

# FISCAL YEAR 1998 ANNUAL REPORT

---

## NATIONAL APPLIED RESOURCE SCIENCES CENTER

---



*Helping those who manage the land*

U.S. Department of the Interior • Bureau of Land Management

# FISCAL YEAR 1998 ANNUAL REPORT

---

## NATIONAL APPLIED RESOURCE SCIENCES CENTER

---

### Table of Contents

From the NARSC Director . . . . .	1
Chapter 1 - FY 98 Support . . . . .	3
Chapter 2 - Customer Satisfaction . . . . .	7
Chapter 3 - Work Accomplishments . . . . .	9
Chapter 4 - Future Initiatives . . . . .	13
Appendix 1 - NARSC FY 98 Client List . . . . .	15
Appendix 2 - External Support . . . . .	19
Appendix 3 - Projects Completed in FY 98. . . . .	21
Appendix 4 - Examples of Unsolicited Customer Comments . .	33

## *From the NARSC Director*

---

The annual report for the National Applied Resource Sciences Center (NARSC) is a report to our shareholders and partners within the Bureau of Land Management. It represents our commitment to share our accomplishments during the past year and report how well our customers' expectations and needs were met. In addition, it allows us an opportunity to review the commitments to new initiatives that we made in our last annual report and establish goals for the upcoming year.

NARSC began operations on October 1, 1995, and has completed its third year. We are pleased to announce that NARSC has now completed over 1,000 projects since operations began. We are beginning to accumulate sufficient information to establish some trends, although 3 years is still insufficient time to have statistically reliable data.

This report displays our performance for FY 98 in comparison to the 2 previous years. The type of work we are being requested to do appears to be changing. As you will see, the total number of projects completed in FY 98 is somewhat less than in previous years. This corresponds with an increase in the number of hours expended on larger projects, as well as an increase in the number of requests for short-term and consultation-type services that fall below our tracking threshold of 40 total hours. We also experienced an increase in the number of higher priority projects, such as the Maintenance Backlog and Utah Wilderness projects, that required NARSC to react quickly, resulting in the temporary delay of other work.

The satisfaction rate, as determined by our customer feedback, remains at a very high level—99 percent of our customers who returned survey forms for FY 98 work indicated that they were

satisfied with our overall performance. This compares with a 98 percent customer satisfaction rate for FY 97 work. The surveys also indicated areas where NARSC needs improvement, such as getting work completed within agreed-upon time frames.

NARSC established several initiative goals for FY 98. Each initiative has been addressed during the year. Several of these goals were not completely achieved during the year and will be addressed again during FY 99, such as our need to continue to focus on project scoping and management, and on the full integration of science into resource management decisionmaking. We were partially successful in the above-mentioned initiatives, but found that making the necessary changes to procedures and processes will take more than just a year. We were more successful in some of our other initiatives, such as implementing our staffing strategy, utilizing National Technical Means imagery data, and continuing to develop partnerships.

A significant commitment has been made by NARSC to support the Bureau's various diversity initiatives. During the past fiscal year, NARSC has been very involved in supporting the Historic Black Colleges and Universities (HBCU) initiatives. We have been involved with the formation of the Grasslands Center of Excellence at Langston University and are partnering with the school to develop a recruitment video which will introduce BLM to prospective students. We have worked with Alabama A&M University to provide GIS and remote sensing training on campus. In addition, we have worked on various Native American initiatives and have been actively involved in several of the Hispanic Association of Colleges and Universities (HACU) and other national Hispanic initiatives. NARSC is also committed to helping the Bureau meet its

diversity objectives by providing technical assistance to, and becoming a host facility for, visiting professors and interns.

Finally, NARSC will continue to seek opportunities to improve its business practices and to provide exceptional products and services to its customers. In FY 99, NARSC will again focus on specific, new initiatives. The leadership and staff of NARSC are committed to continually improving delivery of products

and services, both in terms of quality and cost effectiveness. Our focus and emphasis will change as our customers identify new or emerging requirements. With this in mind, we invite the reader to study this annual report. We also encourage feedback, not only about this report, but throughout the year. As partners with our customers, we stand by our motto, "helping those who manage the land."

*Lee Barkow*

## Chapter 1—FY 98 Support

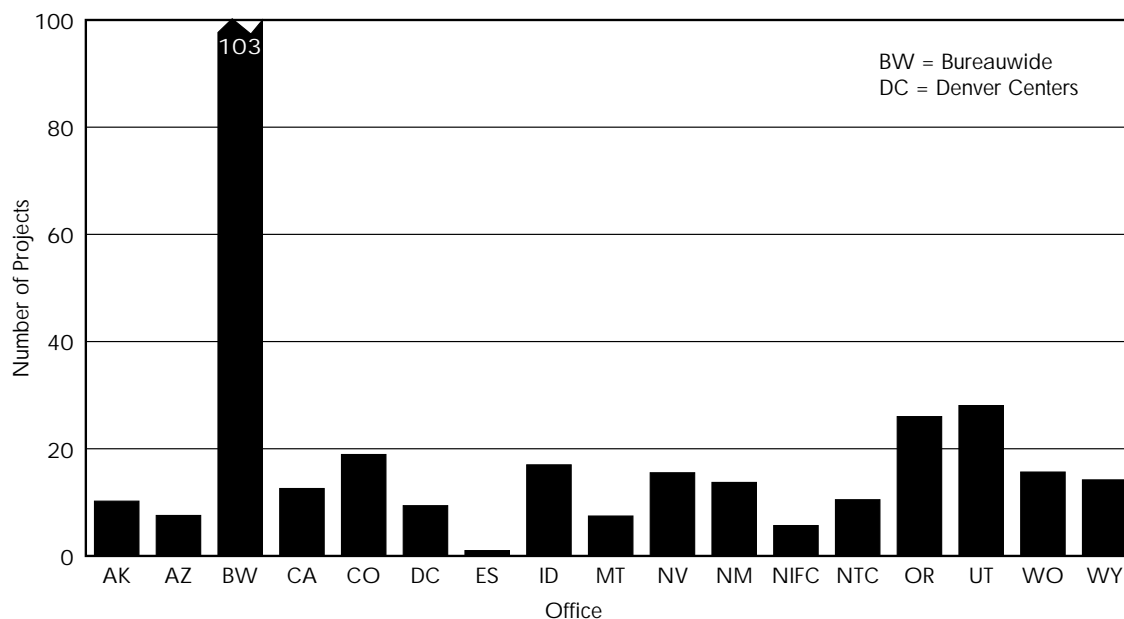
The focus of NARSC is to assist BLM offices in achieving the strategic goals of the Bureau. This is primarily accomplished through the delivery of products and services requested by BLM offices or through the transfer of technology to BLM customers. During FY 98, 141 BLM offices/organizations requested assistance from NARSC. These customers ranged from employees stationed in field offices to the BLM Deputy Directors. Appendix 1 lists the BLM offices/organizations that requested and received assistance in FY 98.

NARSC completed 317 projects for BLM customers in FY 98. This number includes all assistance provided to customers that required more than 40 hours of labor. This represents a 13 percent decrease in the number of projects completed from FY 97.

An evaluation of project size was conducted for all projects completed in FY 98 based on the estimated labor hours needed to complete the projects. The results of the evaluation indicated that 32 percent were small projects (requiring 40 to 100 hours), 51 percent were

medium projects (requiring 101 to 500 hours), and 17 percent were large projects (requiring more than 500 hours). Evaluating the total number of estimated hours to complete all projects indicated that 6 percent of the total project hours were spent on small projects, 29 percent on medium projects, and 65 percent on large projects. Thus, the largest number of projects completed by NARSC in FY 98 were in the small and medium categories, but the majority of labor was expended on the large projects.

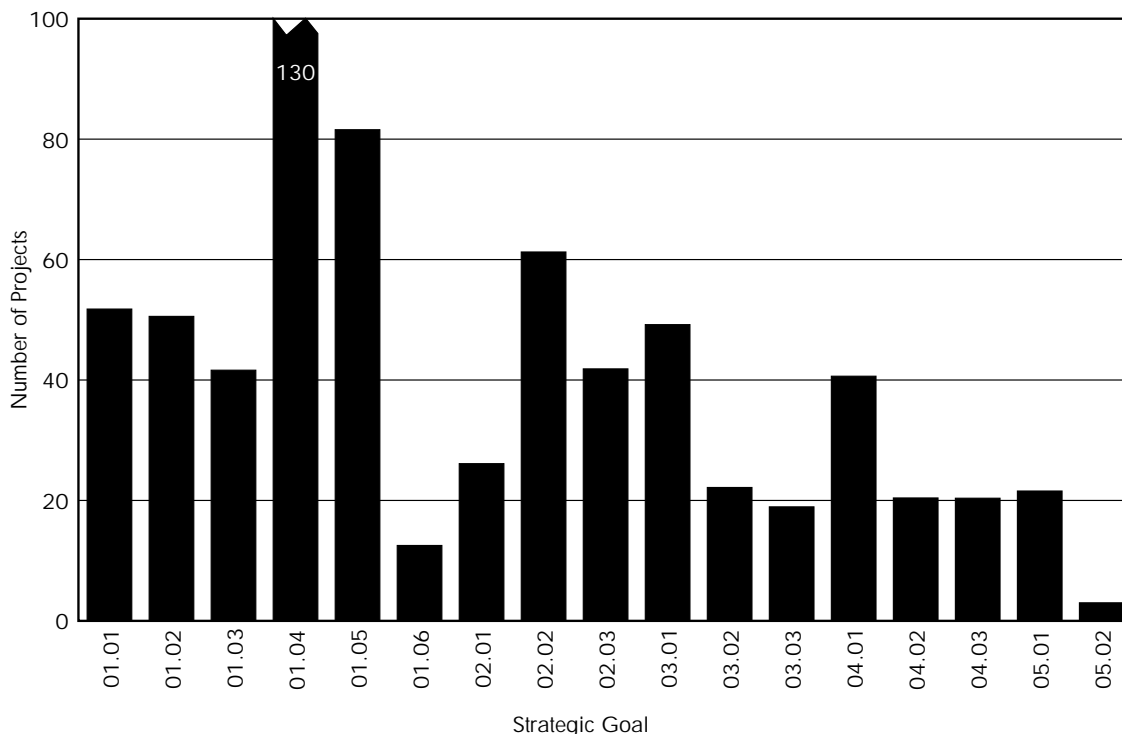
The distribution of customers for FY 98 projects was 5 percent Washington Office, 62 percent field offices, and 33 percent Bureauwide. Projects designated as providing Bureauwide support are requested by the Washington Office on behalf of the field offices. Some examples of projects that provided Bureauwide support are user representation for the Grazing Authorization Billing System (GABS); BLM dam safety; 100K map specifications and standards; and audits of treatment, storage, and disposal facilities. The distribution of projects by office is depicted in Figure 1.



