



## **Box 2, Folder 5: Scrapbooks - Acting BLM Director, February 1994-November 1995, & undated. 1994-1995**

[s.l.]: [s.n.], 1994-1995

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Its tuff to follow the eloquence of Secretary Babbitt. And, I'm sorry that I can't top Bob Armstrong's down home jokes. So, what you see is what you get.

Just the day before yesterday I was Acting Assistant Secretary. And yesterday morning I was Bob Armstrong's Chief of Staff. My daughter Mary asked me if this was a promotion or what?

I talked to Jim Baca about 5 yesterday afternoon to wish him well. He told me how good he felt about all of you, the dedicated BLM employees.

X I'm extremely ~~flattered~~ <sup>honored</sup> that Secretary Babbitt and Assistant Secretary Bob Armstrong have asked me to take on this awesome task.

X As a career employee with a natural resources management background, I know the quality and character of the employees in BLM, both here in Washington and in the field.

X I've worked at every level of either the Forest Service or the BLM. I know where the rubber meets the road and appreciate the challenges you face.

1st X The Secretary has already said that we are right on track and we are going to stay on track.

X Many of the things we are working on today are not new. They came from you, the hard working creative employees, and from our friends and stakeholders.

2.

We are looking at things at the landscape level.  
priority on manage the landscapes & watersheds  
so they assist our social/economic well being.  
For example: riparian and watershed  
management, integrating science in the  
decision making process, concepts of ecosystem  
management, streamlining and cutting red tape,  
so we can get more money to the ground. These  
seeds sprouted some years ago.

We are extreemly fortunate to have a Secretary  
that is receptive to many of your initiatives.  
They make sense and are simply the right thing  
to do.

And what we are really doing, together, is  
reshaping the Agency and defining the BLM of  
the future.

Its like a hockey game. Where I grew up in  
the frozen north, hockey is big. Some players  
skate to where the puck was. The successful  
players skate to where the puck will be.

In a meeting with the Assistant Directors and  
others yesterday, I said I thought it was very  
important that we make this pause in  
leadership as brief as possible.

Lee Otteni said to me later that he hoped it  
would be just a blink. I'm asking your  
support to make it a very brief blink.

There are lots of big things on the platter  
for us all. From budget and appropriations  
hearings, State Director vacancies to be  
filled, to implementing the Secretary's  
reforms. Lots of big decisions. I intend to  
move right out on those decisions. I promise  
to listen very carefully. I expect accurate  
information and your very best advice.

3.

\* And with your help, hopefully they will be the right decisions.

\* I'm a believer in the "don't tell me, but show me philosophy".

\* The people who care about and depend on the 270 million acres of BLM managed lands are counting on us.

\* My first directive to you all is lets get back to work.

But before you leave we'll take a couple of questions.

# Welcome to the BLM Summit

Mike Dombeck

I want to welcome you all to this historic event. We are here to talk about the future. The future of the Bureau of Land Management. The future of the 270 million acres of Public Land, nearly 1/8 of the United States.

*We are here to talk about our corporate agenda and priorities and to gain a common understanding of what lies ahead.*

I want to tell you a little about my agenda. I've been in the hot seat for just about 2-1/2 months now. I know that every time somebody new shows up on the block you say to each other.

I wonder what their agenda is. Well, I wondered that too when Bruce Babbitt and Bob Armstrong asked me to be your Acting Director. In fact, I've done a lot more than just wonder about it. I've given it very serious thought.

*Babs* Secretary Bruce Babbitt's top priority is Public Land Reform. Things like range reform, the President Pacific Northwest Forest Plan. And there is Mining Law reform which is in the hands of Congress. I wondered where was my agenda in all this.

*especially since it's you and I that are responsible for making these reforms reality*

This BLM bus is going 90 mph.

My focus will be and the 10,000+ employees of BLM. Because I know that's where the strength of this organization lies. Whatever is accomplished will be accomplished by you. *including the secretaries agency a total*  
*the employees of BLM.*

One of the first big decisions I had to make was whether or not to have this Summit. I asked for a bullet proof analysis, *my 1st week.* because I just knew it would be a very difficult decision. And there were skeptics. Some said wait until the Senate confirms a new Director. Others wanted to have it.

But once the fog cleared it was an easy decision. Director's come and go. It should be the employees of BLM who shape the future of this Agency. And we should do it with the help of our most important stakeholders and customers. *and that is why we are here this week*

I welcome all of our guests who care enough about what we do to take the time to help. Isn't that what collaborative leadership is all about? Its about working together toward a common goal, the health of the land. *and our goal is*

*summit* *a very important consideration*

the Next was the cost question. Do you know that we have a billion dollar budget. And if we ~~can~~ increase our efficiency by just 1%, you do the math. And I fully expect our efficiency to increase by 5%+ for a 3-5 year period, because we are all headed toward the same goals.

*join on a crusade*

Back to my agenda. My agenda is simple and I ask each of you to *join me on* embrace this agenda. LET'S GET BACK TO BASICS, Cut process, and keep it simple. I want every employee to cut process at every possible point.

I want every employee to write so people don't have to struggle with the bureaucratese.

Is there anyone here who thinks our processes should be more complicated? Good, I want you all on my team. Or I should say, I want to be on your team.

The BLM agenda is:

Getting back to basics, cutting red tape and process and uncomplicating things, greater flexibility for all employees, decisions closer to the resources, and accountability for managing the land. *That's our agenda.*

*BLM*  
I want every employee to cut process at every possible point. 11,000 employees = big change.

In the last 2-1/2 months I've visited all but three of our BLM states, the Denver Service Center and the National Interagency Fire Center. And I've talked to as many employees as time has allowed. There has also been the Director's listening exercise and the Dear Colleague process conducted by Director Jim Baca.

