



# **BUREAU OF RECLAMATION**

**ANNUAL PERFORMANCE PLAN for FY 1999**

**Revised February 1999**



**BUREAU OF RECLAMATION  
FY 1999 ANNUAL PERFORMANCE PLAN**

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## Revised Plan Preface

In accordance with OMB Circular A-11, Part 2, the Bureau of Reclamation (Reclamation) has revised this FY 1999 Annual Performance Plan (APP). Only funding data and goal and/or indicator language have been changed. The remainder of the plan is unchanged. The following factors were considered in revising this plan:

- Ⓒ Results of Congressional Action
- Ⓒ Comments from OMB, GAO, and others
- Ⓒ Measureability of goals/indicators
- Ⓒ Data Collection Methodology
- Ⓒ Consistency and/or Continuity with FY 2000 APP and related Strategic Plan adjustments
- Ⓒ Readability, clarity, directness, succinct language

As a result, almost 33 percent of the goals have been either merged with other goals or deleted for a variety of reasons explained in the table at the end of this revised plan. The remaining goals and indicators have changed. Every effort has been made to ensure that the intent of the original plan has been reflected in the revised plan.

### NOTES:

1. As a part of developing the FY 2000 APP, Reclamation has made some adjustments to the Strategic Plan submitted to Congress in September 1997. These adjustments include consolidating long-term goals and changing the goal numbering scheme accordingly. The goal code for the original strategic plan is listed in bold. The adjusted APP goal code is provided in italics within brackets.
2. An adjusted APP goal code with an "X" in it [in brackets and italicized] indicates there is no comparable strategic goal in the adjusted Strategic Plan. There will be no comparable goal in the FY 2000 Annual Performance Plan.
3. When an APP goal begins with "In," it means targets and accomplishments are for FY 1999 only. When a goal begins with "By the end of," it means targets and accomplishments are for FY 1997, FY 1998, and FY 1999, as appropriate, since this is the first APP to capture those years.

# Government Performance and Results Act Quick Reference

## *Bureau of Reclamation*

Annual Performance Plan Requirement	Location
1. Establish performance goals to define the level of performance to be achieved by a program activity.	See pages 9-27.
2. Express goals in an objective, quantifiable, and measurable form, unless authorized to be in an alternative form.	See pages 9-27.
3. Describe the operational processes, skills and technology, and the human, capital, information or other resources required to meet the performance goals.	See pages 9-27. For details, see FY 1999 Budget Justifications.
4. Establish performance indicators to be used in measuring or assessing the relevant outputs, service levels, and outcomes of each program activity.	Performance Indicators follow each of the Performance (Annual) Goals. See pages 9-27.
5. Provide a basis for comparing actual program results with the established performance goals.	See pages 6-8.
6. Describe the means to be used to verify and validate measured values.	See pages 6-8.

## MISSION STATEMENT

*The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.*

## INTRODUCTION

The Bureau of Reclamation FY 1999 Annual Performance Plan has been prepared pursuant to the Government Performance and Results Act of 1993. This annual plan was prepared with a specific linkage to Reclamation's Strategic Plan, which incorporates input from its stakeholders and customers.

Reclamation has taken the initiative to become an agency more responsive to stakeholder concerns. It has been successful in entering into partnerships with interested Federal and State agencies, local water districts, environmental entities, Native American tribes and tribal organizations, and other stakeholders. Through these partnerships, Reclamation is addressing contemporary natural resource issues through the effective management of western water resources. Reclamation has been able to leverage staffing and fiscal resources to increase its effectiveness. These kinds of partnerships are expected to increase.

Through annual appropriations, permanent appropriations, and funds provided by other sources, (e.g., water and power users), Reclamation manages, develops, and protects water and related natural resources. Reclamation seeks to provide a balanced, sustainable, and environmentally sound program to address competing demands for water.

The Bureau of Reclamation will measure how it is accomplishing its mission through the delivery of products and services to the American public under each of its major program activities: **Water and Energy Management and Development; Facility Operation; Facility Maintenance and Rehabilitation; Land Management and Development; Fish and Wildlife Management and Development; and Policy and Administration.** These six key budgetary program activities encompass a broad spectrum of resources managed by Reclamation. Diverse public interests and desired results require a variety of inputs and outputs to accomplish expected outcomes for water resources management. Each major goal section has a very brief description of resources needed, whereas detailed information is contained in the budget justification. A number of performance indicators have been developed to measure Reclamation's ability to perform the program proposed for each program activity.