**Figure 1.** Number of projects completed in FY 98 by office.

To ensure the relevance of these projects to the BLM strategic goals, each State Director, Associate State Director, Assistant Director, and National Center Director is provided a list of all projects for review on a semiannual basis. A vast majority of the projects completed in FY 98 were in support of the strategic goals identified in the BLM Multi-Year Performance Plan for FY 1998-2002. Many

projects supported more than one strategic goal. The most support provided by NARSC was associated with strategic goal 01.04, reduce threats to public health, safety, and property; followed by 01.05, improve land, resource, and title information; then 02.02, identify resources at risk. The number of projects supporting each strategic goal is depicted in Figure 2.



### Strategic Goals

- 01.01 = Provide opportunities for environmentally responsible recreation
- 01.02 = Provide opportunities for environmentally responsible commercial activities
- 01.03 = Preserve natural and cultural heritage
- 01.04 = Reduce threats to public health, safety, and property
- 01.05 = Improve land, resource, and title information
- 01.06 = Provide economic and other assistance
- 02.01 = Establish and implement management standards and guidelines
- 02.02 = Identify resources at risk

- 02.03 = Restore public lands to healthy condition
- 03.01 = Improve understanding of environmental, social, and economic conditions and trends
- 03.02 = Promote community-based planning
- 03.03 = Expand partnerships to implement on-the-ground activities
- 04.01 = Improve business systems
- 04.02 = Improve program accountability and performance
- 04.03 = Deliver quality services to customers
- 05.01 = Maintain a trained and motivated workforce
- 05.02 = Institutionalize diversity and improve workforce composition

**Figure 2.** Number of FY 98 projects supporting each strategic goal.

NARSC played a major role in many significant BLM projects in FY 98. Examples of some of these projects include:

- FIMMs/Maintenance Backlog
- Utah Wilderness Report
- Molycorp Site Evaluation and Clean-Up
- Pelican Lake Recreation Site Study Plan
- Standard Design of Fire Facilities
- Beyond the National Parks Publication
- Federal Interagency Sedimentation Project
- Beaver Dam Wash Instream Flow Assessment
- Wild Horse and Burro Untitled Animal Follow-Up
- Pine Creek Clean-Up
- Sunrise Landfill Evaluation
- Dixie Resource Area Proposed RMP/Final EIS

In addition, NARSC produced, in cooperation with other BLM offices, seven technical/scientific publications that have agencywide application. A list of these publications is provided in Chapter 3 of this report. A list of all projects completed by NARSC in FY 98 is provided in Appendix 3.

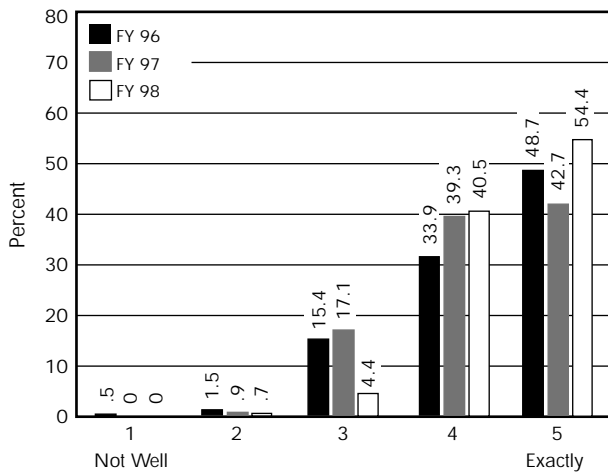
NARSC also provides a substantial amount of assistance through short-term (less than 40 hours per request) services. This assistance is provided in the form of technical and scientific consultation, reviews, tasks, and other work. Some examples of short-duration assistance provided by NARSC in FY 98 are:

Editorial Tasks	51
Graphics Tasks	123
Microfiche Orders Filled	185
Library Research Tasks	23,872
Historical Research Tasks	264
Aerial Photo Reproductions	45,000

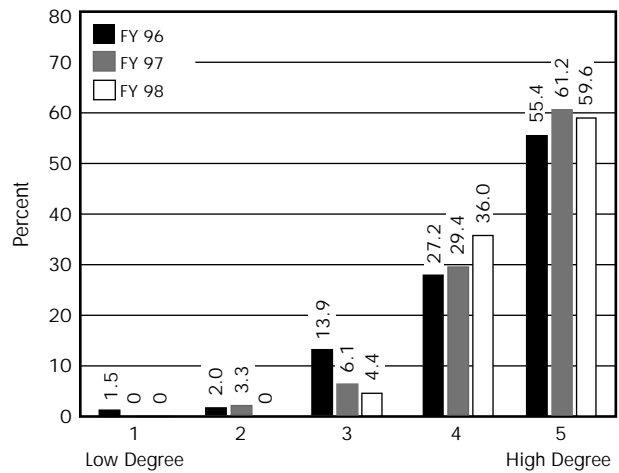
## Chapter 2—Customer Satisfaction

Customer feedback is the best indicator of how well NARSC is meeting its business goal of providing quality products and services on time and within budgets. Customer feedback forms are sent to all customers at the completion of a project or delivery of a service. In FY 96, we received 202 customer responses from 319 completed projects (a 63 percent response rate); in FY 97, we received 186 customer responses from 366 completed projects (a 51 percent response rate). The total number of customer

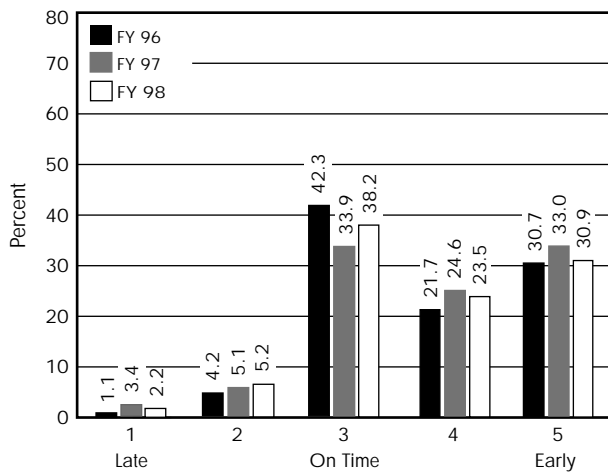
responses for FY 98 projects cannot yet be determined because responses from customers will continue to be submitted through the first quarter of FY 99. To date, NARSC has received 136 customer responses for 317 projects completed in FY 98. This represents a 43 percent response rate compared to a 33 percent response rate at this date last fiscal year. The customer satisfaction statistics for FY 96, FY 97, and FY 98 are displayed in Figures 3-8.



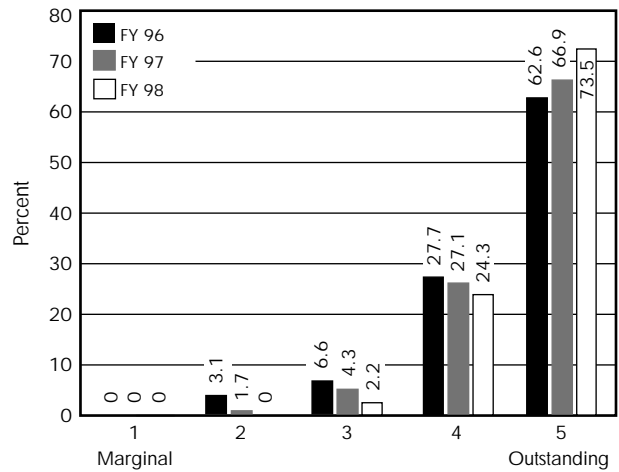
**Figure 3.** How well was the project/service defined?



**Figure 4.** To what degree were you kept informed on the status of your project?

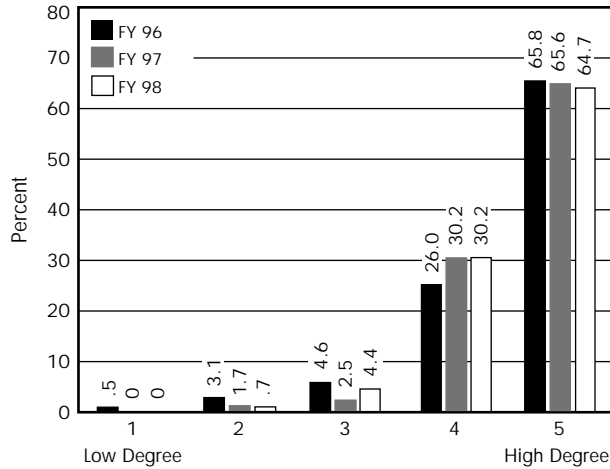


**Figure 5.** Was the work completed within agreed-to time frames?



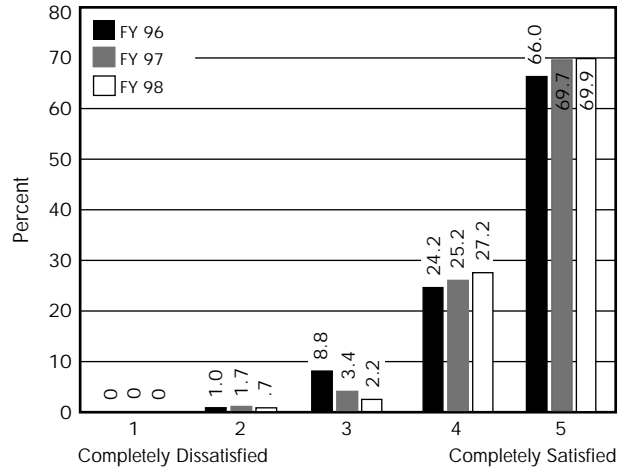
**Figure 6.** How would you rate the overall quality of the assistance or product you received?





**Figure 7.** To what degree did our product or service meet your needs?

Customers were encouraged to provide additional comments. All but 25 response forms had written comments. The written comments were analyzed for each response form, based on a qualitative rating system of positive, neutral, or negative. The results of this analysis were 81 positive, 27 neutral, and 3 negative. When negative feedback is received, NARSC works with the customer to identify the problem and investigate ways of improving our services.



**Figure 8.** Overall, how satisfied are you with your experience with NARSC?

In addition to the comments received on the feedback forms, NARSC has received numerous unsolicited comments from customers pertaining to services provided in FY 98. Appendix 4 provides copies of some of these unsolicited comments.

## Chapter 3—Work Accomplishments

In FY 98, NARSC provided assistance on many significant projects in support of the BLM Director's priorities and other national initiatives. A brief description of some of these projects follows.

### Use of Best Science and Current Technologies

Application of science and current technologies into the production of products and delivery of services was a major focus for NARSC in FY 98. Several examples of projects completed by NARSC during FY 98 that demonstrated the application of science and technology are briefly described below.