The message from you the employees has been loud, clear and consistent. The plea has been to change and modernize this agency, to keep up with the times, to make it easier for you to do your work, the work of managing the land.

And I believe the stars must be lined up because the Vice President's National Performance Review has the same objectives.

*To have fun and*

Our task this week is to develop a blueprint of the future of BLM in five

major areas. And these have come from you the employees and our constituency groups:

*This is our corporate agenda  
is not true*

1. Maintaining healthy functioning ecosystems.
2. Re-engineering our business practices, to free up resources for field operations.
3. Re-engineer our permitting and authorization procedures, to improve service to our customers.

4. Promoting collaborative leadership. *Take the people as we go*

5. Diversifying our workforce, both diversity of skills and cultural diversity.

*In all my conversations*

No one has told me that BLM does not need to change. One of the ~~most~~<sup>more</sup> difficult thing to get managers to do is to challenge the rules. Ask why? What if? And be creative. Reach out beyond your usual circles.

*outdated* *trashy*

Why don't we have rule discarding sessions? Ask why do we need this?

I was with Jack Thomas last Friday at Utah State. I asked why do we have different planning regulations? Or grazing regulations? Cause that's the way we've always done it, I say that's not good enough. We are different agencies with different legislation. I say, so. Are we writing the rules for ourselves or for our customers.

Over and over we are finding out that what worked a few years ago won't work as well today. We can either bemoan the fact that things are harder than they used to be and struggle with inefficiency or we <sup>can</sup> change and search for new solutions and more creative ideas. *Reach out beyond your usual circles.*

**So let's be creative.** There's an old saying that nothing is more dangerous than an idea, when it's the only one you have.

*We are creatures of habit*

The only one that wants a change is a baby with a wet diaper. Two basic rules of life. 1) change is inevitable, 2) everybody resists change.

*I hope you all read Culture Shift: The Employee Handbook for Changing Corporate Culture.*

Here are a few myths of change:

If it ain't broke, don't fix it. I say, don't wait till its broke to fix it.

Change takes time. I say change takes commitment and change takes courage.

*→ Read excerpts*

Here are some truisms.

Unlearning can be harder than learning.

We either do it ourselves or someone will come in and do it for us.

Make dust or eat dust.

We have a very important mission. BLM is responsible for managing the public lands in a manner that is both ecologically sustainable and in the long-term interests of the American taxpayer.

BLM is responsible for accomplishing this mission in a dynamic atmosphere of renewal and innovation. Our customers' expectations are changing, the laws are changing, environmental conditions are changing, and our understanding of how ecosystems function is changing.

The real success of this historic week will be measured by what happens next week, next month, next year and beyond. And that's not up to just the Director, its up to everyone of us in this room. Its up to every BLM employee, and everyone who cares about the land.

What I have found is an unbridled enthusiasm for our mission and an urgency to get on with it.

Now open the envelopes on your chairs. This is to demonstrate

Denise's and my commitment to  
change, to our vision, and to empow-  
ering you. *To make the culture shift*

1. Maintaining healthy functioning ecosystems
2. Keep it simple
3. Communication, collaboration, and coordination
4. Use the best science
5. Get back to basics

6. Cut red tape

7. QRS—quality, reliability, and service.

In the words of the Vice President, “if you always do, what you always did, you will always get, what you always got.”

I hope you all hae a productive and fun week here at the BLM Summit.



# DEPARTMENT of the INTERIOR

## news release

FOR IMMEDIATE RELEASE

CONTACT: Kevin Sweeney

February 3, 1994

(202) 208-6416

### **BLM's Baca Decides to Step Down From Post**

Jim Baca, Director of the Bureau of Land Management (BLM), today announced he will resign from his post. Dr. Michael Dombeck has been named Acting Director of the BLM; he is currently chief of staff to Assistant Secretary Bob Armstrong.

Baca's decision came one week after he was offered a different position within the Department of the Interior, the Cabinet agency that houses the BLM.

"Jim deserves credit for the good work he has done as Director," said Interior Secretary Bruce Babbitt. "He brought vision and energy to a bureau badly in need of both. Its many employees now have a greater sense of mission and are now fully engaged in an effort to implement the principles of ecosystem management; that is a credit to Jim Baca."

"This personnel change in no way means a change in policy," said Secretary Babbitt. "In this Department the buck stops on my desk, and I remain as committed as ever to reforming our public lands policies. On grazing, in particular, for better or worse, I have been the primary architect and advocate of the Administration's policy; I will continue in that role."

"I had hoped Jim would stay on at Interior," said Secretary Babbitt. "Last week, I asked him to serve as Deputy Assistant Secretary. It was an important position, one that would have put his considerable talents to good use in pursuing reforms he and I both support."

"I have accepted his resignation because Jim and I have different approaches to management style and consensus building," said Babbitt. "That's not a statement about which style is the right one. It is, however, an acknowledgement that the management styles of the Department's bureau directors need to mesh -- they need to work as one."

-- MORE --

"It's my judgement that a very strong management team can become even stronger," said Babbitt.

Dombeck, who holds a doctorate in fisheries biology and animal ecology, has spent most of his career with the BLM and the Forest Service. From 1989 through 1992, he served as science advisor to the BLM Director. Prior to that, he spent several years in various fisheries program offices within the Forest Service.