## RELATIONSHIP TO THE STRATEGIC PLAN

Reclamation's Strategic Plan contains three long-term mission objectives as follows:

- I Water and Energy Objective
- II Environmental and Related Resources Objective
- III Business Practices and Productivity Objective

Each mission objective has strategies that encompass a significant group of activities, intermediate outcomes and outputs necessary to attain broader out-year results. The individual goals are linked to mission objectives through strategies to Reclamation's major program activity areas. This approach provides a linkage between the Strategic Plan, Annual Performance Plan and the annual budget.

The goals serve to bridge long-term mission objectives and annual performance goals in the annual performance plans. These annual performance goals are grouped within program activities displayed in the Program & Financing schedules of the annual budget.

A **Performance Goal Coding and Display System** has been developed to reflect the linkage among strategies, Strategic Plan goals, Annual Performance Plan goals and indicators, and the budget structure. This approach results in tables that reflect 1) for each performance goal, the related Program and Financing activities and accounts; and 2) for each account and Program and Financing activity, the related performance goals. The coding requires the use of a four-position two-digit enumerator (e.g., XX.XX.XX.99). Tables are provided in Attachment A. Reclamation's coding system is reflected below:

- \* The first two digits reflect the number associated with the program activity
- \* The second two digits reflect the Strategic Plan strategy number
- \* The third two digits reflect the number associated with the goal within each strategy
- \* The fourth two digits reflect the fiscal year resources that support the goal

Reclamation's Annual Performance Plan is organized by Program Activity and bridges the Strategic Plan to the Annual Performance Plan by aligning the Strategic Plan Strategies and Goals and with the annual performance goals and indicators. Associated resources are reflected for each program activity level.

A cross reference of Strategies to Budget Program Activities is noted below:

Strategic Plan Strategies	P&F Program Activity
<b>WATER &amp; ENERGY OBJECTIVES</b>	
<b>Strategy #1</b> - Manage, Develop & Protect Water & Related Resources (5 Strategic Plan Goals)	Water & Energy Management & Development (01)
<b>Strategy #2</b> - Operate Facilities (3 Strategic Plan Goals)	Facility Operations (02)
<b>Strategy #3</b> - Maintain & Rehabilitate Facilities (2 Strategic Plan Goals)	Facility Maintenance & Rehabilitation (03)
<b>Strategy #4</b> - Reduce Risk to Public Safety (4 Strategic Plan Goals)	Facility Maintenance & Rehabilitation (03)
<b>Strategy #5</b> - Increase Water Availability (2 Strategic Plan Goals)	Water & Energy Management & Development (01)
<b>Strategy #6</b> - Complete Projects Under Construction (2 Strategic Plan Goals)	Water & Energy Management & Development (01)
<b>Strategy #7</b> - Fulfill Obligations to Indian Tribes (5 Strategic Plan Goals)	Water & Energy Management & Development (01)
<b>ENVIRONMENTAL AND RELATED RESOURCES OBJECTIVES</b>	
<b>Strategy #8</b> - Maintain & Protect Water Quality (4 Strategic Plan Goals)	Water & Energy Management & Development (01)
<b>Strategy #9</b> - Watershed Approaches to Decision-Making (3 Strategic Plan Goals)	Fish & Wildlife Management & Development (05)
<b>Strategy #10</b> - Research & Technology Transfer (3 Strategic Plan Goals)	Water & Energy Management & Development (01)
<b>Strategy #11</b> - Enhance Recreational Opportunities (3 Strategic Plan Goals)	Land Management & Development (04)
<b>Strategy #12</b> - Land Resources Management (2 Strategic Plan Goals)	Land Management & Development (04)
<b>BUSINESS PRACTICES AND PRODUCTIVITY OBJECTIVES</b>	
<b>Strategy #13</b> - Common Sense Business Practices (2 Strategic Plan Goals)	Crosses all six Program Activities
<b>Strategy #14</b> - Financial Management (2 Strategic Plan Goals)	Crosses all six Program Activities
<b>Strategy #15</b> - Improve Customer Service (2 Strategic Plan Goals)	Crosses all six Program Activities
<b>Strategy #16</b> - Diverse, Skilled Workforce Excellence (4 Strategic Plan Goals)	Crosses all six Program Activities