- A geophysical survey was conducted at the Sunrise landfill in Las Vegas, Nevada. The information generated from this survey was used to determine the overall geologic complexity of the area associated with the landfill and the probable migration pathways of contaminants associated with this site. This information was essential for the effective and cost efficient design of a ground water monitoring system for the landfill. In addition, a soil gas study was conducted on the landfill to define and quantify the release of gas from the landfill. The findings from this study indicated improper disposal activities at the landfill and the location of probable sources of ground water contamination.
- An isotope study was completed at the Needles landfill in southern California. The study was used to determine the relationship between a shallow and deep aquifer located beneath the landfill by comparing the signatures of various stable isotopes associated with each aquifer. The study indicated that there was interaction between the two aquifers and the potential for contaminants to migrate from the shallow to the deeper aquifer.
- NARSC participated in an assessment to compare detailed landsat thematic mapper vegetation classification with image processing techniques to determine suitable approaches that would identify areas with high components of bare ground. The conclusion of the assessment was that comparing the bare ground component of the landsat thematic mapper vegetation classifications with band combinations and the band ratio techniques is a very promising tool for conducting preliminary assessments of rangeland health in arid environments.
- NARSC specialists, in completing the Beaver Dam Wash instream flow assessment, used aerial photography and enhanced graphics to examine changes in the channel over the last 30 years. This technique proved to be very effective in evaluating dynamic channels with extreme changes in channel dimensions and riparian vegetation.
- Lead isotope and electron microprobe studies were completed on residential soils from the Tar Creek superfund site in northeastern Oklahoma. The study was used to ascertain whether the lead in the soil originated from mining waste, peeling lead paint from houses, smelter emissions, or a combination of sources. The study concluded that mining waste contributed only a portion of the lead in the soil.
- Close-range photogrammetry was used to evaluate dinosaur tracks in Wyoming. In one of many possible applications of this technology, photogrammetry facilitated precise measurement of dinosaur trackways without degrading or disturbing the resource. Topographic contour maps and controlled stereographic images of the tracks provided details that allowed BLM and university paleontologists to determine the dinosaur's species, height, weight, and stride.

- NARSC completed a statistical analysis to determine the sampling procedures for the wild horse and burro inventory review. NARSC produced files of adopted animals for each administrative state, determined the sample size needed for statistically valid reliability, and ran the files against a random-number generator to ensure random selection of animals to be inspected. The final products were made available to the States in electronic format for their use in planning compliance activities.

In addition to the above examples, NARSC participated in the development of several publications focused on the integration of science and technology into resource management. A list of these documents is provided below:

- *A User Guide to Assessing Proper Functioning Condition and the Supporting Science for Lotic Areas*
- *A Framework for Analyzing the Hydrologic Condition of Watersheds*
- *Riparian - Wetland Initiative for the 1990s: Report of Accomplishments for Fiscal Year 1997*
- *Basic GIS Terrain Analysis Methods for Biophysical Surveying of Landscapes*
- *Monite Explosives Factory: Interim Remedial Action Project Summary*
- *Helium Resources of the United States - 1997*
- *On-Site Mitigation of a High-Chromium Waste at the Exell Helium Plant*

### Partnerships

Partnerships are an efficient and effective means of expanding the resources available to accomplish the work of the Bureau. NARSC continues to pursue partnerships via agreements and contracts with companies, universities, and other government agencies to expand the availability of resources to BLM offices. The goal of establishing partnerships is to increase NARSC's ability to quickly mobilize resources to meet BLM

requirements. Appendix 2 provides a list of contracts and agreements that are used by NARSC to meet BLM resource needs. In addition to these partnerships, NARSC established other partnerships that will be of benefit in assisting BLM offices. A brief description of some of these partnerships follows.

- In FY 98, NARSC became a member of the Aurora Partnership. The Partnership is a consortium of federal, state, and local agencies, universities and private entities with the purpose of advancing the development and application of decision support systems for natural resources and the environment. The Aurora Partnership is currently working on initial strategies to accomplish this goal.
- The BLM Library's Interagency Agreement with the Army Environmental Center has generated an increasing number of requests for literature searches and document delivery, and has produced an expanding network of natural resource specialists and information beneficial to both agencies.
- The multi-year workshare with USGS, which was begun in FY 97, was completed during FY 98. Approximately 1,500 elevation models, meeting national standards, were produced over BLM-managed lands via this cooperative effort. With supplementary FY 98 midyear funding, NARSC entered into a cost-share arrangement with USGS for the last remaining high priority elevation models requested by BLM in New Mexico. Future work will be targeted at higher resolution requirements or updating older models that require recompilation using the new procedures.
- NARSC and Forest Service (R-2) cartographic photo lab capabilities, collocated in Building 46 on the Denver Federal Center, continue to be mutually cost effective and successful. The Forest Service contributes funding toward the space lease costs and also fully reimburses BLM for work done by NARSC employees in support of Forest Service requirements.

### **National Technical Systems**

The use of imagery and other remotely sensed information that is of a classified nature is available to qualified members of the NARSC staff through USGS's National Technical Systems. This data was used on several projects this year including the West Mojave Road Inventory and support of the Grand Staircase-Escalante management planning effort. As the data and analytical processes become more institutionalized, NARSC specialists, in cooperation with their counterparts in the field, will significantly expand the current range of applications.

### **Automation of the BLM 1:100,000-Scale Administrative Map Series**

Developmental work begun during FY 98 will continue using ArcInfo GIS software and data derived primarily from the BLM GCDB database and selected USGS spatial databases. The first automated 100k map (Red Desert Basin, WY) was printed in November 1998. Further refinement of the automated processes will continue during early FY 99. NARSC is implementing these new procedures by scheduling limited production of automated maps during this fiscal year. The process is dependent upon GCDB data loading into ArcInfo and has been designed to accept input from the ALMRS database when this data is available. When fully implemented, these automated procedures will allow BLM to provide revised map data to all customers in a more timely fashion. Revenues from increased sales of this product can be expected to rise.

### **Diversity Initiatives**

NARSC has been aggressive in helping the Bureau meet its diversity initiative during FY 98 in several different areas. In terms of recruitment, each vacancy has been analyzed

and a recruitment strategy developed to attract a diverse applicant pool. This resulted in the hiring of six individuals (out of 11 recruitment actions) that represent various diversity categories.

NARSC has supported the various diversity initiatives in several different ways. The Native American initiative has been supported by committing one position full time as a national program manager. This position works with the national office in developing various Native American initiatives. NARSC staff also provided technical assistance to Haskell Indian Nations University (KS), Salish Kootenai College (MT), and Sisseton College (SD).

The Hispanic initiative has been supported by contributing staff time and assistance for various national initiatives such as those associated with the National Hispanic Coalition, IMAGE, and the National Association of Hispanic Firefighters. NARSC also assisted the Arizona State Director in setting up a local Hispanic coalition. NARSC was a cosponsor of the MESA student award in engineering and science and the NARSC Director sits on the MESA Industrial Advisory Board.

NARSC has actively supported the Historically Black College and Universities initiative. NARSC staff have worked with Langston University, located in Oklahoma, on several activities including the production of a recruitment/outreach video for Langston University, several technical assistance visits to the campus in support of the Grasslands Center for Excellence, and the development of long-term strategies that will be implemented over the next several years. The NARSC Director is currently representing the Bureau on the Langston University Grassland Center of Excellence Advisory Board. NARSC staff also participated in and provided instruction for a GIS/remote sensing seminar at Alabama A&M.

## Chapter 4—Future Initiatives

A progressive business or organization continues to identify 1) new initiatives that will improve the way products and services are delivered, and 2) new products and services that are in demand by its customers. Each fiscal year, NARSC identifies several new initiatives to strengthen the organization and keep its product line current. The following are initiatives on which NARSC will focus in FY 99.

### Support for the Director's Priorities

The FY 99 Preliminary Annual Work Plan identifies the Director's priorities for the year. NARSC is committed to supporting these priorities by providing technical assistance to the field offices in the various disciplines represented on staff. Cross-cutting assistance can be offered, for example, in areas of GIS applications, remotely-sensed data analysis, graphics, document editing, literature searches, and special map production. How these and other skills are applied to meeting the Director's priorities will depend to a large extent on the needs and requests of the various field offices.

Some of the Director's priorities will require immediate and significant involvement by the staff of NARSC as described below.

- **Year 2000 Compliance:** NARSC will work with Headquarters and the staff of NIRMC to evaluate and document compliance with the national resource-related automated systems. The systems included in this evaluation will be those where the user representative is located at NARSC.
- **ALMRS:** The NARSC staff continues to work with the NIRMC staff to build a spatial component for ALMRS Release 2 to provide technical review of various components of ALMRS through the various phases of testing, and to develop companion applications that will augment ALMRS as it is deployed. NARSC will work with the USGS to acquire orthophoto quad coverage for BLM-administered lands, which will be a valuable tool for making ALMRS "user friendly."
- **Environmental Compliance/Livestock Permit Renewals:** NARSC has issued an Information Bulletin highlighting the type of support that is available for this particular priority. The NARSC Director has made this initiative the top priority for technical support to the field during the coming year. It is anticipated that numerous field offices will draw on a wide variety of technical disciplines as they complete their capability assessments during the first quarter of the fiscal year.
- **Wild Horse and Burro (WH&B):** The user representative for the WH&B automated system is located at NARSC and will work to enhance the system to include the functionality that is necessary to manage this program.
- **Facilities Maintenance:** The deferred maintenance initiative will be the top priority for NARSC's Architecture and Engineering (A&E) staff and for others who have the skills necessary to meet the requirements of this program. NARSC will assist the field by doing design work, administering a national unlimited quantities task order contract for A&E assistance, and performing the user representative task for FIMMS. Additional assistance will be provided to the various field offices as requested.

### Architecture and Engineering Efficiencies

Projects specifically identified by Congress and the Administration as high priorities—critical health and safety and critical environmental protection deferred maintenance needs related to existing BLM facilities—could be a major

workload for NARSC in FY 99. To enable the Bureau to meet these needs, an A&E contract, administered by NARSC, may be required. This contract would aid in providing additional assistance to field offices to meet deferred maintenance reduction goals. NARSC personnel would continue to partner with other federal agencies in the Denver area to provide scarce-skill support to the Bureau.

### **Video Conferencing**

During FY 98, video-teleconferencing capability and equipment were installed in Building 50 at the Denver Federal Center for use by all the BLM National Centers in Denver. Use of this technology is planned for FY 99 to increase coordination of project management and day-to-day operations, while saving time and travel dollars.

### **Cost-Saving Measures**

As a National Performance Reinvention Lab, NARSC will continue to study ways to increase efficiencies of operation and cost-saving methods during FY 99. Two areas that are planned for investigation are gainsharing and telecommuting. Gainsharing involves employees receiving cash awards for saving NARSC money associated with temporary duty travel. An example of gainsharing would be the use of frequent flier benefits by a NARSC employee to obtain coach-class airline tickets; the employee would then be eligible to receive awards for half of the savings realized by the agency. Telecommuting involves establishing alternative worksite locations that will increase productivity and efficiencies regarding the delivery of products and services. NARSC will participate in a pilot program in FY 99, along with three other National Centers, to test telecommuting options.

