



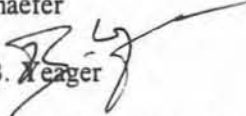
United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

NOV 7 1997

*copy to
Janie*
*Copy to DEC
AES*

TO: Mike Anderson
Sylvia Baca
Don Barry
Ed Cohen
Mark Schaefer

FROM: Brooks B. Yeager 

SUBJECT: Implementation of NRDA Program Management Decision

On May 20, 1997, the DAS Group completed its decision on a program management structure for the Department's Natural Resource Damage Assessment (NRDA) Program. Unfortunately, language in the House Interior appropriations bill would have, if adopted as final Congressional language, prevented the implementation of the May 20 decision. Pending resolution of this the House language, steps to implement the decision were put on hold.

While the Department's appropriation is not yet final, conference action on the NRDA issue clearly will allow implementation of the basic elements of our decision. (A copy of the language is attached to this memo.) Therefore, this memo describes the steps that are being taken to implement the NRDA program management decision and reiterates the core Program Management functions which are being funded. The primary components of our decision are 1) the establishment of a senior executive Program Manager position; 2) creation of an Executive Board with representation at the senior program level from bureaus and offices involved in NRDA; 3) creation of a work group with bureau and office representation; 4) increased support for key program management activities now funded by bureaus and offices, and 5) consolidation of Office of Environmental Policy and Compliance (OEPC) duties, with an agreed-upon complement of four full-time Regional Coordinators.

1. **Selection of Program Manager**

As you already know, I have selected Mat Millenbach as the NRDA Program Manager. Mat brings important strengths in the management of large and complex programs, and is capable of getting up to speed very quickly on new and challenging issues. Mat will officially begin his duties on November 10, and has already begun briefings and consultations. Please ensure that any requests for assistance receive high priority.

2. Formalization of the organizational changes.

A draft Departmental Manual chapter is being prepared that will formally establish the two new organizational entities (Executive Board and Work Group) called for by the May decision. The DM chapter will also define the scope and nature of their responsibilities.

The draft will be circulated for review on or about November 28, and I hope to adopt a consensus version of the chapter by the end of December. The Program Manager will be responsible for assuring this review, and for resolving concerns raised in the consultation process.

3. Decisionmaking and consultation pending creation of the Executive Board.

Until the Departmental Manual is finalized, members of the DAS Group and NRDA Fund Task Force will continue their current NRDA responsibilities. Mat Millenback will consult with Executive Board member-designates on all matters of substance, prior to requesting decisions or sign off by members of the DAS Group. In this fashion, we can begin to rely upon the judgment and capabilities of these senior executives absent formal delegation of authority to them as Executive Board members.

In particular, three near-term decisions will be handled by formal approval of the DAS Group, aided by informal consultation with the Executive Board designates. These include:

- o adoption of the Departmental Manual chapter,
- o approval of the allocation of funds for Program Management functions in FY 1998
- o the first FY 1998 NRDA Fund allocation.

The decision on whether and when the Executive Board will meet -- either as a formal body or informally for discussion of these or other items -- will be made by the Program Manager.

4. NRDA Work Group Membership

The FY 1998 program management budget was increased by less than one-half of the \$500,000 requested. The reduced level of funding is directed primarily at core program management elements such as finance/fund/investment management and database development, and support for the remaining OEPC positions. The primary areas in which reductions are proposed involves providing bureaus (and the Solicitor's office) with funding for approximately one-half FTE participation on the Work Group, instead of a full position.

The Work Group will function in two major capacities. They will be the primary working level contacts among bureaus, OEPC, the Solicitor's office, and the Program Manager. As such, they will be responsible for identification of issues, priorities, program needs and the like. In addition, these positions are not intended as full-time allocations of staff to the Program Manager, but rather as links to commit the resources and expertise of their bureaus

and offices. Once program management activities and products are assigned by the Executive Board, the Work Group will be responsible for providing appropriate resources within their bureau, consulting within the bureau on matters, etc.