-- DOI --



OFFICE OF THE GOVERNOR  
STATE CAPITOL  
BOISE 83720-1000

CECIL D. ANDRUS  
GOVERNOR

(208) 334-2100

June 1, 1994

Mr. Mike Dombeck  
Acting Director  
Bureau of Land Management  
U. S. Department of the Interior  
Washington, D. C. 20240

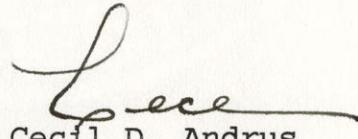
Dear Mike:

Again, I deeply regret having had to miss the dedication of the Birds of Prey Area, and I send sincerest thanks for the handsome Butch Olendorff Award. Please know that the framed picture will be displayed here until the end of the year and then wherever I light after leaving office.

The establishment of the Birds of Prey Area and the World Center has been very satisfying to watch, and I'm pleased to have had a hand in it.

With appreciation and best regards,

Sincerely,

  
Cecil D. Andrus  
Governor

CDA:cw

RECEIVED  
6/14

Mike,

I began writing you a note two weeks ago complementary you on these updates. I thought they were a passing thing and decided not to. However, your communicating continues and I am thankful for your efforts.

To: All Employees

June 17, 1994

From: Mike Dombeck

Glenn,  
Salt Lake District

My week started on Sunday in Orono, Maine, at the Annual Meeting of the Outdoor Writers Association of America with 1,200+ outdoor photographers, broadcasters and journalists in attendance. Secretary Babbitt's speech ended with a well deserved standing ovation. His message was that our aquatic resources, streams and fish, are the ultimate indicators of the health of the environment. Bob Armstrong gave the keynote address and I spoke to the group about BLM and ecosystem management. The writers were delighted to hear about the direction BLM is headed. We also held a press conference with Times Mirror Magazines announcing the upcoming Public Lands Appreciation Day on July 30. We all need to thank the Eastern States employees who did a fantastic job representing BLM with too many activities to list here.

At the Range Reform hearings, many people expressed the view that national standards and guidelines should not be developed because conditions differ from State to State. Did you know that the proposed regulations call for local/State standards and guidelines to be developed in 18 months with the advice of the Resource Advisory Councils and approval by the State Director? If local standards and guidelines are not developed within 18 months, fallback national standards and guidelines will be required. What is required is that the local standards and guidelines address the following four national goals: (1) meet requirements of the Endangered Species Act, (2) meet the requirements of the Clean Water Act, (3) maintain and achieve healthy ecosystems, and (4) properly functioning riparian areas. Additionally, these standards and guidelines for grazing administration are to be adhered to in the development of the grazing-related portions of activity plans, and reflected in the terms and conditions of permits, and leases and grazing authorizations.

Deputy Directors Denise Meridith and Julia Dugan (Resource Area Manager from Palm Springs) and the Assistant Directors met at my house on Tuesday afternoon. We assessed our progress in three strategic areas: operation as a Corporate Board of Directors, empowerment, and human resources. We are striving to "walk the talk" and provide a model of collaborative leadership. We brainstormed traits related to an effective team and committed to improving communications through regular Tuesday meetings.

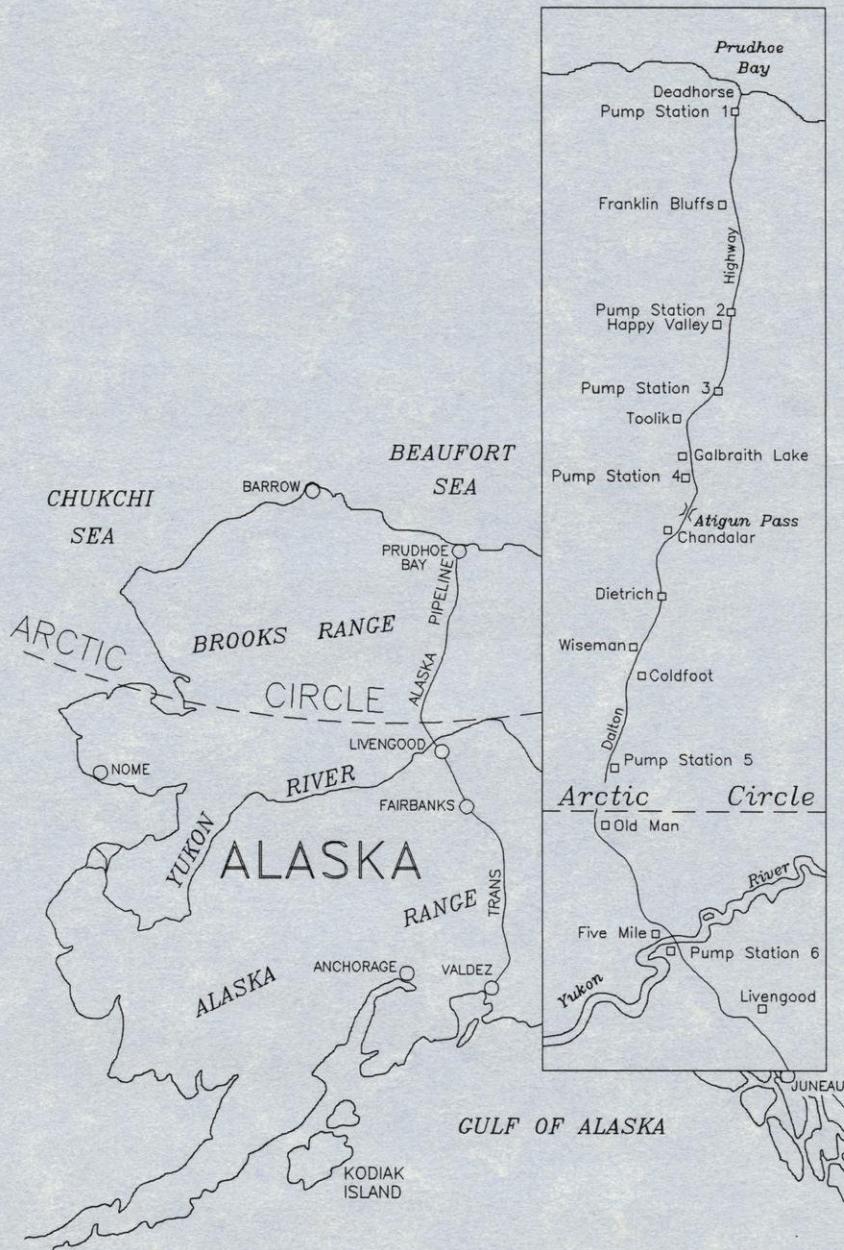
It was agreed that the success of these meetings hinged on practicing good meeting management skills, focusing the agenda on priority issues, and communicating issues back to the organization. We also emphasized the continued movement of decisionmaking authority to the lowest level while ensuring effective coordination with the Department. We all need to try new things and be flexible as we deal with change. We started out with a cookout. Our work is very important and so is having fun while doing it!

