<td>Federal Land Policy and Management Act</td>
</tr>
<tr>
<td>GLO</td>
<td>General Land Office</td>
</tr>
<tr>
<td>IRC</td>
<td>Internet Relay Chat</td>
</tr>
<tr>
<td>MLP</td>
<td>Master Lease Plan</td>
</tr>
<tr>
<td>NCLS</td>
<td>National Competitive Lease Sale</td>
</tr>
<tr>
<td>NEPA</td>
<td>National Environmental Policy Act</td>
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</table>