5. Fiscal Year 2000 Planning

One of the key objectives of the coming months should be the completion of a timely review of funding needs for FY 2000 and beyond, in order to submit an appropriations increase request. The Program Manager will be responsible for this with assistance from the Department's Budget Office, and each bureau is prepared to participate actively.

cc: Pete Kulp (BLM)
Terry Virden (BIA)
Ralph Pisapia (FWS)
Mike Soukup (NPS)
Steve Richardson (BOR)
Willie Taylor (OEPC)
Shelley Hall (SOL)
Gordon Knight (BLM)
Dan Thayer (BIA)
Frank Deluise (FWS)
Rick Dawson (NPS)
Dave Morrow (BOR)
Dave Rsenberger (OEPC)
Steve Linscheid (SOL)
Bob Baldauf (POB)
Mat Millenbach (PM)

MAKING APPROPRIATIONS FOR THE DEPARTMENT OF THE INTERIOR AND
RELATED AGENCIES, FOR THE FISCAL YEAR ENDING SEPTEMBER 30,
1998, AND FOR OTHER PURPOSES

OCTOBER 22, 1997.—Ordered to be printed

Mr. REGULA, from the committee on conference,
submitted the following

CONFERENCE REPORT

[To accompany H.R. 2107]

The committee of conference on the disagreeing votes of the two Houses on the amendments of the Senate to the bill (H.R. 2107) "making appropriations for the Department of the Interior and Related Agencies, for the fiscal year ending September 30, 1998, and for other purposes," having met, after full and free conference, have agreed to recommend and do recommend to their respective Houses as follows:

That the Senate recede from its amendments numbered 4, 6, 7, 13, 28, 30, 35, 40, 54, 61, 91, 95, 106, 131.

That the House recede from its disagreement to the amendments of the Senate numbered 2, 5, 10, 16, 18, 20, 25, 31, 33, 38, 39, 41, 44, 45, 46, 47, 48, 49, 52, 53, 56, 58, 59, 60, 62, 63, 64, 66, 71, 72, 73, 75, 76, 79, 85, 86, 92, 94, 100, 107, 112, 113, 116, 117, 119, 120, 122, 123, 125, 126, 127, 133, 135, 139, 140, 141, 145, 147, 148, 149, 154, 155, 159, 160, and 161; and agree to the same.

Amendment numbered 1:

That the House recede from its disagreement to the amendment of the Senate numbered 1, and agree to the same with an amendment, as follows:

In lieu of the sum proposed by said amendment insert: **\$583,270,000**; and the Senate agree to the same.

Amendment numbered 3:

That the House recede from its disagreement to the amendment of the Senate numbered 3, and agree to the same with an amendment, as follows:

In lieu of the sum proposed by said amendment insert: **\$583,270,000**; and the Senate agree to the same.

Amendment numbered 8:

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<i>Amount</i>
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335,000
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1,659,000
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425,000
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1,000,000
150,000

<i>Project</i>	<i>Amount</i>
Merced NWR, CA (water distribution)	2,548,000
National Elk Refuge, WY (irrigation system)	400,000
Orangeburg NFH, SC (rehabilitate drainage canal)	833,000
Patuxent NWR, MD (Cash Lake Dam)	2,515,000
Region 2 (hazardous materials/solid waste cleanup)	445,000
Santa Ana NWR, TX (road rehabilitation)	1,208,000
Shiawassee NWR, MI (bridge rehabilitation)	520,000
Southeast LA refuges, LA (health & safety)	500,000
Southwest FTC, NM (Mora hatchery)	2,000,000
St. Marks NWR, FL (replace 6 bridges)	469,000
St. Vincent NWR, FL (Outlet Creek bridge)	186,000
Steigerwald NWR, WA (trail construction and access)	840,000
Tennessee NWR, TN (road)	2,500,000
Tennessee NWR, TN (2 bridges)	139,000
Togiak NWR, AK (residence)	335,000
Turnbull NWR, WA (building)	843,000
Upper Miss. NW&FR, IL (headquarters construction)	510,000
WB Jones Partnership, NC (headquarters design and construction)	1,900,000
Wichita Mountains WR, OK (road rehabilitation)	1,840,000
Wichita Mountains WR, OK (Grama Lake & Comanche Dams)	4,800,000
Woodbridge NWR, VA (rehabilitation)	100,000
Bridge safety inspection	495,000
Dam safety inspection	495,000
Construction management	5,910,000
Total	45,006,000

The managers agree to the following:

1. \$850,000 in unobligated balances from completed projects should be used for the design, manufacture and installation of educational displays and furnishings for the Environmental Education Center at the Silvio O. Conte NWR, MA. The Service should notify the Committees of the proposed offsets before proceeding with the reprogramming of funds.