This is to certify that on  
June 29, 1994  
*Mike Dombeck*  
crossed the  
**ARCTIC CIRCLE**  
while traveling the  
Dalton Highway

*Mike R. Dombeck*  
Arctic District Manager  
Bureau of Land Management

*Charles L. Jones*  
Witness

P.J. Salvatore





# United States Department of the Interior

BUREAU OF LAND MANAGEMENT  
COLORADO STATE OFFICE  
2850 YOUNGFIELD STREET  
LAKEWOOD, COLORADO 80215-7076



JUL 15 1994

In Reply Refer To:  
1120 (CO-912)

## Memorandum

To: Acting Director; State Directors; NIFC Director; and District Managers

From: State Director, Colorado

Subject: South Canyon Fire Information

Attached is a special edition of the **Glenwood Post**, from Sunday, July 9, 1994. While some news reports were very inaccurate, especially in the first few hours of the incident, I think the **Post** collected a very good and representative series of articles and photographs.

Also attached is a copy of the memorial service program. Sally Wisely, San Juan Resource Area Manager, composed "Hotshots and Heroes," which appears on the back page of the program. The service was a wonderfully executed tribute sponsored by the Glenwood Springs Ministerial Association, and in cooperation with BLM and U.S. Forest Service.

Please share this information with your appropriate staffs.

*Bob Moore*

Attachments

UNIVERSITY OF WISCONSIN-STEVENS POINT  
REMOVAL FORM

*ASK THE ARCHIVIST FOR ASSISTANCE IF YOU WISH TO SEE THIS ITEM.*

**COLLECTION OR SERIES NUMBER:** UWSP Collection48

**NAME OF COLLECTION:** Mike Dombeck Papers

**ITEM REMOVED:**

*GLENWOOD POST*, 10 July 1994

This issue was a special memorial edition of the *Glenwood Post* with proceeds going to benefit families of 14 firefighters who died in the Storm King Mountain Fire (Colorado)

**REASON FOR REMOVAL:**

**Oversized**

**Fragile**

**Theft Prevention**

**Preservation or conservation work needed**

**Other** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**LOCATION:**

**Map case (specify PCHS, UWSP, ARC)**

**Other** Mapcase - UWSP

\_\_\_\_\_

\_\_\_\_\_

REMARKS OF MIKE DOMBECK  
ON THE REPORT  
OF THE SOUTH CANYON FIRE  
ACCIDENT INVESTIGATION TEAM  
August 22, 1994

First, I would like to speak to the families of the fallen fire fighters. Please accept my deepest sympathies. Your sons, daughters, spouses and parents have made the ultimate sacrifice in protecting the lives and property of American citizens. We are indebted to them. I know that I speak for everyone here in thanking them, and their families, for their sacrifice in service to the American public.

I have a wife and daughter at home — and I know they could never be replaced. But, as we try to understand how the tragedy of the South Canyon fire occurred, I want to assure the families that their daughters and sons will not be forgotten. I promise you that our actions to improve safety and minimize risks to future firefighters will honor their memory.

I would like to personally thank the South Canyon Fire Accident Investigation Team for their hard work. The Team's efforts will help us to prevent this sort of tragedy from happening again.

Wildfires burn across landscapes, sometimes ruled only by the laws of nature. Wildfires do not abide by administrative or property boundaries. Similarly, our fire fighting organization crosses government jurisdictions, with agencies working as one. This is a model of interagency cooperation and partnership. Fighting fires is an inherently dangerous business. When wildfire rages out of control, it is, in a sense, like fighting a war. So long as we suppress fires to protect lives and property, the violence of nature will collide with human fallibility. There is only one way to fight wildfire without risk. And that is not to fight wildfires at all.

We are painfully learning that mistakes were made during the South Canyon Fire. Breakdowns in communication. Errors in judgement. Lack of coordination. The same sort of mistakes people make every day. Only this time, the fuel, and weather, and flame magnified human error — with deadly and tragic consequences. The interaction of these factors resulted in the disaster.

The danger of fire in the Grand Junction Area was at its highest level in many years. Precipitation was far below normal. Under these circumstances, fire is a certainty in the West. We cannot change these facts of nature.

But, we can minimize the risk associated with the important and dangerous task of fire suppression. To get the facts out. To take corrective action. To learn from this tragedy.

I have read the Investigation Team's report several times and return again and again to a single recommendation. The Team states: "There is a dire need to create a passion for compliance with the basics of safe fire suppression."

*and the Chief of NFS, JWT*  
~~As a father~~, and as the Director of the Bureau of Land Management, *we ourselves*  
~~I commit myself and our agency~~  
~~my agency~~ to making that recommendation a reality.