## Appendix 1—NARSC FY 98 Client List

The following is a list of offices for which NARSC completed projects in FY 98. Projects are defined as work that required more than 40 hours of labor or operational funds.

### Alaska

- Alaska State Office
  - State Director's Office
  - Lands, Minerals, and Resources
  - Engineering Services
  - Support Services
- Field Offices
  - Northern District

### Arizona

- Arizona State Office
  - Resources Planning and Protection
  - Engineering and Mapping Sciences
- Field Offices
  - Arizona Strip
  - Kingman
  - Phoenix
  - Safford
  - Tucson

### California

- California State Office
  - State Director's Office
  - Ecosystem Sciences and Lands
  - Lands
  - Cadastral Survey
  - Operations
- Field Offices
  - Bakersfield
  - Bishop
  - Eagle
  - Redding
  - California Desert District
  - Ridgecrest
  - Barstow
  - Needles

### Colorado

- Colorado State Office
  - State Director's Office
  - Natural Resources
  - Fluid Minerals

### Colorado (continued)

- IRM and Access
- Cadastral Survey
- Realty and Appraisal
- Social and Cultural Resources
- Resource Services
- Field Offices
  - Kremmling
  - Montrose
  - Canon City
  - Royal Gorge
  - Grand Junction
  - Glenwood Springs
  - San Juan
  - Gunnison
  - Uncompahgre Basin

### Eastern States

- GLO Records
- Milwaukee District

### Idaho

- Idaho State Office
  - Resource Services
  - Resource and Science
  - Engineering
  - Cadastral Survey
  - Safety and Occupational Health
- Field Offices
  - Burley
  - Medicine Lodge
  - Jarbridge
  - Coeur d'Alene

### Montana

- Montana State Office
  - State Director's Office
  - Planning and Biological Resources
  - Cadastral Survey
  - Engineering
  - Support Services

**Montana (continued)**

Field Offices

- Miles City
- Butte

**Nevada**

Nevada State Office

- Minerals Management
- Natural Resources, Lands, and Planning
- Engineering
- Information and Technical Support
- Wild Horse and Burro

Field Offices

- Elko
- Winnemucca
- Ely
- Las Vegas

**New Mexico**

New Mexico State Office

- State Director's Office
- Planning and Policy
- Lands and Minerals
- Geographic Sciences
- Support Services

Field Offices

- Rio Puerco
- Taos
- Las Cruces
- Mimbres
- Caballo
- Farmington

**Oregon**

Oregon State Office

- Physical Sciences
- Management Services

Field Offices

- Klamath Falls
- Vale
- Prineville
- Salem
- Wenatchee

**Utah**

Utah State Office

- State Director's Office
- Natural Resources

**Utah (continued)**

- Operations

Field Offices

- Cedar City
- Dixie
- Richfield
- Moab
- Vernal
- Salt Lake City

**Wyoming**

Wyoming State Office

- Resource Policy and Management
- Support Services
- Operations Services
- GIS/Mapping Services

Field Offices

- Rawlins
- Great Divide
- Rock Springs
- Green River
- Casper
- Kemmerer
- Pinedale
- Worland

**Washington Office**

Director's Office

EEO

Helium Operations

Communications

- Environmental Education
- Public Affairs

Renewable Resources and Planning

- Planning and Assessments
- Rangelands, Soils, Water, and Wild Horse and Burro
- Fish, Wildlife, and Forests
- Cultural Heritage, Wilderness, Special Areas, and Paleontology
- Recreation

Minerals, Realty, and Resource Protection

- Fluid Minerals
- Lands and Realty
- Protection and Response

Information Resource Management

- Policy



**Washington Office (continued)**

Business and Fiscal Resources

- Management Systems
- Budget Officer

**National Business Center**

- Support Services
- Accounting

**National Office of Fire and Aviation**

- Director
- Program Support
- Operations
- Maintenance
- Safety and Health

**National Training Center**

- Director
- Lands and Renewable Resources
- Minerals

**National Human Resources**

**Management Center**

- Director
- Employment and Compensation
- Safety
- Information Resource Management

**National Information Resource**

**Management Center**

- Operations and Protection
- IRM Support

## Appendix 2—External Support

The following is a list of contracts and MOUs that are available to BLM offices through NARSC.

### Technical Assistance Contract

**PURPOSE:** Technical environmental assistance services. Examples of technical environmental support that can be provided through this contract are facilities audits, environmental site assessments, cost recovery support, NEPA documentation, and other support.

**CONTRACTOR/AGENCY:** Dynamac

**CONTACT:** Ken Smith (COR), RS-130,  
(303) 236-0206

### BOR Technical Service Center

**PURPOSE:** Technical assistance services. Services provided in the general areas of civil engineering, environmental resources, geotechnical, and water resources.

**CONTRACTOR/AGENCY:** BOR Technical Service Center through National MOU with BOR.

**CONTACT:** Dan Muller, RS-130,  
(303) 236-7198

### Army Technical Service Center

**PURPOSE:** Technical assistance in riparian, aquatic, wetland, terrestrial ecosystem management, recreation use management, noxious weeds, hazardous materials management, construction, cold region engineering, mapping, remote sensing, pollution prevention, and unexploded ordnance.

**CONTRACTOR/AGENCY:** Department of Defense, US Army, Aberdeen

**CONTACT:** Mike Kirby, RS-100,  
(303) 236-6491

### Argonne National Laboratory

**PURPOSE:** Technical assistance and support in the areas of atmospheric sciences, environmental assessments, sample collection and analysis, hazardous materials management, environmental restoration, land use planning, environmental compliance assessments, and remote sensing and GIS.

**CONTRACTOR/AGENCY:** Argonne National Laboratory via DOE MOU

**CONTACT:** Jim Turner, RS-100,  
(303) 236-0840

### Temporary Skills

**PURPOSE:** Procurement of temporary workers having specific skills. In general, CASU provides individuals with specific skills based on the needs and period specified for the work to be completed. Individuals are procured through a CASU contract/agreement and are not NARSC employees. However, supervision of the individuals' work would be the responsibility of NARSC.

**CONTRACTOR/AGENCY:** CASU

**CONTACT:** Dave Schafersman, RS-100,  
(303) 236-1143

### Site Evaluation Contract

**PURPOSE:** Evaluation of hazardous substance releases. Services include soil, water, and air sampling and analysis; removal site evaluations; engineering evaluations/cost analyses; remedial evaluations (preliminary assessments and site investigations); general site evaluation and analysis.

CONTRACTOR/AGENCY: CCJM  
CONTACT: Karl Ford (COR), RS-130,  
(303) 236-6622  
Brent Lewis (COR), RS-130,  
(303) 236-0550  
Ken Morin (COR), RS-130,  
(303) 236-6418  
Steve Barrell (COR), RS-130  
(303) 236-0148

### Sedimentation MOU

PURPOSE: Develop equipment or methodology for sediment studies and monitoring

CONTRACTOR/ AGENCY: Army Corp of Engineers (MOU)

CONTACT: Jim Fogg, RS-130,  
(303) 236-0539

### Rare Plant Conservation

PURPOSE: Produce seed and conduct biological research for rare plant species.

CONTRACTOR/AGENCY: Center for Plant Conservation (MOU)

CONTACT: Phil Dittberner, RS-140,  
(303) 236-1833

### Digital Elevation Models (DEMs)

PURPOSE: An interagency workshare to produce DEMs over BLM priority areas. Via the workshare, for every DEM produced by NARSC, USGS will produce a DEM according to BLM priorities.

CONTRACTOR/AGENCY: USGS National Mapping Division

CONTACT: Dave Kett, RS-120,  
(303) 236-1730

### Printing and Distribution of Mapping Products

PURPOSE: An interagency agreement to facilitate the printing, folding, shipping, and distribution of BLM maps. Only certain types of maps are covered by this agreement.

CONTRACTOR/AGENCY: USGS National Mapping Division

CONTACT: Bill Jackson , RS-120,  
(303) 236-7345

### BOR A&E Contract

PURPOSE: Provide a tool for enhancing planning and design capabilities of DOI agencies. This is a task order contract for work performed.

CONTRACTOR/AGENCY: Interagency Agreement with BOR. Contractor is Woodward/Clyde.

CONTACT: Dick Case, RS-110,  
(303) 987-6852

### A&E Planning, Design and Contracting IA

PURPOSE: Expand partnering opportunities for agencies with planning, design, and construction capabilities.

CONTRACTOR/AGENCY: Interagency Agreement between NPS, BLM, BIA, FWS, BOR, USFS, and Indian Health Service.

CONTACT: Dick Case RS-110,  
(303) 987-6852

## Appendix 3—Projects Completed in FY 98

Office	Project #	Project Name
AK	020	NSAK027 Tanacross Airfield Site Inspection
AK	020	NSAK029 Julian Creek Placer Mine Reclamation
AK	060	NSAK034 CASHE Assessment - Alaska Department of Transportation Facilities and Concessionaire
AK	910	NSAK037 Red Top Millsite Potentially Responsible Party (PRP) Case
AK	930	NSAK028 CASHE Assessment - Juneau Field Office
AK	956	AEAK008 Accessibility Signage Upgrade
AK	956	AEAK010 Fire Alarm System at Campbell Tract Facility
AK	956	AEAK012 Load Study for HVAC for Computer Room - Campbell Tract Facility
AK	956	AEAK013 Upgrade the Electrical Service for the Fort Yukon Aircraft Fuel System
AK	956	AEAK007 Roof Replacement at Campbell Tract Facility
AZ	020	NSAZ037 Perform Site Characterization of the Goldfield Mine
AZ	046	GSAZ016 Scoping Project - Support for Empire-Cienga Route Inventory
AZ	050	NSAZ027 Crossroads UST Site Evaluation
AZ	930	NSAZ038 CASHE Visit- Safford Field Office
AZ	930	NSAZ035 CASHE Visit - Tucson Field Office
AZ	941	AEAZ009 Aravaipa Contact Station and Safford Air Tanker Base Electrical/Mechanical Assistance
AZ	941	AEAZ008 Mt. Trumbull Group Ramada
BC	610	NCDC038 Support BLM Billings and Collections System Development (Timber Sale Information System)
BC	650	NCDC036 Public Land Statistics Data for FY 97
BC	650	NCDC041 Design/Place PLS on Internet
CA	060	NSCA053 Molycorp Mine, CA NRDA
CA	063	GSCA009 West Mojave Planning Support
CA	065	GSCA011 Mojave Litigation Support (Vehicle Incident)
CA	068	NSCA052 Water Resource Evaluation of the Amaragosa River
CA	068	ICCA002 History of Rights-of-Way to Convey Water from Public Water Reserves
CA	068	GSCA014 Afton Canyon - Route Collection - West Mojave
CA	069	NSCA010 Morning Star Mine & Millsite Preliminary Assessment (CER CLA)
CA	069	NSCA011 Needles Landfill Site Evaluation (CERCLA)
CA	930	GSCA012 Algodone/Imperial Sand Dunes Aerial Photos (CA98AC)