## **FY 1999 PROGRAM FORMULATION**

The following specific areas of emphasis were used as guidelines for development of Reclamation's FY 1999 budget request:

- C Continuation of program activities that meet Reclamation's ongoing obligations for public health and safety, including dam safety, and other legally mandated activities. These include activities to sustain facility dependability and reliability in a manner that ensures that facilities are safe from natural and manmade disasters.
- C Assurance of the ability of Reclamation to maintain effective security to protect Reclamation employees, the public, and its investment.
- C Completion of construction activities and bringing projects to completion. Project completion is defined as finishing any useful segment of a project that would enable Reclamation to deliver project benefits and begin to recover the Federal investment, as provided in the applicable repayment contracts.
- C Program activities that help maintain Reclamation's infrastructure and the Federal investment. This covers all aspects of ensuring the maintenance, reliability, and serviceability of Reclamation's facilities and identifying and scheduling necessary rehabilitation work.
- C Continuation of environmental restoration efforts.
- C Initiatives to work with Native American tribes and tribal organizations, local, and urban water suppliers. The need to work more closely with cities and communities in the west to develop innovative and cost-effective ways to meet water supply needs using creative approaches given the limited availability of Federal funding.
- C Continuation of the development of new "partnerships" with non-Federal entities as a way to make good use of Federal resources.

## **VALIDATING PERFORMANCE**

A number of efforts are used by Reclamation to verify and validate its performance. The evaluation system is a balance of cyclical, in-depth appraisals and ongoing self-analysis and quality improvements of program components. The approach relies on performance measurement and internal and external customer feedback. Program performance is evaluated through management assessments, business process reengineering, quality improvement reviews, management control reviews, OIG and GAO audits, process action teams, and customer satisfaction.

Much of the information for developing the baselines has **not** been collected centrally from existing systems. To track performance, Reclamation has historically relied upon its area and regional offices to

report on an exception basis; i.e., in the event we stand to grossly under-perform or if there is a problem. Reclamation is developing a process to ensure that the data collected to assess performance under this plan are accurate and verifiable.

### **Management Assessments**

Reclamation executives and senior managers meet periodically to assess organization performance. Critical operating components and policy issues are targeted for discussion and review to solve problems and make improvements. These periodic assessments occur in small group settings among program managers and in larger group settings where many bureau managers participate. Reclamation's 16 executives, the Policy Team, meet with the Commissioner every quarter. Reclamation's 26 area and other managers convene to discuss and act upon major policy issues, related operations, and new management initiatives, at three managers' meetings every year.

### **Business Process Reengineering**

In response to the National Performance Review, Reclamation is conducting a Power Management Laboratory. In 1993, Reclamation began this reengineering effort to improve the business processes in its hydropower operations. The Power Management Laboratory reengineering effort includes trends of findings from program evaluations as it analyzes current hydropower processes. Reengineering in the business environment challenges the underlying assumptions on which the organization is built, and fundamentally redesigns the systems, processes, and structures around desired outcomes, rather than functions, departments, inputs and outputs. The reengineering effort undertaken by the Power Management Laboratory involves mapping of core business processes as they now exist; assessing the impact of new legislation; benchmarking with others to determine "best practices"; identifying customer needs and expectations; redesigning business processes for dramatic improvement; testing and prototyping new designs; and ultimately implementing the redesigned processes. Central to the reengineering effort is refocusing and reorganizing Reclamation's hydropower management around its processes and shifting its performance perspective from outputs to outcomes. The Power Management Laboratory report, *Future Generations: A New Era of Power, Performance, and Progress*, was released in March 1997 and provided a comprehensive analysis of Reclamation's hydroelectric power program and potential improvements.