I think of the friends and colleagues of the fallen men and women who lay awake at night, wondering... What more could I have done? How else could I have helped? I ask myself the same questions. What can we, as public servants, do to improve safety, and training, and management? What else can we do to save lives? How can we move our agencies to make sure this never happens again?

Forest Service Chief Thomas and I have commissioned an interagency management review team to identify any immediate corrective actions that will improve safety and minimize the risk to firefighters this season. They are to review the findings and conclusions of the South Canyon investigation team and propose corrective actions. The Team will also prepare recommendations for actions to address additional issues such as preparedness, training and qualifications. They have 45 days to present their findings.

We cannot afford to delay any needed changes. To that end, the Chief and I have directed that the recommendations of the South Canyon Accident Investigation Team be implemented as interim measures. These actions will stress safety and minimize risk to fire fighters — and save lives.

*Our*  
**My** promise to the families of the brave men and women who died in the South Canyon Fire is that we will work together to do everything we can to prevent this sort of tragedy from ever occurring again and to protect firefighters in the future.



United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

100  
M. O. K.

Reply To: 6140

Date: SEP 2 1994

Mr. Michael Dombeck, Director  
U.S. Department of Interior  
Bureau of Land Management  
1849 C. Street, N.W., Rm 5600  
Washington, D.C. 20240

Dear Mr. Dombeck:

I wish to express my sincere gratitude for your taking part in the program for the Memorial Tribute for Fallen Firefighters that was held in Washington, D.C., on August 8, 1994. Your presence and inspiring remarks were important to all of us during this tragic year. The moving ceremony was a fitting tribute to a group of special men and women, and a valuable opportunity for our employees to come together to remember them.

I appreciate your spirit of contribution and your support for our many colleagues who are involved in the firefighting community. On behalf of our entire work force, please accept my thanks for your participation in this Memorial Tribute which allowed us all to pay our respects to firefighters for their dedication and sacrifice.

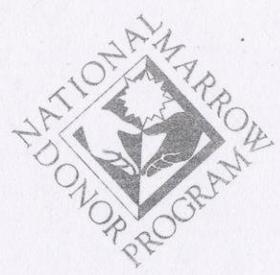
Sincerely,

JACK WARD THOMAS  
Chief



Caring for the Land and Serving People

FS-6200-28b(4/88)



## NIH MARROW DONOR CENTER

Suite 357  
6011 Executive Boulevard  
Rockville, Maryland 20852  
(301) 496-0572



7/1/94  
Mike  
FYI

Mr. Michael Dombeck  
Chief of Staff for Assistant Secretary of Interior  
Room 6618, Main Interior Building  
1849 C Street, NW  
Washington, D.C. 20240

Dear Michael:

Thank you for once again touting the National Marrow Donor Program (NMDP).

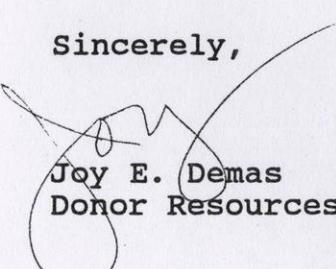
You are such an enthusiastic advocate for participation in the program that I felt everyone at the meeting was already committed to making something happen at the Interior Department.

My interest now is in making plans for a specific effort there, especially with the BIA. I hope that Carol Field can meet again with people from the bureau to formulate some specific plans for increasing recruitment of Native Americans.

Please advise what we can do that will assist further in this.

Sorry to hear that you will not be available for the NMDP reception at Union Station on September 12th. Hope to hear from you or Larry Benna as to a program for Interior.

Sincerely,

  
Joy E. Demas  
Donor Resources Coordinator



# United States Department of the Interior

OFFICE OF THE SECRETARY  
Washington, D.C. 20240

OCT 6 1994

## Memorandum

To: All Employees (Washington Metro area)

From: Woodrow W. Hopper, Jr. *Woodrow W. Hopper Jr.*  
Director of Personnel

Subject: National Marrow Donor Program Registration Drive

Each year over 16,000 children and adults are stricken with leukemia, aplastic anemia, and other blood related diseases. For many a marrow transplant is the only chance for survival. Nearly 70% of those who need a transplant cannot find a suitable match among their family members and therefore must rely upon donors willing to help save their life. The odds of a patient finding an unrelated donor increases with every person who joins the National Marrow Donor Program. Minority donors are especially needed.

The Department working with the NIH Marrow Donor Center is sponsoring a registration drive. **YOU CAN MAKE A DIFFERENCE.** All employees between the ages of 18-55, in excellent health, including no back problems or asthma are potentially eligible for enrollment. As a general rule if you can donate blood to the Red Cross, you are likely eligible for enrollment. To enroll a detailed health history is taken along with a blood test. The test requires a small amount of blood to be taken from the arm. The results of the blood test are then entered into the National Registry, where donor results are compared to patients needing transplants. If a match occurs **YOU CAN SAVE A LIFE.** Please take the time to learn more about the Marrow Donor Program by attending:

Informational Briefing: **November 7, 1994**, Main Interior Building (Auditorium), 10:00 to 11:00 a.m. Meet people who have donated and potential recipients. The NIH staff will answer questions. Registration packets and informational materials will be available. Please stop and pick-up the materials even if you cannot attend the briefing.

Screening Program: **November 10, 1994**, Main Interior Building room ~~7000A~~, between 9:00 a.m. and 1:00 p.m. Blood test, health history and consent forms collected.

If you have any questions or need additional information concerning eligibility, please contact the NIH Marrow Donor staff at (301) 496-0572, all other questions can be referred to Dave Mathews, Office of Personnel at (202) 273-3218.