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
CA	931	NSCA045 Barren Area Mapping, Clear Creek Planning Unit CA
CA	940	AECA010 Washburn Fire Station Shop
CA	940	AECA011 Susanville Interagency Fire Radio Shop
CO	030	NSCO041 San Miguel Water Temperature Study
CO	034	GSCO002 Southwest Colorado Interagency LANDSAT Vegetation Classification Project
CO	038	NSNM017 Assistance with Lee Acres Capillary Barrier Pilot Project
CO	038	NSNM024 Lee Acres Cost Recovery Strategy Plan
CO	050	NSCO037 CASHE Assessment - Canon City District Office
CO	052	GSCO021 Southeast Colorado Interagency Vegetation Classification Project Continuation
CO	070	NSCO038 CASHE Follow-up Visit to Craig District Office
CO	070	ICCO009 Presentation on Brief History of Public Land Policies at Conservation Education Workshop
CO	070	GSCO024 Adding Additional Area of Coverage to the King Mountain Topographic Map
CO	078	GSCO017 GIS Consultation, Training, and Technical Assistance for the Area 4 Oil and Gas EIS
CO	078	GSCO023 Eagle Valley Transportation Route Update
CO	078	GSCO022 Providing Photo Mosaic of the Bocco Mountain Area
CO	910	ICCO008 Edit Riparian Wetland Program and Initiative Review Document
CO	930	NSCO042 Lands Web Site
CO	931	NSCO025 Oversight of the Content of the Air Quality Section of the Southern Ute Tribe Oil and Gas EIS
CO	931	NSCO039 Colorado National Resource Inventory (NRI) Data Review/Analysis and Final Report
CO	932	RACO005 BLM Representative to Colorado Interagency Air Resource Management Groups (WATF, AQCC, etc.)
CO	934	NSCO018 Waterpower and Reservoir Resources (WRR) Assistance - Power Site Cancellation - Arkansas River
CO	935	ICCO010 Presentation to High School Class About the Bureau of Land Management (BLM)
CO	954	GSCO013 Colorado 100K Mapping (FY 97)
CO	956	GSCO019 Geodesy/GPS Technical Support
ES	030	ICES003 Wild Horse and Burro Magnet
ES	963	ICES002 History of Public Lands in Arkansas

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
FA	100	NCFA032 Air Quality Liaison for Smoke Management Activities
FA	105	NCFA030 Preparation of Poster Session for the National Fire Conference in Santa Fe
FA	109	NCFA025 Standard Design for BLM Fire Facilities
FA	200	NCFA029 NIFC Training Building Accessibility Upgrade
FA	213	NCFA033 Writing Directive on Mapping Fire Polygons
FA	280	NCFA034 Scoping Upcoming Projects at NIFC
HR	200	NCDC043 National Training Center Interviews
HR	210	NCDC040 Recruitment Package
HR	240	NCDC039 BLM Manual Handbook 1112-2: Safety and Health for Field Operations
ID	017	GSID031 GIS Applications for the Jarbridge Resource Area
ID	064	NSID032 Engineering Evaluation/Cost Analysis for the Pine Creek Millsites
ID	930	NSID039 Snake River Basin Adjudication Support
ID	931	NSID038 Report on Blood Lead Level in Golden Eagles
ID	931	NSID044 Training Assistance for Rangeland Health Assessment Course
ID	931	NSID031 Pine Creek Potentially Responsible Party (PRP) Contractor Support
ID	956	AEID017 Idaho Bridge Inspections
ID	956	AEID013 Coeur d'Alene District Bridge Inspections
ID	956	AEID020 Pine Creek Bridge Design
ID	956	AEID018 White Bird Creek Bridge Evaluation
ID	956	GSID029 Idaho Aerial Photo Acquisition (ID97AC-Snake River)
ID	956	GSID023 Idaho 100K Mapping (FY 97)
ID	957	GSID002 Riparian Boundary Investigation - Blackfoot River
ID	957	GSID026 Riparian Boundary Investigation - Snake River/American Falls
ID	957	GSID027 Riparian Boundary Investigation - Snake River/Homedale
ID	957	GSID028 Riparian Boundary Investigation - Hatwai Creek
ID	957	GSID025 Riparian Boundary Investigation - Payette River
MT	022	AEMT009 Miles City Fire Operations Building - Procurement of Pre-Engineered Metal Building
MT	022	AEMT012 Miles City District Office - Electrical Engineering Assistance
MT	070	NSMT021 Forest Inventory Reports from Archived Data for the Missoula, Dillon, and Eastern Montana Inventory Units
MT	070	NSMT013 Glenn Tungsten Mill Site
MT	926	GSMT021 100K Mapping Products

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
MT	931	AEMT005 Billings Air Tanker Base Building
MT	931	AEMT011 Montana Bridge Inspections
NI	101	NCDC030 BLM/USGS/3M CRADA Analysis
NM	017	NSNM025 Albuquerque Forest Inventory Data
NM	017	GSNM018 New Aerial Photos - Riparian CIR 1:4800
NM	017	NSNM021 Ft. Wingate Environmental Site Assessment
NM	036	NSNM028 Old Las Cruces Landfill Cap Evaluation
NM	070	NSNM022 Largo Canyon GIS Image Layer
NM	910	RANM011 Planning and Support for BLM/HACU Conference, Partnership Without Borders at ASU
NM	910	RANM008 Student Career Experience Program
NM	910	RANM016 SIPI Strategic Plan
NM	931	GSNM002 NM Recreation Map Series Support
NM	932	RANM007 Support for AFMSS Help Desk
NM	952	GSNM020 Geodesy/GPS Technical Support
NM	952	GSNM017 New Mexico 100K Mapping (FY 97)
NM	952	GSNM015 Datil Wells NM Topographic Site Map (for campground development)
NV	010	NSNV065 Elko GIS Consulting Project for Fire
NV	010	NSNV055 CASHE Visit - Elko District
NV	010	AENV029 Site Study for Roof Repair, Elko Field Office
NV	013	NSNV068 Hydrology Review of Proposed Emigrant Canyon Mine
NV	020	NSNV061 Monite Technical Note
NV	040	NSNV013 Johnston Mine & Millsite Preliminary Assessment (CERCLA)
NV	050	NSNV052 Sunrise Mtn Landfill Evaluation
NV	050	NSNV067 Ground Water Investigation of Mesquite Habitat
NV	053	NSNV070 Las Vegas District Office Conformity Workshop
NV	056	AENV021 Red Rock Canyon Visitor Center Site Work
NV	056	AENV020 Red Rock Canyon Visitor Center Remodel
NV	920	NSNV057 CASHE Visit - Las Vegas Field Office
NV	930	AENV015 Tonopah Office Building Construction
NV	946	GSNV009 100K Mapping (FY 97)
NV	960	RANV008 Convert WHBIS to Target Platform
NV	961	NSNV063 Well Site Investigation for Palomino Valley Wild Horse Facility
OR	014	NSOR036 Hayden Creek Hydrologic Modeling and Design Assistance
OR	014	NSOR049 Oregon Hydraulic Geometry Study
OR	030	AEOR032 Vale District Electrical Work
OR	030	AEOR023 Juntura Guard Station - Electrical and Mechanical

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
OR	030	AEOR021 Frenchglen Guard Station Electrical and Mechanical Review
OR	050	NSOR043 Training and Field Assistance for TR 1737-9 and TR 1737-11
OR	050	NSOR038 Represent BLM on the Federal Geographic Data Committee
OR	050	NSOR039 Training for TR 1737-12 Using Aerial Photographs to Assess Functioning Condition of Riparian-Wetland Areas
OR	050	NSOR040 Training for TR 1737-14 Grazing Management for Riparian-Wetland Areas
OR	050	NSOR042 Technical Reference TR 1737-15 Purpose of Checklist Questions and Supporting Science for Proper Functioning Condition (PFC) Technique
OR	050	NSOR020 CASHE Visit - Prineville District
OR	050	NSOR041 Rewrite TR 1737-9 and 1737-11 to incorporate Forest Service and Natural Resources Conservation Service
OR	080	AEOR026 Design Review of the Valley of the Giants Footbridge
OR	080	NSOR017 Willamina UST Site Evaluation
OR	080	AEOR017 Salem District A&E Bridge Design Reviews
OR	082	AEOR030 Salem District Paving Project II
OR	082	AEOR033 Nestucca River Road Improvements, Salem District
OR	110	AEOR031 Provolt Seed Orchard Flood Damage Repair, Medford District
OR	110	NSOR025 HAZMAT Merlin Water Quality Monitoring Review
OR	120	GSWY024 Technical GIS Support for the Rock Springs District
OR	130	NSOR037 Cleveland Mill Tailings Engineering Evaluation/Cost Analysis (EE/CA)
OR	130	NSOR031 PRP Search for Cleveland Mine Tailings
OR	130	NSOR021 CASHE Visit - Spokane District
OR	134	NSOR050 Yakima River / Kabba Texas Bank Stabilization
OR	932	NSOR030 CASHE Visit - Vale District
OR	932	NSOR044 CASHE Assessment - Lakeview DO
OR	942	GSOR004 Oregon 100K Mapping (FY 97)
RS	100	NCDC037 CASHE and Environmental Site History for BLM on the Denver Federal Center
TC		NCTC071 Training and Coordination for Digital R/S Courses (2 Classes)
TC		NCTC070 HAZMAT Course 1703-06
TC		NCTC074 GeoData Collection Course (FY 98)
TC		NCTC073 Facilities Management Course, NTC 1703-05
TC		NCTC072 Ground Water Training Course 3000-71
TC		NCTC068 ArcView Training Guide
TC		NCTC067 Intermediate Construction Inspection Course 9100-02