2. Funding provided herein represents the completion of the Federal commitment for the Audubon Institute, LA and the Walter B. Jones Partnership for the Sounds, NC projects.

3. No funds are provided for Bear River NWR, UT with the understanding that there is currently a large unobligated balance of funds provided in previous fiscal years that will enable dike work to continue in fiscal year 1998.

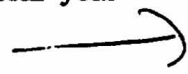
4. The Committees will consider a reprogramming of funds for planning and design of the National Black Footed Ferret Conservation Center once the Service has determined a site for the Center.

5. Prior to proceeding with the Togiak NWR, AK housing project, the Service should certify that there is insufficient rental housing in the Dillingham area that meets Service requirements and is suitable for refuge personnel.

NATURAL RESOURCE DAMAGE ASSESSMENT FUND

Amendment No. 15: Appropriates \$4,228,000 for the natural resource damage assessment fund instead of \$4,128,000 as proposed by the House and \$4,328,000 as proposed by the Senate.

The managers agree that changes to the management structure for the natural resource damage assessment program in fiscal year 1998 should be made consistent with the level of funding provided. The Committees will consider any more ambitious restructuring in the context of Service-wide priorities in the fiscal year 1999 budget.



Amendment No. 16: Amends fiscal year 1994 appropriations language to permit transfers of funds to Federal trustees and payments to non-Federal trustees to carry out the provisions of negotiated legal settlements or other legal actions for restoration activities, and to carry out the provisions of the Comprehensive Environmental Response, Compensation, and Liability Act, as amended, as proposed by the Senate. The House had no similar provision.

LAND ACQUISITION

Amendment No. 17: Appropriates \$62,632,000 for land acquisition instead of \$53,000,000 as proposed by the House and \$57,292,000 as proposed by the Senate. The managers agree to the following distribution of funds:

Project	Amount
Archie Carr NWR, FL	\$2,000,000
Attwater Prairie Chicken NWR, TX	1,000,000
Back Bay NWR, VA	2,000,000
Balcones Canyonlands NWR, TX	700,000
Big Muddy NFWR, MO	1,000,000
Bon Secour NWR (Izard tract), AL	3,000,000
Canaan Valley NWR, WV	3,000,000
Cape May NWR, NJ	3,000,000
Clarks River NWR, KY	2,000,000
Crocodile Lake NWR, FL	400,000
Cypress Creek NWR, IL	750,000
Don Edwards NWR (Bair Island), CA	2,000,000
Edwin B. Forsythe NWR (including the Zell tract), NJ	2,000,000
Great Swamp NWR, NJ	750,000
Julia B. Hansen NWR, WA	300,000
Kodiak NWR, AK	600,000
Lower Rio Grande Valley NWR, TX	900,000
Mashpee NWR (including the Bufflehead Bay tract), MA	332,000
Minnesota Valley NWR (Kelly tract), MN	2,300,000
Nisqually NWR (Black River unit), WA	1,500,000
Ohio River Islands NWR, PA-WV-OH-KY	500,000
Ottawa NWR, OH	1,000,000
Patoka River NWR, IN	500,000
Petit Manan NWR, ME	1,000,000
Rachel Carson NWR, ME	1,100,000
Rappahannock River Valley NWR, VA	2,000,000
Rhode Island complex, RI	500,000
San Diego NWR, CA	3,000,000
Silvio O. Conte NWR (including Pondicherry), CT-MA-NH-VT	1,000,000
Southeast Louisiana refuges, LA	2,500,000
Stewart B. McKinney NWR, (Great Meadows Salt Marsh), CT	1,100,000
Stillwater NWR, NV	1,000,000
Waccamaw NWR, SC	2,000,000
Wallkill River NWR (including Papakeeting Creek), NJ	1,000,000
Wertheim NWR (including Southaven), NY	2,290,000
Western Montana project, MT	1,000,000
Acquisition management	8,860,000
Emergency/hardships	1,000,000
Exchanges	1,000,000
Inholdings	750,000
Total	62,632,000

The managers note that the Service is preparing a draft environmental assessment on the feasibility of establishing a National wildlife refuge in the Kankakee area of Indiana and Illinois. That draft should be completed and distributed for comment later this fall and final NEPA documentation will not be completed until next year. The managers understand that any land acquisition for such

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