*hang  
Buffet  
Room  
MIB  
Cafeteria*



BUREAU OF LAND MANAGEMENT  
NATIONAL HISTORICAL OREGON TRAIL  
INTERPRETIVE CENTER



*Mike Dombeck*  
Free Lifetime Admission



*National Historic Oregon Trail Center at Flagstaff Hill*

# Dombek may miss next game

It has been our experience that you don't  
miss much.

Secret Admirers

BLE

February 2, 1995

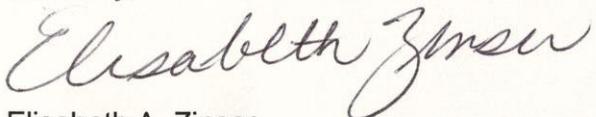
Dear Dr. Dombeck:

Welcome to the University of Idaho! I certainly hope you enjoy your stay and will be able to tour the area.

We are so glad that you will be giving the Distinguished Wilderness Lecture. I am sorry that I will not be able to attend the reception for you as I have another commitment.

I hope to visit with you another time.

Sincerely,



Elisabeth A. Zinser  
President

[UNIVERSITY OF IDAHO]



THE WHITE HOUSE  
WASHINGTON

February 6, 1995

Mr. Mike Dombeck  
Department of Interior  
1849 C Street  
Washington, D.C. 20240

Dear Mike :

Shortly before Christmas, Judge William Dwyer issued an order denying the various challenges to the Administration's Forest Plan for the Pacific Northwest and clearing the way for full implementation. That event, validating our efforts to provide both biological diversity and sustainable economies, was an important one for all of us.

You played a key role in developing and implementing the Forest Plan, and I deeply appreciate your hard work. You can feel proud of the successful result that has been achieved on the Forest Plan. Good luck on the other important work you are doing on behalf of our Administration.

Sincerely,

*Bill Clinton*



# United States Department of the Interior

BUREAU OF LAND MANAGEMENT  
Washington, D.C. 20240

Note:

To: Secretary Babbitt  
From: Mike Dombeck

February 10, 1995

*Mike*

Attached are the filings and associated patent documents for the Walters Place in Arizona that you had asked for.

Please be advised that the homestead patent issued to Mr. Walters is located in Sections 23 and 26 of T19N, R10E. Your request mentioned Sections 23 and 24.

We have also obtained the land records for a homestead patent in Section 24. Should you require this information in preparation for your speech, please let me know and we will provide it to you.

Attachments

Mike - great stuff!  
I would like to  
see the Section 24  
material as well

*BB*

## BPR IMPLEMENTATION UPDATE FOR BUREAU STAFF

11/30/95

### CURRENT ACTIONS (Fiscal Year 95-96):

1. **What:** Streamline Unitization Process  
Streamline unitization to simplify the process, reduce uncertainties, provide flexibility to operators, and establish clear benefits in return for development.  
  
**Who:** John Bebout, Sherry Barnett  
**Source:** Incentives Team  
**Status:** Regs clarified; Secretarial Order, briefing paper for Secretary, guidance for field offices, and IM to field drafted; SOL office completed review; documents in for surnaming; proposed completion by 12/08/95.
  
2. **What:** Simplify Production Pooling (Communitization)  
Eliminate the need for industry to submit a separate agreement package to pool federal interests.  
  
**Who:** John Bebout, Sue Stephens  
**Source:** Incentives Team  
**Status:** Erick will contact Sue Stephens to establish team upon completion of the Secretarial Order for Unitization. Should initiate by December 1995.
  
3. **What:** Develop Bioremediation Policy  
Develop a national policy to utilize bioremediation, where feasible, as a treatment method to reduce clean-up costs and prevent future liabilities.  
  
**Who:** John Bebout, Jim Rhett, Del Fortner  
**Source:** Incentives Team  
**Status:** BLM and EPA proposing to develop manual. Colorado coordinating with New Mexico; strategy will be tested in the Region covered by the Denver Office of OEPR and then export results to other regions after one year. Received draft report; briefing on Dec. 7th from CO SO.

5.a. What:

Royalty Relief (Heavy Oil)

BLM's proposal to provide incentives for production of heavy oil through royalty relief.

Who:

(BLM) John Bebout and Darryl Watts, (MMS) Renee Gyles, (DOE) John Pyrdol

Source:

BPR

Status:

Concepts of 20, 25 and 30 degree oil modeled using Tertiary Oil Recovery Information System (TORIS) TORIS; advertised in Federal Registers; 209 comments received, draft revision of regulations sent to Legislation and Regulatory Management; proposed rule signed by ASLM on Dec. 1st.

5.b. What:

Royalty Relief (Marginal Gas)

BLM's proposal to provide incentives for production of gas from marginal wells through royalty relief.

Who:

(BLM) John Bebout and Del Fortner, (MMS) Renee Gyles, (DOE) John Pyrdol

Source:

BPR

Status:

Request for information and suggestions was sent to Marginal Gas Team; draft Federal Register "request for information" completed; MMS assisting DOE in obtaining data for possible modeling efforts to prepare a national profile of current federal gas operations; BLM and DOE to share expense for modeling; goal to have advertised by end of calendar year, 1995.

6. What:

Eliminate Duplicate Bonding

Eliminate or minimize duplicate bonding by state or other federal agencies on BLM and Forest Service lands.

Who:

Lois Mason, Bob Anderson, Suzanne Noble

Source:

Bonding/Unfunded Liabilities Team

Status:

Interstate Oil and Gas Compact Commission has completed inventory list of States that require duplicate bonding; Lois completing IM to BLM State Offices 11/30/95.

7. What:

Revise Assignment Forms

Revise BLM's current assignment forms to clearly lay out the liability relationship between the assignor and the assignee.