### **Program Reviews**

Reclamation originates many program reviews and management reports, numbering in the hundreds of titles and subjects, many of which are mandated by legislation. Additional reviews are conducted on the basis of perceived need as determined from internal and external input. The information collected through these reviews will be used to evaluate Reclamation's performance in meeting its goals, as appropriate. A sample of reviews include:

#### **Construction/Operations/Environmental Reports**

-- Construction Progress reports

- Facilities Inspections
- Safety Evaluation of Existing Dams
- Review of Operations and Maintenance
- Power Operations Reviews
- Hazardous Materials Reviews
- Safety Inspections
- Archeological/Cultural inventories
- Real Property Surveys
- NEPA Reviews
- RRA compliance reports

**Programmatic/Financial:**

- FY 19XX Annual Assurance Statement on Management Controls
- FY 19XX Federal Managers Financial Integrity Act Annual Reports
- Corrective Action Tracking System Reports
- Alternative Management Control Reviews
- Management Evaluation Tracking System Reports
- Functional Reviews
- Status of Implementation Actions
- Quarterly Audit Tracking Report (internal)

**Customer Satisfaction**

Customer satisfaction is one of the most useful measurable outcomes for Reclamation. We have actively pursued customer and stakeholder participation throughout the strategic planning process. Reclamation will survey customers about the quality of services they have received and where they believe improvements can be made. These customer satisfaction surveys will be sent out to a representative sample of our customers, and we will report the results back to them. The customer satisfaction survey will help Reclamation adjust its annual performance goals, where needed.

**Non-Federal Assistance**

Reclamation was not aided by non-Federal parties in preparation of this Annual Plan.

## **PROGRAM ACTIVITY: WATER AND ENERGY MANAGEMENT AND DEVELOPMENT**

**Operational Processes (Program Activities):** This program activity covers all aspects of the water and energy management and development decision making processes including: water resource management; energy resources management; utilization, development and implementation of water supplies and energy resources; water conservation activities; applied sciences and technology development as related to water supplies and energy; special programs; and administration and legal compliance.

The objective in the execution of this activity is to gain the greatest overall benefit from existing water and energy resources in a manner that is efficient and effective, uses sound conservation practices, and sustains the environment. To address this objective Reclamation will manage water resources in cooperation with others to improve water quantity and quality for agricultural, municipal, industrial, rural, domestic, hydropower, recreational, and fish and wildlife purposes.

Reclamation, will, as appropriate, manage water and energy resources to address resource needs from an ecosystem perspective and on a watershed/river basin level.

**Resources:** Work performed under this activity appears in the following accounts: Water & Related Resources, Loan Program, Lower Colorado River Basin Development Fund, Upper Colorado River Basin Fund, and Trust Fund. Resources allocated for this program activity as included in the FY 1999 Energy and Water Development Appropriations bill are as follows:

**Dollars (in thousands):**     \$256,359 (Water and Related Resources)  
                                      \$70,686 (Permanents and Revenue Financed)

### **Strategic Plan - Strategy 1: Manage, Develop, and Protect Water and Related Resources - Performance Goals and Indicators:**

Strategic Plan Goal - Deliver or release the amount of water contracted for subject to natural water supply, delivery requests, contractual and legal requirements, and facility reliability.

**Performance (Annual) Goal 01.01.10.99 [01.01.10.99]** - In FY 1999, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities.

Performance Indicator - Actual acre-feet of water delivered under all contracts.

Strategic Plan Goal - Provide power to meet contractual commitments 100 percent of the time.

**Performance (Annual) Goal 01.01.30.99 [01.01.20.99]** - In FY 1999, Reclamation will generate power needed to meet contractual commitments and other requirements 100 percent of the time, dependent upon water availability.

Performance Indicator - # of megawatt hours (Mwh) generated / # of Mwh required or contracted.

Strategic Plan Goal - Maintain hydropower generation costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry.

**Performance (Annual) Goal 01.01.40.99 [01.01.30.99]** - In FY 1999, attain power production costs per Mwh that rank in the upper 25 percent for comparable hydropower facilities, as normalized by comparing FY 1999 water supply with the 10-year average water supply.

Performance Indicator - Power production costs (\$) / Net generation in Mwh.

Strategic Plan Goal - By 2002, in cooperation with the Western Governors Association, complete the review, analysis, and training for West-wide comprehensive and coordinated Drought Contingency Plans in order to provide timely responses to drought emergencies at the local, State, tribal, and regional levels.