<b>Office</b>	<b>Project #</b>	<b>Project Name</b>	
TC	NCTC066	NTC Training Course 1737-4, Riparian-Wetland Ecological Site Classification Course	
TC	NCTC064	HAZMAT Course 1703-1	
UT	020	GSUT045	Strategy for Image Processing Support for the Bonneville Salt Flats
UT	020	ICUT003	Compiling Grand Staircase-Escalante National Monument Symposium Proceedings for Publication
UT	030	GSUT048	Maps for Grand Staircase-Escalante National Monument Recreation Sites (Grosvenor Arch, Blues Overlook, Moqui Trail, and Henrieville Creek)
UT	040	GSUT043	Strategy for Geospatial Project Development in the Cedar City District
UT	040	NSUT020	CASHE Assessment - Cedar City District Office
UT	040	GSUT047	GPS and GIS Training and Support for Mapping Pipeline Route
UT	045	ICUT004	Dixie Resource Area Proposed Resource Management Plan/Final EIS
UT	046	GSUT005	Topographic Mapping of Ponderosa Grove Recreation Site
UT	048	GSUT044	Photogrammetric Support for the Grand Staircase-Escalante National Monument
UT	050	NSUT025	CASHE Assessment - Richfield District Office
UT	052	NSUT036	Water Rights Protests in Snake Valley, Utah
UT	052	NSUT021	Evaluate Surface/Ground Water Relationships and Possible Rehabilitation of Riparian System on Freemont Creek
UT	060	GSUT050	San Rafael - Conversion of MOSS and MAPS Data Files to ARC/INFO
UT	080	AEUT011	Pelican Lake Recreation Site Master Plan
UT	080	AEUT014	Conceptual Plan for Vernal Field Station Warehouse, Fire Complex, and Yards
UT	910	NSUT032	Qualitative Procedures to Assess Rangeland Health
UT	932	NSUT009	Provide Assistance on Emery County Soil Survey
UT	932	NSUT035	Technical Assistance - Emery County, UT, Soil Survey
UT	940	GSUT041	Utah State Office GIS/Mapping Reengineering Team
UT	941	AEUT013	Provide Recommendations for the Replacement of North & South Otter Creek Bridges
UT	941	AEUT012	Review of Calf Creek Footbridge Repairs
UT	941	GSUT036	Utah Transportation Network Data Revision Pilot
UT	941	GSUT042	Colorado Plateau Data Coordination Group
UT	941	GSUT046	Utah Aerial Photo Acquisition (UT98AC)

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
UT	941	GSUT040 Cleveland Lloyd Quarry Site Plan
UT	943	GSUT027 Utah 100K Mapping (FY 97)
UT	943	GSUT032 Aerial Photo Acquisition for the Grand Staircase-Escalante National Monument
UT	943	GSUT037 Utah Aerial Photo Acquisition (UT97DC)
UT	943	GSUT038 Amended Protraction Diagram Support
WO	100	RAWO193 Fire Effects Information System (FEIS)
WO	200	GSWO045 GIS Use in Planning — Study
WO	200	ICWO056 Provide Bureauwide Professional Library Services (FY 98)
WO	200	GSWO027 Analysis of NARSC Aerial Photo Archive and Lab (Culp Report)
WO	200	RAWO173 Untitled Animal Follow-up
WO	210	GSWO061 Management of BLM Aerial Photo Lab and Archive
WO	210	GSWO073 Cover Assessment Comparison
WO	210	GSWO060 Restocking of BLM 100K Maps
WO	210	GSWO067 NARSAP Coordination
WO	210	GSWO063 Interagency Geographic Sciences Coordination (FY 98)
WO	210	GSWO064 Aerial Photo Assistance
WO	210	GSWO065 Management of the BLM Satellite Imagery Repository
WO	210	GSWO066 ESRI Users Conference
WO	210	GSWO062 Management of Interagency Printing Activities
WO	210	GSWO068 Support communications within Geographic Sciences throughout BLM
WO	210	GSWO050 100K Map Automation
WO	210	GSWO071 Susanville Thematic mapper Vegetation Classification Accuracy Assessment
WO	210	RAWO169 Bureauwide Climate Liason (FY 98)
WO	210	ICWO062 Joining Forces: Cooperative Projects Between Counties and the Bureau of Land Management
WO	210	GSWO047 National Scale Mapping Project
WO	210	GSWO052 Interagency DEM Coordination and Management
WO	210	GSWO054 Liaison with USGS at Bldg. 810 in NTS matters
WO	210	GSWO053 Technology Assessment for Bureau Applications
WO	210	GSWO058 Coordinate 3-day Bureauwide Workshop for Spatial Data Users (PAWP)
WO	220	RAWO204 Peaks-to-Prairie Watershed Conference
WO	220	RAWO194 BLM Representative to the Interagency Western Regional Air Partnership

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
WO	220	NSWO055 Liaison for National Weed Symposium
WO	220	NSWO023 Implement Landscape Analysis Technology Transfer Initiative
WO	220	NSWO021 Develop Soil Survey Enhancement and Ecological Site Correlation Briefing Paper
WO	220	NSWO064 Represent BLM on National Cooperative Soil Survey Technical Activities
WO	220	NSWO065 Riparian-Wetland Program/Initiative Review
WO	220	RAWO085 Climate/Weather Technical Reference
WO	220	RAWO119 Prepare Annual Rangelands Inventory, Monitoring and Evaluation Report
WO	220	RAWO135 Modify GABS for year 2000 compliance
WO	220	RAWO145 Modernize RIPS
WO	220	RAWO149 Rangeland Health Assessment Training
WO	220	RAWO152 Burn Area Emergency Rehabilitation Team
WO	220	RAWO154 NARSC Lead:BLM Salinity Program and Colorado River Basin Salinity Control Work Group
WO	220	RAWO155 Investment Analysis Model (IAM) User Representative
WO	220	ICWO051 History of Soils Program in BLM
WO	220	NSWO059 Prepare addendums to 1374-3 and -4 replacing references to Planning for Monitoring, with Measuring and Monitoring Plant Populations
WO	220	RAWO178 IDS/IDSU User Representative (FY 98)
WO	220	RAWO156 Rangeland Improvement Project System (RIPS) User Representative
WO	220	RAWO186 Hydrologic Protocol for Watershed Analysis
WO	220	RAWO157 Grazing Authorization and Billing System (GABS) User Representative
WO	220	RAWO190 Bureauwide Air Quality Liaison
WO	220	RAWO191 BLM Representative to the Interagency WESTAR Council
WO	220	RAWO192 BLM Representative to the IMPROVE Steering Committee
WO	220	ICWO068 Riparian-Wetland Initiative for the 1990s
WO	220	RAWO163 Federal Interagency Sedimentation Project
WO	220	RAWO177 Revise Rangeland Monitoring Technical Reference 4400-7 Analysis, Interpretation, and Evaluation
WO	230	RAWO184 FORVIS Prototype Review
WO	230	RAWO182 PLANTS NRCS Data Base
WO	230	RAWO180 Aquatic Resource Information System (ARIMS)
WO	230	RAWO188 Expand the directory of Wildlife, Fisheries, and Special Status Plants Program Personnel to Include Forestry Personnel (PAWP)

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
WO	230	RAWO176 Support Montana in Testing the New Forest Vegetation Information System (FORVIS) (p61)
WO	230	RAWO175 Internet Links for Fish and Wildlife Information
WO	230	RAWO153 User Representative for SSST, IHICS, WORDS, RAIDS, P.S., HMP, ARIMS
WO	230	RAWO168 Technical Reference - Measuring and Monitoring of Plant Populations
WO	230	NSWO069 Create Multi-Purpose BLM Display for Meetings, Conventions, etc.
WO	230	RAWO159 Timber Sale Information System User Representative
WO	230	RAWO174 Develop and Co-Edit Wildlife/Fisheries/Botany Newsletter for BLM
WO	250	AEWO057 Recreation Management Information System (RMIS) Lead
WO	250	AEWO058 Accessibility
WO	250	RAWO158 Bureauwide VRM Program Coordination Services (FY 98)
WO	250	ICWO061 Recreation Fee Demonstration Program Comment Card
WO	310	RAWO162 MMS/BLM Outreach
WO	310	RAWO198 Federal Technical Subcommittee Support
WO	310	RAWO161 MMS/BLM Liaison and Data Transfer/Special Projects
WO	350	GSWO048 Build GCDB Index Data Base
WO	350	ICWO060 Microfilm and Photographic Services (Cadastral and Non-Cadastral, (FY 98)
WO	350	ICWO059 Store Masters of Cadastral Survey Microfilm, WO IMs, IBLA Decisions and 35 mm of Tract Books
WO	350	ICWO058 Microfilm Cadastral Survey Notes and Plats for States (FY 98)
WO	350	ICWO057 Update Cadastral Survey Records Microfilm System
WO	350	GSWO049 GCDB Index Maps Fixes (CO, NM, AZ)
WO	350	ICWO037 Successor Technology for Film and Microfilm Products
WO	350	RAWO181 Water Power and Reservoir Resources BLM Lead (completion of FY 96 project)
WO	350	RAWO170 NARSC Lead for Federal Energy Regulatory Commission Relicense Efforts
WO	350	GSWO055 Argonne National Laboratory MOU Coordination
WO	350	RAWO187 BLM Waterpower and Reservoir Resources Lead
WO	350	GSWO070 Final Township Maps (GCDB)
WO	360	RAWO196 Military Lands: Closures, Transfers, and UXO
WO	360	AEWO049 Dam Safety Lead
WO	360	AEWO048 BLM Metric Program

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
WO	360	AEWO047 National Lead for Energy Conservation
WO	360	RAWO200 Military Lands: Closures, Transfers, and UXO
WO	360	NSWO062 Lee Acres PRP Work
WO	360	RAWO197 PRP Program Support
WO	360	RAWO195 Abandoned Mine Lands (AML) Home Page
WO	360	NSWO058 Continue Contract Administration and Related Work for NRDA Screenings (PAWP)
WO	360	NSWO061 Program Coordination, Project Support for NRDA (Project code RSQZ) PAWP, page 189
WO	360	RAWO150 DOI NRDA Regulations Review and Update (Soil Injury Conditions and Criteria)
WO	360	AEWO052 Bridge Safety BLM Lead
WO	360	RAWO199 Abandoned Mine Lands
WO	360	AEWO061 Construction/Maintenence Backlog Report
WO	360	AEWO063 FIMMS Backlog Data Collection and Cost Estimates
WO	360	RAWO189 Analysis of DOD Proposed Range Rules - Transferring Bombing Ranges
WO	360	AEWO051 ISTE A Lead
WO	360	AEWO050 Value Engineering Lead
WO	360	AEWO062 Sustainability Program/Work Group
WO	360	AEWO060 Guide Specifications for Construction Support
WO	360	AEWO056 Coordinate data standards for FIMMS and GIS with WO and NHRMC
WO	360	AEWO055 DOI Planning, Design, Construction, Maintenance Council
WO	360	AEWO054 Denver Club Fed
WO	360	AEWO053 Engineering Advisory Team
WO	500	GSWO059 Support IRMAC Internet Technical Team at 3 national meetings and Internet Conference
WO	610	ICWO053 Public Rewards from Public Lands (Book)
WO	650	ICWO064 National Public Lands Day 1998
WO	650	ICWO030 Beyond the National Parks: a Recreation Guide to Public Lands in the West
WO	650	NSWO068 Abandoned Mile Lands Preliminary Site Characterization
WO	650	ICWO063 "Making A Difference" - BLM's 1996 Volunteer Annual Report
WO	800	ICWO052 BLM FY 97 Annual Report
WO	800	RAWO151 Billings and Collection System (B&C) GABS-GRAZ Pilot
WO	830	ICWO047 Editing/Graphics/Internet Posting of Strategic Plan