Who:

Lois Mason, Bob Anderson

Source:

Bonding/Unfunded Liabilities Team

Status:

BLM is reviewing need for revision of the assignment form in light of proposed rule changes. Determination of need and resulting plan will be completed by 11/2/95.

9. *What:* **Develop and Maintain a Data Base on Shut-in Wells**  
Review the status of all shut-in wells. Develop and maintain a data base.

*Who:* John Broderick, Joe Chesser, Paz Laborda  
*Source:* Bonding/Unfunded Liabilities Team  
*Status:* BLM considering utilizing a PC based system until Automated Fluid Minerals Support System (AFMSS) can be utilized; John Broderick to contact Pascual Laborda; report on progress due 12/07/95.

12. *What:* **Develop BLM/DOE MOU for Tech Transfer**  
The proposed agreement would allow for continued cooperation between DOI and DOE on development of a Public Lands Data Base.

*Who:* (BLM) Suzanne Noble, Del Fortner, (DOE)  
*Source:* Bill Hochheiser  
*Status:* NEPA/Planning Team  
Final dra : of MOU includes DOE, BLM, and MMS. Proposed for completion by 12/23/95.

14. *What:* **Develop Sampling for Heavy Oil Instruction Memorandum**  
This BLM proposal is designed to allow flexibility in the procedures for gaging and sampling heavy oil.

*Who:* Erick Kaarlela, Suzanne Noble  
*Source:* Outreach and Interagency Coordination Team  
*Status:* WO IM returning recommendation for implementation to California SO per Bakersfield's request; Completed Instruction Memorandum (IM-96-10) with a DD 1/30/96.

15. *What:* **Develop Diverter System Instruction Memorandum**  
This BLM proposal would allow the use of a Diverter System in lieu of Blow Out Prevention Equipment (BOPE) in certain areas where practical.

*Who:* Erick Kaarlela, Suzanne Noble, John Duletsky  
*Source:* Outreach and Interagency Coordination Team  
*Status:* WO IM returning recommendation for implementation to California SO per Bakersfield's request; Completed Instruction Memorandum (IM-96-10) with a DD 1/30/96.

16. *What:* **Oil and Gas Regulatory Review**  
Directive to substantially reduce the detail of existing requirements and move BLM's regulations into a performance standard format.

*Who:* Larry Bauer, Erick Kaarlela

Source: BPR  
Status: Possible development of BLM steering team for performance-based regulations.

17. What: White River Interagency Planning Study Area  
The proposed initiative would be an interagency effort to improve environmental assessment and planning systems in an area with an ongoing planning effort.

Who: John Bebout, Bob Sulenski  
Source: NEPA/Planning  
Status: CO SO has sent a draft implementation plan to Stipulation Team for consideration.

18. What: Stipulation Team  
To modify stipulations by implementing performance, rather than design-oriented stipulations.

Who: John Bebout, Bob Sulenski  
Source: NEPA/Planning  
Status: Team developed IB No. 95-222 asking field for comments, comments received compiled, categorized, and distributed to team; team recommending performance based stipulations, standardized lease stipulations, and proposing to use White River, CO for a pilot area for implementation. Team report completed; team invited to RMOGA forum in Denver 12/12/95.

#### SECOND ROUND RECOMMENDATIONS FOR BPR IMPLEMENTATION (FY 96-97):

19. What: Resource Data Base Task Force  
The proposed initiative would attempt to standardize resource date for an automated data base and would coordinate with other agencies to eliminate or reduce duplication of effort.

Who: Del Fortner, Erick Kaarlela  
Source: NEPA/Planning  
Status: NEPA/Planning report given to Resource Assessment and Planning for Planning Shop review and implementation; mtg needed to brief Maitland.

20. What: Standardization of APDs, Sundry Notices, and Completion Reports  
An effort in conjunction within the Public Lands Project of the IOGCC to standardize State and Federal forms and requirements.

Who: John Broderick  
Source: BPR

*Status:* IOGCC provided proposed standardized State's forms through the Public Land Project; BLM to review to consider adoption. Proposed for field comments by 12/31/95. Proposed for consideration by 1/31/96.

21. *What:* **Convey NEPA/Planning Document to Maitland**  
The NEPA/Planning BPR Team made several recommendations to be addressed. The Assistant Director for Planning should consider these recommendations.

*Who:* Del Fortner, Erick Kaarlela  
*Source:* BPR  
*Status:* NEPA/Planning report given to Resource Assessment and Planning for Planning Shop review and implementation; meeting to be setup to brief Maitland.

**THIRD ROUND RECOMMENDATIONS FOR BPR IMPLEMENTATION (FY 96-97):**

22. *What:* **Establish Training Modules Based on NEPA/Planning Team Recommendations**  
Improve efficiency and effectiveness through increased cross-training (both interdisciplinary and within the oil and gas program area) and improved interagency training and operational coordination.

*Who:* Larry Bauer, Burrett Clay  
*Source:* NEPA/Planning Team  
*Status:* Need to brief the Phoenix National Training Center coordinator to see if there is interest.

23. *What:* **Develop Ecocredits Concept**  
This proposal was meant to offer incentives to operators by rewarding those efforts that went above and beyond environmental protection measures.

*Who:* Del Fortner, Doug Koza  
*Source:* Incentives Team  
*Status:* On hold.

24. *What:* **Prepare Enforcement Policy on "Joint and Several" Liability**  
When there are no fractional interests involved, but there has been a 100% assignment of the record title, BLM will first pursue the party who failed to comply with the requirements of the lease terms. If the assignee had nothing to do with the failure to comply, the assignee will not be involved in the collection of damages by BLM.

