



# United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, D.C. 20240

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## MEMORANDUM

**To:** Chief of Staff  
Deputy Chief of Staff  
Assistant Secretaries  
Solicitor

**From:** Brooks Yeager, DAS - Policy & International Affairs  
Don Barry, DAS - Fish, Wildlife & Parks

**For** Sylvia Baca, DAS - Land & Minerals Management  
Mark Schaefer, DAS - Water & Science

Mike Anderson, DAS - Indian Affairs

Ed Cohen, Deputy Solicitor

**Subject:** Consensus Option for a Policy Management Structure for the Departmental Natural Resource Damage Assessment Program

This document reflects the consensus decision of the DAS group on a new structure for management of the NRDA program. The intent of this decision is to establish an efficient structure for the departmental management of the NRDA program, recognizing that the management of individual NRDA cases and sites will remain with the bureaus. This memo provides a framework, within which many details must still be worked out. Thus, while this memo is in one sense an end product, it also initiates an important period in which the collaborative efforts of many dedicated individuals will be required for success.

### I. Mission Statement

The mission of the Departmental NRDA program is to manage Departmental resources so as to optimize damage recoveries for natural resource restoration. To accomplish this mission, a management structure is needed to:

- \* Allocate NRDA funds and promote a process by which bureaus allocate scarce Departmental resources efficiently,
- \* Ensure accountability;
- \* Develop a framework for identifying NRDA problems that raise significant management or policy issues for the Department;
- \* Develop the Department's corporate philosophy including general policies and guidance

program management funds. (Note that other units and offices not described here also support NRDA activities.)

Legal Support: One full-time solicitor working with existing field and HQ staff to ensure legal consistency of the program. Rather than work on specific cases, the NRDA legal policy position will be focused on cross-cutting issues. The NRDA legal coordinator will ensure that the interests of all bureaus are represented in the legal approaches taken by the Department and will provide legal support for the bi-annual review of the NRDA regulations.

Regional Coordination: Existing OEPC NRDA Field Coordination will be consolidated into four FTE allocated to NRDA field coordination. They will work with their counterparts within OEPC to provide appropriate linkages to emergency response and other related non-NRDA activities. The Field Coordinators will focus on improving the overall efficiency of the program, linkages with HQ, among bureaus and other agencies rather than on routine case management tasks.

Fund Manager: To be housed in FWS, the fund manager shall manage NRDAR Fund budget and financial operations efficiently and ensure accountability. The Fund manager will maintain current status reports on NRDAR Fund appropriations and allocations, and on recoveries from settlements and litigation.

Economic Assessment: To be housed in PPA, the economist will provide overall policy guidance on economic approaches to NRDA cases. Work with specific bureaus if requested on case by case basis to provide economic analysis and support. Additionally, PPA will maintain professional contacts with other agencies and economic associations to ensure consistency of Departmental NRDA policies.

#### **IV. Budget**

See attached description of the allocation of program management funds.

#### **V. Dispute Resolution**

In most cases disputes will be resolved at the NRDA workgroup with the Program manager working as a mediator and facilitator to resolve disputes. This mediation will take place during the normal course of preparing recommendations for approval by the executive board.

If consensus cannot be reached, well articulated options can be forwarded to the Executive Board for mediation and resolution. If there is not a consensus at that level, disputes will go through the normal chain of command within and between bureaus with final elevation to the DAS Group.

**Departmental NRDA Program - Budget Comparisons**  
05/15/97

	CORPORATE			CURRENT - FY 1997		
	FTEs	Total Cost	Housed	FTEs	Total Cost	Housed
<b>MANAGEMENT</b>						
Program Manager (new)	1	130,000	PMB/HQ			
<b>LEGAL &amp; ECONOMIC</b>						
Legal (new)	1	81,000	SOL/HQ			
Economic	0.5	41,000	PPA/HQ			
<b>DATA BASE</b>						
Data Base Specialist (new)	0.5	35,000	OEPC/HQ			
<b>FWS SPECIALISTS</b>						
NRDAR Coordinator - HQ (new)	1	76,000	FWS/HQ	0.5	44,000	FWS/HQ
NRDAR Coordinator - HQ Program Specialists				2.7	203,000	FWS/FLD
<b>OEPC SPECIALISTS</b>						
Regional NRDAR Coordinators	4	308,000	OEPC/FLD	5.1	355,000	OEPC/FLD
NRDAR Coordination				1.5	76,000	OEPC/HQ
Regulation Writing	1	86,000	OEPC/HQ	1	76,000	OEPC/HQ
<b>OTHER BUREAU SPECIALISTS</b>						
BIA, BLM, BOR, NPS	3.5	266,000	Bureaus	0.9	80,000	Bureaus
<b>BUDGET &amp; FINANCE</b>						
Fund Manager	1	76,000	FWS/HQ			
Finance & Investment	1	76,000	FWS/HQ			
<b>SUPPORT</b>						
Secretarial (new)	1	50,000	PMB/HQ			
Travel, contracts, reserve, etc.		39,875	PMB/HQ			
Mgt OH (10 - 15% of salaries)		153,125				
<b>TOTAL NRDAR Appropriations for program management:</b>	<b>15.5</b>	<b>1,418,000</b>		<b>11.7</b>	<b>834,000</b>	

*6,018,000 actual*

**Explanatory Notes**

1. Current budget figures do not include carry-over funds.
2. Corporate budget assumes the \$500,000 increase requested in the FY 1998 President's Budget is approved, and includes \$84,000 in uncontrollables. The total request is \$1,418,000.
3. Funding for other bureau specialists under the corporate budget is for 1 FTE each in BIA, BLM, and NPS, and 1/2 FTE in BOR.
4. HQ = Headquarters, FLD = Field