**Performance (Annual) Goal 01.01.51.99 [ 01.01.41.99]** - By the end of FY 1999, in conjunction with the Western Governors Association, identify the criteria for analyzing existing Drought Response Plans adopted by States, Tribes, localities, Federal Agencies and other entities.

**Performance (Annual) Goal 01.01.53.99 [01.01.42.99]** - By the end of FY 1999, in conjunction with the National Drought Mitigation Center, complete five drought workshops to help local, State and other entities learn how to prepare Drought Contingency Plans and evaluate mitigation options.

Performance Indicators - Number of workshops completed.

### **Strategic Plan -Strategy 5 -- Increase Water Availability -- Performance Goals and Indicators:**

Strategic Plan Goal - In cooperation with State, Tribal, local and other entities, Reclamation will encourage the development of consensus-based structural (e.g. water reclamation and reuse) and non-structural solutions to water supply problems that result in economically justified and environmentally compatible water supplies. Such water supplies can assist in meeting growing demands among rural, Tribal, urban and environmental uses as well as help to sustain deliveries to existing users.

**Performance (Annual) Goal 01.05.11.99 [01.02.13.99]** - By the end of FY 1999, have in place a consensus-based rule to implement interstate water marketing in the Lower Basin of the Colorado River System.

**Performance (Annual) Goal 01.05.12.99 [01.02.14.99]** - By the end of FY 1999, have in place a plan, developed with stakeholders, which will ensure that California will be able to limit its Colorado River diversions, if and when required, to no more than its maximum entitlement of 4.4 million acre-feet per year.

**Performance (Annual) Goal 01.05.13.99 [01.02.15.99]** - By the end of FY 1999, draft proposed surplus and shortage guidelines for the Colorado River.

**Performance (Annual) Goal 01.05.14.99 [01.02.11.99]** - In FY 1999, Reclamation will facilitate the development of new water supplies by participating in water reuse feasibility studies, completing construction prerequisites for meritorious projects, and entering into a cooperative agreement(s) for the initiation of construction of at least one of the 18 water recycling projects authorized in FY 1997.

**Performance Indicators** - Execution of at least one cooperative agreement for initiation of construction.

**Strategic Plan Goal** - By 2002, review 100 percent of water conservation plans developed by Reclamation water users, ensure implementation of all those required by law or contract, and using incentive-based strategies, encourage implementation of all plans not required under law or contract.

**Performance (Annual) Goal 01.05.21.99 [01.02.20.99]** - By the end of FY 1999, increase the efficient use of water supplies associated with Federal water projects by assisting up to 201 districts, through the Water Conservation Field Services Program, and other regional or area office programs, to develop, submit, and implement effective water conservation plans.

**Performance Indicators** - Number of districts receiving Reclamation assistance in developing and/or implementing water conservation measures.

**Performance (Annual) Goal 01.05.22.99 [01.02.21.99]** - In FY 1999, Reclamation will review and comment on 100 percent of all water conservation plans submitted 30 days prior to the end of the Federal fiscal year.

**Performance Indicators** - Number of plans reviewed / Number of plans submitted by water districts.

**Strategic Plan - Strategy 6: Complete Projects Under Construction -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Complete ongoing construction projects to realize project benefits and expedite recovery of the Federal capital investment from beneficiaries.

**Performance (Annual) Goal 01.06.10.99 [01.03.10.99]** - By the end of FY 1999, initiate project benefits and recovery of Federal capital investments by substantially completing 10 water supply and energy projects under construction since FY 1997 and implementing repayment contracts and providing benefits.

Performance Indicators - Number of water supply and energy projects completed

**Strategic Plan - Strategy 7: Fulfill Obligations to Indian Tribes -- Performance Goals and Indicators:**

*Strategic Plan Goal* - For Indian tribes seeking Reclamation assistance, complete water needs assessments.

**Performance (Annual) Goal 01.07.10.99 [01.04.10.99]** - In FY 1999, increase by ten the number of Tribes receiving Reclamation technical assistance.

Performance Indicator - Increase in number of Tribes receiving Reclamation technical assistance.

*Strategic Plan Goal* - Implement Reclamation's Indian trust asset policy and procedures to ensure that Reclamation activities do not adversely impact Indian trust assets.