<b>Office</b>	<b>Project #</b>	<b>Project Name</b>
WO	830	ICWO065 Customer Comment Cards
WO	880	RAWO065 Interagency Ecosystem Management Workshop
WO	880	AEWO025 Standard Drawings for Contract Support
WO	HE	ICWO067 Analysis of Natural Gases, 1996-97 (TN 404)
WO	HE	ICWO070 Helium Resources of the United States - 1997 (TN 403)
WY	010	GSWY025 Technical GIS Support for the Worland District
WY	032	AEWY020 Parking Lot Drainage Problem at the Rawlins District Office
WY	037	NSWY017 Jonah Field II EIS Air Resources Technical Assistance
WY	040	NSWY020 Moxa Arch/Fontenelle EIS IBLA Appeal Air Resources Technical Assistance
WY	040	NSWY021 Killdeer Wetlands Restoration
WY	062	GSWY027 Scoping of the Red Gulch, Wyoming, Dinosaur Tracksite Close Range Mapping Proposal
WY	930	NSWY023 Preliminary Assessment for the Rawlins Landfill
WY	950	GSWY022 Topographic Mapping of South Park Bridge - Phase 2
WY	950	GSWY018 Assistance in the Purchase, Archival, and Delivery of TM Satellite Scenes Covering the State of Wyoming
WY	950	ICWY002 Complete Wyoming's Cadastral Survey Microfilm Record System
WY	951	AEWY017 Rawlins Modular Office Electrical/Mechanical
WY	951	AEWY016 Rock Springs Modular Office Electrical/Mechanical
WY	951	AEWY023 Rock Springs Office Building Metal Roof Replacement
WY	955	GSWY017 Wyoming 100K Mapping (FY 97)

## Appendix 4—Examples of Unsolicited Customer Comments

United States  
Department of  
Agriculture

Forest  
Service

Rocky Mountain  
Research Station

240 W. Prospect Rd  
Fort Collins, CO  
80526-2098

---

File Code: 2500

Date: September 15, 1998

Route To:

Subject: Appreciation of Jim Fogg's Assistance

To: Lee Barkow, Director  
National Applied Resource Sciences Center

Recently I requested that Jim Fogg review an improved and updated version of WinXSPro, a program to assist hydrologists in analyzing stream channel cross-sections.

I appreciate the thorough and thoughtful review that Jim provided. It indicated several critical problems that had been missed by other users and reviewers. Jim had lead the original effort to make this product available and the work we are doing builds on his original effort.

Please extend my thanks and commendation to Jim for his extra effort in providing a helpful review. His review will result in a product with improved quality and utility useful by BLM and Forest Service personnel.

Sincerely,



LARRY J. SCHMIDT  
Program Manager  
Stream Systems Technology Center

cc: Dan Muller



## United States Department of the Interior

### BUREAU OF LAND MANAGEMENT

Needles Field Office  
101 West Spikes Road  
Needles, California 92363  
Phone: (760)326-7000 Fax: (760)326-7099  
email: ca069@ca.blm.gov

BLM APPLY  
9/29/98  
1703

SEP 01 1998

(CA-069.22)

Lee Barkow, Director  
National Applied Resource Sciences Center  
P.O. Box 25047  
Bldg 50, Denver Federal Center  
Denver, Colorado 90225-0047

Dear Mr. <sup>Lee</sup>Barkow,

I want to share with you my appreciation for the many areas of support that the National Applied Resources Sciences Center (NARSC) has provided the Needles Field Office for several years, and most intensely for the past two years. The Needles Field Office has been involved with several major projects where NARSC provided significant technical support. These project include: the Molycorp - Mountain Pass project, the Needles Landfill project and the proposed Ward Valley Low-Level Radioactive Waste Facility.

The most resource demanding project has been the Molycorp, Inc. - Mountain Pass Facility. It is a lanthanides mine owned by the Union Oil Company of California (UNOCAL), and has had some serious compliance problems stemming from a series of hazardous and radioactive waste releases. The releases onto Public Lands are from their waste discharge pipeline and pluming impoundments from their mine, milling, and chemical processing facilities. This major clean-up effort has required an enormous input of technical expertise and time.

I would like to highlight and mention some of the most noteworthy accomplishments by your staff. Most recently, the speedy efforts of Louise Ecoff and Greg Graff have provided this office with a reconciliation of a (to date) two million dollar reimbursable project and a means for estimating costs with greater accuracy. Ken Smith has been an excellent contract administrator for the Dynamac contract and he has been of invaluable assistance as a multi-level finance resource. Jim Burd is currently providing excellent on-site assistance as the Incident Commander at the Ivanpah Interagency Incident Command Post.

The extended and ongoing nature of the Molycorp-Ivanpah Incident along with the associated projects has meant a continuing workload for many NARSC employees. Brent Lewis has provided outstanding long-term technical and contract administration assistance both with the Needles Landfill and with the Molycorp project. Your library staff have been most helpful with timely literature searches and providing valuable reference materials. Steve Barrell was instrumental in tracking down and securing background and historical information early in the

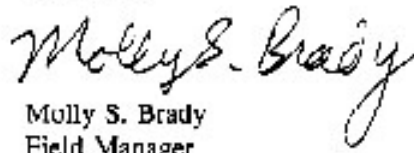


project. Ken Morin has interpreted regulations, reviewed technical documents and has been most helpful with RCRA and facility compliance. His field assistance has been excellent. Karl Ford is providing his expertise on the Risk Assessment Team for the Molycorp EIS/EIR as well as on-the-ground technical support. Nancy Russell has provided remote sensing assistance in developing the historic and background information. Tom Morris is assisting with the GIS and GPS applications and is instrumental in plotting locations of concern. Dynamac employees, and in particular, Bob Dover, have been crucial to the daily oversight of clean-up activity and review of technical documents. Mr. Dover's technical abilities have been outstanding as well as his ability to work with the many players on this project.

I would also like to note the contributions of both Brent Lewis and Karl Ford to the proposed tridium testing in Ward Valley. Their assistance has been essential.

This listing covers only a minuscule amount of the actual help and guidance that we have received from NARSC. Without this assistance, the Needles Field Office would never have been able to process such a clean-up action at Molycorp or have achieved the results that we have. The BLM in general, and Needles in particular, is fortunate to have NARSC as a resource. Please extend our commendation to those mentioned above as well as your entire support team. Thank you all for your assistance - past, present and future.

Sincerely,



Molly S. Brady  
Field Manager

cc: Ed Hastey, CA-910  
Tim Salt, CA-060  
Al Stein, CA-063



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

REGION 8  
999 18<sup>TH</sup> STREET - SUITE 500  
DENVER, CO 80202-2428

JUN 29 1998

Ref: 8ENF-PT

Ken Morin  
National Applied Sciences Center  
Bureau of Land Management  
Colorado State Office  
2850 Youngfield Street  
Lakewood, CO 80215

Dear Mr. Morin:

Congratulations! We are pleased to advise you that you have been selected to receive a U.S. Environmental Protection Agency (EPA) Region VIII Outstanding Environmental Achievement Award for your work on the national Compliance Assessment: Safety, Health, and the Environment Program. You were nominated by Dianne Thiel, EPA Region VIII.

We would be most honored if you and your guests would join us at our Awards Day Ceremony:

Date: Thursday, July 23, 1998 9:00 am - 11:30 am

Place: U. S. West Auditorium, 17<sup>th</sup> and Curtis Streets, Denver, Colorado  
(One block from EPA, Region VIII)

Reception and picture taking immediately after the Ceremony to be held at the EPA Conference Center (2<sup>nd</sup> Floor South Terrace, 999 18<sup>th</sup> Street)

If you are able to attend the Awards Ceremony, please call EPA Human Resources at (303) 312-6190 to let us know of your plans. If you cannot attend, we will make arrangements to present the award to you at a later date.

Again, congratulations and my personal thanks for your outstanding contribution.

Sincerely,

A handwritten signature in cursive script that reads "Wm Yellowtail".

William P. Yellowtail  
Regional Administrator

**From:** Denise Meridith  
**To:** ilmnc01.ilmncb01.lbarkow  
**Date:** 5/28/98 10:03am  
**Subject:** Roger

Just to let you know, Roger Molinar did an excellent job at the IMAGE conference last week in San Diego. Thanks for letting him participate.

I may be hosting a meeting later this year among my State Leadership Team and Hispanic Community leaders and would like to invite Roger to attend. He represents BLM very well on this issue.

take care.



## United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, D.C. 20240

W-6700

Mr. Lee Barkow  
Director, National Applied Resource Sciences Center  
Bureau of Land Management  
Denver Federal Center - Building 50  
P.O. Box 25047  
Denver, Colorado 80225-0047

Dear Mr. Barkow:

On behalf of the Department of the Interior, I want to thank you for the outstanding support your staff gave to Stan Ponce and Cindy Dyballa in coordinating the roll out of the President's Clean Water Action Plan in Denver recently. The teamwork, cooperation, and just plain hard work on such short notice were truly remarkable.

These meetings, which were hosted by Interior, were a great success because of the efforts and contributions of our dedicated employees. The valuable feedback we received on the Plan from the Federal, State, and Tribal representatives and other stakeholders was very constructive.

Thank you again for a job well done!

Sincerely,

Mark Schaefer  
Deputy Assistant Secretary  
for Water and Science

cc: Stanley L. Ponce, WS  
Cindy Dyballa, BOR

**From:** Maitland Sharpe  
**To:** ilanca01.ilmcnb01@retark), ILMORCDBU,ILMORDBU@cde11...  
**Date:** 5/4/98 8:47am  
**Subject:** THANK YOU -Reply

Dick:

Congratulations on a job obviously well done! It's great to get messages like this one that show the people in the Program are doing a first-rate job and helping their colleagues. I want to add my thanks to Connie's

...maitland  
+++++\*\*\*\*\*

>>> Connie J Dellera 04/20/98 05:24pm >>>

Dick,

I wanted to send you a great big THANK YOU for your willingness to take time out of your very busy schedule and come to Oregon to put on the WHBIS training course at Salem for our OR/WA WHB coordinators.

As usual you did an excellent job teaching and explaining things to everyone. They were all grateful for the opportunity to acquire the ability to check on compliance related horse and adopter information themselves. And I am extremely grateful for the lightened workload that means for me here in Burns. With all the extra compliance requirements, a large part of my time was being spent querying the database for our district coordinators who were trying to do inspections, background checks and follow-up work related to the extra compliance workload we have all received.

The Wild Horse Program is very fortunate to have people like you!

Thanks Again,  
Connie Dellera  
Burns, OR

CC: lbarkow



## United States Department of the Interior



### Bureau of Land Management

Carson City District Office  
5665 Morgan Mill Rd.  
Carson City, Nevada 89701  
PH: (702) 885-6100

In Reply Refer to:  
Tech Note 397  
(NV037)

Memorandum

MAR 10 1998

To: Lee Barkow, Director, N.A.R.S.C.