*Who:* Erick Kaarlela and Solicitor TBA

*Source:* Bonding/Unfunded Liability Team  
*Status:* Erick to request SOL follow through by 11/30/95.

25. *What:* **Modified Non-competitive Offers**  
*Who:* Lois Mason  
*Source:* BPR  
*Status:* Lois working on proposed rule revisions; proposed by mid-1996.

26. *What:* **Adopt-an-Orphan Well and/or Land Conveyance Incentive**  
This proposal addresses the problem of "orphan" wells by recommending that non-governmental groups may wish to contribute to the plugging and abandonment (adoption) of an orphan well.  
*Who:* Del Fortner, Suzanne Noble, Doug Koza  
*Source:* Incentives Team  
*Status:* Recommend identifying a Pilot Office during FY 96; A Utah office or the Bakersfield DO may have interest.

**BPR RECOMMENDATIONS COMPLETED:**

4. *What:* **Allow Self-Certification for Environmental Compliance for Oil and Gas Operators**  
Establish a pilot program to allow industry to self-certify environmental compliance. One or two operators with a good compliance record could volunteer for this pilot program. BLM can then concentrate on other duties (e.g. NEPA documents, planning).  
*Who:* Jean Pellegrini, Lonnie Bagley, George Diwachak  
*Source:* Incentives Team  
*Status:* Completed. Instruction Memorandum (IM-95-145) issued.

5.c. *What:* **Royalty Relief (High Water Cut)**  
This proposal was to provide incentives for production from high-cost producing wells to extend the life of a well on field.  
*Who:* John Bebout (BLM), (MMS) Renee Gyles, (DOE) John Pyrdol  
*Source:* Incentives Team  
*Status:* Modeling completed using TORIS; modeling indicates the effects of this proposal to have a negative revenue profile; proposal is not implementable. Close-out memo requested 10/26/95.

5.d. *What:* **Royalty Relief (Royalty Holiday for New Discoveries)**  
BLM's proposal to consider incentives to encourage exploration and drilling in wildcat areas.

*Who:* (BLM) John Bebout, (MMS) Renee Gyles, (DOE) John Pyrdol

*Source:* Incentives Team

*Status:* Modeling completed using Crude Oil Policy Model (COPM); modeling indicates the effects of this proposal to have a good to moderate cost-benefit ratio; royalty holiday is more effective at lower oil prices; proposal will be elevated with a recommendation that it is not practical. Close-out memo requested 10/26/95.

5.e. *What:* **Royalty Relief (New Enhanced Oil Recovery Projects)**  
Reduce royalty rates on a project-specific basis to encourage new enhanced recovery projects that would not otherwise be undertaken.

*Who:* (BLM) John Bebout, (MMS) Renee Gyles, (DOE) John Pyrdol

*Source:* Incentives Team

*Status:* Modeling completed using COPM and TORIS; modeling indicates the effects of this proposal to have a good to moderate cost-benefit ratio; effective at lower oil prices; this proposal will be elevated with a recommendation that it is not practical. Close-out memo requested 10/26/95.

5.f. *What:* **Royalty Relief (Directional or Horizontal Drilling)**  
This proposal was to provide incentives for industry to consider more expensive but more effective methods of drilling.

*Who:* (BLM) John Bebout, (MMS) Renee Gyles, (DOE) John Pyrdol

*Source:* Incentives Team

*Status:* Modeling not necessary; benefits to industry should be apparent without royalty relief; proposal is not recommended for implementation at this time. Close-out memo requested 10/26/95.

5.g. *What:* **Royalty Relief (Multiple Wells, Single Pad)**  
This proposal was to provide incentives for industry to limit surface disturbance while increasing drilling.

*Who:* (BLM) John Bebout, (MMS) Renee Gyles, (DOE) John Pyrdol

*Source:* Incentives Team

*Status:* Modeling not necessary; benefits to industry should be apparent without royalty relief; proposal is not recommended for implementation at this time.

Close-out memo requested 10/26/95.

8. *What:* **Selective Increase in Bond Amounts. Reassess Risk Prior to Assignments**  
Reassess potential liabilities of at-risk assignments since this is the appropriate time to reconsider the amount of risk posed by the particular situation.

*Who:* Lois Mason, Eddie Wyatt, Howard Lemm  
*Source:* Bonding/Unfunded Liabilities Team  
*Status:* Completed. Instruction Memorandum (IM-96-09) issued.

10. *What:* **Review BLM/FS MOU**  
Review the National MOU for oil and gas leasing and oil and gas operations between BLM and the Forest Service to ensure that the present procedures are adequate to satisfy the needs of BLM and the Forest Service.

*Who:* (BLM) Del Fortner, Suzanne Noble, (FS) Walt Schlumpf  
*Source:* Bonding/Unfunded Liability, NEPA/Planning Teams, & Incentives Teams  
*Status:* Completed. MOU reviewed, joint clarification letter (IB-95-270) signed by BLM Director and FS Chief.

11. *What:* **Development Contracts**  
Re-institute the use of Development Contracts. These contracts allow industry to exempt acreage in new exploratory areas from acreage holding limitations.

*Who:* Suzanne Noble, Neil Brecheisen  
*Source:* Incentives Team  
*Status:* Completed. Instruction Memorandum (IM-95-146) issued.

13. *What:* **Develop Gas Flaring/Venting Instruction Memorandum**  
This BLM proposal is designed to encourage prevention of emergency situations by allowing routine maintenance of facilities resulting in flaring/venting without incurring royalty obligation.

*Who:* Erick Kaarlela, Suzanne Noble  
*Source:* Outreach and Interagency Coordination Team  
*Status:* Completed. Instruction Memorandum issued by CA SO (CA-96-20).