**Performance (Annual) Goal 01.07.40.99 [01.04.20.99]** - In FY 1999, ensure that Reclamation considers potential impacts of Indian Trust Assets (ITAs) in 100 percent of new Reclamation actions through affirmative measures codified in Reclamation's trust procedures.

Performance Indicator - Number of National Environmental Policy Act (NEPA) compliance actions addressing ITA impacts/ Total number of NEPA compliance actions.

**Strategic Plan - Strategy 8: Maintain and Protect Water Quality -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Participate in the Department of the Interior Irrigation Drainage Program, which has identified some of the most severe "hot spots" where water quality impacts from toxic contaminants in irrigation drainage from Federally supplied water may require remediation. We will work with non-Federal interests to determine appropriate remediation.

**Performance (Annual) Goal 01.08.10.99 [01.05.21.99]** - By the end of FY 1999, complete planning activities for Stillwater area, Nevada; Middle Green River, Utah; and Kendrick, Wyoming

and continue for Gunnison/Grand Valley, Colorado. Continue remediation at Middle Green River, Utah and initiate remediation at Kendrick Reclamation Project, Wyoming.

Performance Indicator - Number of planning activities completed / total number of planning activities (4). Number of sites where remediation has been initiated or completed / Number of sites where planning activities resulted in a recommendation to perform remedial action (2).

Strategic Plan Goal - In cooperation with the seven Colorado River Basin States and other Federal agencies in the Colorado River Basin Salinity Control Program, Reclamation will achieve the lowest cost means to improve water quality through salinity control projects by a “request for proposal” process.

**Performance (Annual) Goal 01.08.21.99 [01.05.10.99]** - In FY 1999, improve Colorado River water quality by removing at least 25,000 tons of salt at a cost not greater than \$50 per ton.

Performance Indicator - Number of tons of salt removed at not greater than \$50 per ton.

Strategic Plan Goal - Enable States, Tribes, local entities, and water users to implement voluntary measures to achieve their water quality objectives by providing accurate and timely water flow and water quality data.

**Performance (Annual) Goal 01.08.32.99 [01.05.22.99]** - By the end of FY 1999, prepare five regional reports on the quality, accuracy, and accessibility of Reclamation’s water quality reporting systems to better understand the quality of water on BOR facilities.

Performance Indicator - Number of reports completed.

Strategic Plan Goal - Inventory and characterize water quality of reservoirs and streams impacted by Reclamation facility operations and develop strategies for water quality improvements.

**Performance (Annual) Goal 01.08.40.99 [01.05.20.99]** - As part of a cooperative effort by the end of FY 1999, identify up to 20 priority reservoirs and streams to USGS for characterization of water quality affected by Reclamation facility operations.

Performance Indicator - Number of reservoirs and streams identified.

### **Strategic Plan - Strategy 10: Research and Technology Transfer -- Performance Goals and Indicators:**

Strategic Plan Goal - Reduce the cost of water treatment, desalination and water conservation technologies.



**Performance (Annual) Goal 01.10.10.99 [01.06.10.99]** - In FY 1999, develop, test, demonstrate, and publish the results of 72 research projects on water resources, environmental resources, and facilities and infrastructure through Reclamationwide partnerships and with other Federal and non-Federal entities.

Performance Indicator - Number of results published.

## **PROGRAM ACTIVITY: FACILITY OPERATIONS**

**Operational Processes (Program Activities):** This program activity encompasses the operation and management of the principal resources developed or affected by Reclamation facilities: 1) hydroelectric facilities, which supply power for western power grids; 2) water supply delivery systems, which provide water for a variety of instream and consumptive uses, serving agricultural, municipal, environmental and other related uses; 3) fish and wildlife facilities; 4) recreation facilities; and 5) flood control. This area covers all resources required to operate Reclamation facilities for the purpose of providing project benefits for the delivery of water, power, flood control, fish and wildlife and recreation activities commensurate with established purposes and legal compliance.

The Facility Operations activity also includes oversight reviews and long- and short-term planning required to provide timely replacements, upgrades or modifications to control systems and related communications systems required to maintain system reliability and promote cost-effectiveness. Also included is the development and maintenance of operational procedures which are required to standardize operational practices, to conform with sound safety practices, and to operate in accordance with State and Federal laws and applicable agreements.