From: John Singlaub, District Manager

Subject: Appreciation

I just wanted to let you know how much we appreciate the work of Kathy Rohling of your staff on NARSC project NS-NV-051, which resulted in BLM Tech Note 397 "Wildlife Water Catchment Construction in Nevada".

The Washington Office Wildlife Staff liked it well enough that they issued Information Bulletin 98-66, announcing its availability. So far, about 550 copies have been distributed, and author Rick Brigham (of my staff) has had only compliments about it, including several from his volunteers who build these catchments.

Mrs. Rohling took final drafts, drawings, and photos, and with help from Herman Weiss, particularly on Chapter 2, melded them into a stand-alone document such that anyone with the tools, parts and effort can build a catchment. Her "Helpful Hints" idea has caught the eye of several readers, and adds considerably to the quality of the document.

She is also to be commended for her perseverance, overcoming both changing time frames and priorities, and physical health challenges as well.

Please let her know how much her efforts are appreciated.

Thanks much!

A handwritten signature in black ink, appearing to read "John Singlaub".



## United States Department of the Interior

BUREAU OF LAND MANAGEMENT  
Washington, D.C. 20240

In Reply Refer to  
1115(650)

February 19, 1998

### Memorandum

To: Director, National Business Center

From: Manager, Environmental Education & Volunteers Group *Mary Indale*

Subject: Monetary Awards for Jennifer Kapus and Janine Koselak of  
Business Center Graphics Staff

We are happy to announce that we have nominated Jennifer Kapus and Janine Koselak of your Graphics staff for monetary awards in recognition of their superlative work on environmental education and volunteers projects. We ask that you please present the enclosed certificates of appreciation to Ms. Kapus and Ms. Koselak at an appropriate gathering, with our gratitude and congratulations.

For your information, the following are summaries of the justifications submitted with our award nominations:

#### **Jennifer Kapus:**

Since the fall of 1996, Jennifer Kapus has contributed her graphics arts skills to the design and layout of BLM's recreation guide, *Beyond the National Parks*, which is due to be published on March 1, 1998, by the Smithsonian Institution Press.

In addition to producing wonderful technical work, Ms. Kapus has been highly flexible in the face of tight deadlines, unanticipated overtime hours, and fluctuating style requirements. Over the life of this arduous project, Ms. Kapus has been unfailingly polite, upbeat, dependable, and thoroughly responsive to any request made of her.

Thanks to Ms. Kapus's painstaking work and high standards, our 400-page recreation guide promises to be a beautiful, practical tool that will be used by public lands recreationists for years to come.

**Janine Koselak:**

During the past two years, Ms. Koselak has assisted the Washington Office Environmental Education & Volunteers Group with the design and illustration of promotional and environmental education materials, including certificates, logos, and brochures. Ms. Koselak's high-quality work was always submitted in a timely manner and with a cheerful, professional attitude. She has helped the Group to accomplish many critical tasks, and has helped to provide the public with effective, lasting informational materials.

We appreciate your assistance with presentation of these awards. Should you have any questions or require further information, please feel free to call me at (202) 452-5163.



IN REPLY REFER TO:  
9600 (952)

UNITED STATES DEPARTMENT OF INTERIOR  
BUREAU OF LAND MANAGEMENT  
NEW MEXICO STATE OFFICE  
1474 Rodeo Road  
P.O. Box 27115  
Santa Fe, New Mexico 87502-0115

February 10, 1998

Mr. Lew Barkow  
RS-100

Dear Lee;

On behalf of the New Mexico State Office Cadastral Survey Team, I want to express our sincere thanks to Jerry Fiedler for providing his expertise in conducting a GPS Training Session for our Cadastral Survey staff. The training was very well received by all attendees.

We feel sure that the training will enable our surveyors to be more efficient and proefficient in their GPS sorties. Please accept our thanks for allowing Jerry to help our staff through his considerable knowledge of Geodesy.

Kelley R. Williamson, Jr.  
Cadastral Survey Team Leader for NM

cc: Jerry Fiedler. RS-120



## United States Department of the Interior

### BUREAU OF LAND MANAGEMENT

Rock Springs District Office  
280 Highway 191 North  
Rock Springs, Wyoming 82901

1400-700 (400)

January 29, 1998

#### Memorandum

To: Director - National Applied Resource Sciences Center

From: District Manager - Rock Springs

Subject: Letter of Appreciation - Mary Beth Stulz

On January 22, 1998, we presented a workshop for data base management in Kemmerer, Wyoming. The intent of this effort was to provide fundamental knowledge about our Geographic Information System (GIS), to address concerns about action planning, and data management.

Mary Beth, on short notice provided a very informed and insightful perspective valuable for the basic understanding, implementation, and management of an effective GIS system. Feedback from the participants attending session was very favorable.

Mary Beth's experience in resource management and GIS helped mold the relationship between good science and good data.

We want to thank Mary Beth for taking the time to compile and present her material. Her support and information contributed to an outstanding effort by the instructors involved in the program.

*Stan McKee*

**From:** Bob Bainbridge  
**To:** ILMNCA01,ILMNCE01;mkirby+  
**Date:** 1/28/98 12:36pm  
**subject:** WILD HORSE & BURRO SPECIAL MAILING PROJECT -Forwarded - Reply

I wanted to say a BIG THANK YOU to you guys for this effort. We were behind the curve and NARSC came through ahead of schedule. Please pass our thanks on to everyone that worked on this, I sure from the one phone meetings I had w/ Lee, there sounded like a crowd of 15+ people in his office. Anyway, we really appreciate all your efforts.

**cc:** lbarkow,twalker,meharpe

**From:** Laurie Bryant  
**To:** ilmnecla.ilmnedla.fbatson  
**Date:** 12/18/97 12:35pm  
**Subject:** your staff

I'd like to find a way to thank two of your staff for their wonderful work on the Paleontological Resources Management Decision model project they're doing for me. Neffra Matthews and Steve Gregonis have gone well beyond the requirements of the job, sometimes working long days and devising very creative solutions to unusual problems, and delivering a product on time. Their creative energies, their enthusiasm, and their dedication to customer service are outstanding. If you think it's appropriate, I would propose an award of some kind to recognize their work and their infectious "can do" attitudes. Perhaps an on-the-spot award of \$500 apiece? Or more! Please let me know what I need to do to make something happen for these folks.

As an aside, I enjoy my visits to NARSC because everyone I've met is so obviously happy in their work. Someone in management down there is doing something right! Thanks for letting me be associated with your organization.

**From:** Richard Whitley  
**To:** ilmnc01.ilmncb01.lbarkow  
**Date:** 12/17/97 4:36pm  
**Subject:** Lee Acres

Lee Otteni (Farmington DM) and I were discussing Lee Acres today and the name of one of your employees came up. A number of others involved have been recognized for their work and it occurred to us the one of the key players in this Janet Youngdahl has probably not been recognized. Lee and I wanted you to know how much we appreciate the help and support that we as NM have received from Janet. She has been a critical part of the team that has worked long and hard on Lee Acres. She has always been responsive and her work of the highest quality. Her work is an example of customer service at its best. I do not know her immediate supervisor so I have not sent a copy of this to him/her. Thanks for your help and support.

Rich



# United States Department of the Interior

## BUREAU OF LAND MANAGEMENT

Lakeview District Office  
P.O. Box 151, 1000 Ninth Street S.  
Lakeview, Oregon 97630

IN REPLY REFER TO:  
1112 (013)

December 15, 1997

### Memorandum

To: Director, NARSC (RS-130) *[Signature]*  
Attn: CACHE Project Manager

From: District Manager

Subject: Compliance Assessment - Safety, Health & the Environment Progress Report

The following comments are provided in response to the draft CACHE report for the Lakeview District.

- The Lakeview District Office has implemented a corrective action plan for the safety findings stated in the draft report. We anticipate completing actions on the most significant safety findings no later than April 30, 1998. This date should allow the District to address items that could not be completed sooner because the Fire Guard Stations were closed and seasonal employees were gone.
- We are pleased to report that a corrective action plan for environmental compliance issues is also in place, and that significant progress toward resolution of the reports's findings has been made. We plan to combine the remote collections of Haz-Mat materials to keep the cost to a minimum, and have everything ready for disposal with a one stop pick up by a contractor.

// Lakeview finds the CACHE Draft Report to be complete, thorough, and extremely helpful in bringing the District into compliance. We wish to extend our appreciation to the team for the very professional evaluation. //

*[Handwritten initials: DM, FYI, and a signature]*

*Steven Fells*

**From:** Jim B Burby  
**To:** ilmnce01,ilmnc001,lbarkow, ilmccc53,ilmcd53,skatz...  
**Date:** 12/11/97 9:44am  
**Subject:** Guide specs

THANK YOU NARSC for posting the construction guide specifications on the intranet!

All of your efforts for posting the construction guide specifications on the web are greatly appreciated by the engineering staff throughout Oregon and Washington.

Thank you for helping us do a higher quality and more efficient job of engineering.

And, thank you for freeing us from distributing and looking for copies of copies of copies of copies.

Jim Burby, DR950

**CC:** ilmorb02.eziellm, ilmorb02.keaton, pfrederi, ilm...

From: Bob E Doyle  
To: ilmnce01.ilmnub01.lbakow  
Date: 12/4/97 11:46am  
Subject: NARSC Performance

Reply requested when convenient

Just completed a review of your FY 1997 Annual Report. Although I have talked with Mike Kirby and several staff who have assisted me with the closure of the U.S. Bureau of Mines (USBM) facilities, I would be remiss if I did not convey my gratitude to you as Director, National Applied Resource Science Center for the support rendered during the past 18 months. There is no question that without the expert technical assistance and timely support services we would not have complied with all the federal, state, and local environmental requirements nor disposed of former USBM real property in the time allotted. Although your work for us is not discussed in the report we are very appreciative of your help and value the Center's contribution. You can count us as one of your many satisfied customers.

As you develop strategic plans for the future I would encourage you to think beyond the traditional boundaries toward customers and services that transcend organizational boundaries. The Secretary has challenged DOI organizations to collaborate across agency lines to more effectively address natural resource issues. As pressures on fiscal restraint continue, new ways of conducting business and capitalizing on existing talents become increasingly important. NASC possesses a wealth of talent and expertise that has application elsewhere within DOI. The Center's efforts associated with USBM closure is but one example of what can be done beyond the traditional Agency boundaries. On more than one occasion technical advice from NASC staff has enabled us to reduce remediation costs and to defend our legal environmental position with State and Federal Regulatory agencies. Although the USBM actions are almost complete, I suspect that the Solicitor's Office will want to continue capitalizing on the Center's talent base to help address the many environmental issues surrounding DOI owned facilities. I think your organization has much to offer and can provide a valuable service to others within the Department.

Once again, I appreciate the Center's efforts. I am especially grateful for the work of Ken Morin and the support of his boss Mike Kirby. Without their contributions we would not have accomplished as much within the time frame and budget allowed.