The overall objectives in the execution of these activities are: 1) to operate Reclamation facilities to meet water, power, fish and wildlife, recreation, and flood control requirements while protecting public health and welfare; 2) to sustain environmental values; and 3) to provide customer deliveries in a timely and economically sound manner.

**Resources:** Work performed under this activity appears in the following accounts: Water & Related Resources, Colorado River Dam Fund, Lower Colorado River Basin Development Fund, and the Upper Colorado River Basin Fund. Resources allocated for this program activity as included in the FY 1999 Energy and Water Development Appropriations bill are as follows:

**Dollars (in thousands):** \$134,530 (Water and Related Resources)  
\$125,767 (Permanents and Revenue Financed)

## **Strategic Plan - Strategy 2: Operate Facilities -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Operate Reclamation's facilities to fulfill water user contracts as well as protect and/or enhance the environment, meet Tribal and treaty responsibilities, and other public purposes.

**Performance (Annual) Goal 02.02.11.99 [01.01.11.99]** - By the end of FY 1999, Reclamation will review existing operating plans on Reclamation owned and operated facilities in order to ensure operations meet authorized project purposes and to identify flexibility for modifying operations to accommodate the needs of a broader range of resource uses as changing requirements dictate.

Performance Indicator - Number of project operating plans reviewed.

*Strategic Plan Goal* - Manage facilities to prevent or minimize flood damages in cooperation with other Federal, State, local agencies.

**Performance (Annual) Goal 02.02.21.99 [02.07.10.99]** - In FY 1999, manage Reclamation facilities to continue to prevent or minimize flood damage.

Performance Indicator - Total value (in dollars) of the flood damages reduced during the year, as reported by the Corps of Engineers, from the operation of all Reclamation projects.

**Performance (Annual) Goal 02.02.22.99 [02.07.11.99]** - In FY 1999, maintain controlled releases from Reclamation-operated reservoirs 100 percent of the year for predictable hydrological events.

Performance Indicator - Number of days of controlled releases for predictable hydrological events / Total days of the year (365).

*Strategic Plan Goal* - By 2002, improve hydropower generation availability of non-seasonal units from 84 percent to 90 percent (industry standard).

**Performance (Annual) Goal 02.02.30.99 [02.07.20.99]** - In FY 1999, where cost/benefit analysis justifies expenditure, attain 85 percent availability rate for non-seasonal hydropower generating units, from current 84 percent availability rate, considering water system, power system, and environmental limitations.

Performance Indicator - Total number of hours available to operate / number of hours in the year (8,760 hours per annum for non-seasonal units).

## **PROGRAM ACTIVITY: FACILITY MAINTENANCE AND REHABILITATION**

**Operational Processes (Program Activities):** This program activity covers maintenance, replacement and minor additions to infrastructure and structural facilities, including equipment for which

Reclamation has direct operation and maintenance responsibility on a daily basis. This covers all aspects of ensuring the proper maintenance, reliability, and serviceability of Reclamation's facilities and identifying and scheduling necessary rehabilitation work. These activities include development and execution of activities designed to quantify facility reliability, improve maintenance practices, determine deficiencies and identify required corrective actions. These activities will also sustain facility dependability and reliability in such a manner as to ensure that facilities are safe from natural and manmade disasters; that the services produced or delivered are available to the public in a safe and dependable manner; and that all cost-effective maintenance activities and practices, technologies and scientific developments are utilized to reaffirm the level of reliability and serviceability. Reclamation provides designs, studies, purchases equipment, services and provides resources to support the overall maintenance and rehabilitation program.

The overall objectives in the execution of these activities are: 1) to maintain Reclamation's facilities to protect the Federal investment; 2) to ensure the continued deliverability of safe and reliable water supplies for all purposes; 3) to ensure the continued safe, efficient and economic service of all structures and facilities; 4) to ensure adherence to applicable safety and environmental requirements, 5) to utilize contemporary management practices; 6) to ensure that operational practices enhance reliability, 7) to ensure that the level of maintenance is commensurate with industry standards, and 8) to ensure that necessary rehabilitation of existing facilities is completed in a timely fashion when necessary.

**Resources:** Work performed under this activity appears in the following accounts: Water & Related Resources, Colorado River Dam Fund, Upper Colorado River Basin Fund, and Trust Fund. Resources allocated for this program activity as included in the FY 1999 Energy and Water Development Appropriations bill are as follows:

**Dollars (in thousands):** \$128,537 (Water and Related Resources)  
\$15,151 (Permanents and Revenue Financed)

**Strategic Plan - Strategy 3: Maintain and Rehabilitate Facilities -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Ensure continuous operations by maintaining the availability of Reclamation-operated water storage and water delivery systems.

**Performance (Annual) Goal 03.03.12.99 [03.08.12.99]** - By the end of FY 1999, at Reclamation-operated facilities, prepare a schedule of maintenance needs, on a per facility basis, necessary to maintain or upgrade those facilities at levels that will maintain their availability.

Performance Indicators - Number of maintenance schedules completed / Number of Reclamation facilities.

**Performance (Annual) Goal 03.03.13.99 [03.08.10.99]** - In FY 1999, 6 of the 16 Area Offices with operation and maintenance (O&M) responsibility will complete formal analyses of O&M practices for one Reclamation-operated water storage and water delivery system to identify economically justifiable measures which will reduce system breakdowns.

Performance Indicator - Number of analyses completed.

**Performance (Annual) Goal 03.03.14.99 [03.08.11.99]** - In FY 1999, Reclamation will test and adjust approximately 20 percent of the 140 governors and voltage regulators at power facilities. This is consistent with our strategy to review all governors and voltage regulators every 5 years in order to maintain power system stability at or above Western Systems Coordinating Council requirements.

Performance Indicator - Number tested and adjusted.

*Strategic Plan Goal* - By 2002, maintain the industry average of three percent (3 percent) or lower forced outage rate for Reclamation's hydropower generating units as an interim standard.

**Performance (Annual) Goal 03.03.20.99 [03.08.20.99]** - In FY 1999, attain a 3 percent or lower forced outage rate for Reclamation's hydropower generating units where cost/benefit analysis justifies expenditures, considering water supply, environmental, and power system limitations and requirements.

Performance Indicator - Number of hours out of service due to forced outage / number of hours in the year (8,760).

#### **Strategic Plan - Strategy 4: Reduce Risk to Public Safety -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Implement recommendations and take actions consistent with the 1997 report issued by the Commissioner's 1997 Dam Safety Peer Review Team and Reclamation's own internal assessment to ensure dam safety vigilance for all Reclamation facilities on a long-term basis.

**Performance (Annual) Goal 03.04.11.99 [03.09.21.99]** - Implement actions to address all findings of the Commissioner's 1997 Dam Safety Peer Review by the end of FY 1999.

Performance Indicator - Number of findings of the Commissioner's 1997 Dam Safety Peer Review addressed / total number of findings of the Commissioner's 1997 Dam Safety Peer Review (45).

**Performance (Annual) Goal 03.04.12.99 [03.09.22.99]** - By the end of FY 1999, implement all approved Dam Safety Officer's recommendations as presented in the annual dam safety assessment report.

Performance Indicator - Number of approved Dam Safety Officer's recommendations implemented / total number of approved Dam Safety Officer's recommendations.

*Strategic Plan Goal* - Correct deficiencies at 23 identified dams. Structural modification will be considered complete once construction activities have been completed to the extent that the intended risk reduction has been achieved for continued reservoir operations.

Note: As studies progress, planned modifications may change or be rescheduled due to increased knowledge of risks, refined engineering and data collection activities, or changes in dam performance in order to achieve the most effective risk reduction with available resources. If the current understanding of risk change such that modifications to an identified dam are no longer considered necessary, addressing Safety of Dams issues will be considered complete and the dam safety performance goal for that dam will be considered achieved with no further associated modification cost.

**Performance (Annual) Goal 03.04.20.99 [03.09.23.99]** - From FY 1998 to the end of FY 1999, complete correction of deficiencies at 9 dams.

*Strategic Plan Goal* - By 1999, complete upgrade of emergency action plans, as necessary, for all Reclamation dams.

**Performance (Annual) Goal 03.04.30.99 [03.09.11.99]** - By the end of FY 1999, complete the upgrade of emergency action plans to ensure that all 247 high hazard and significant hazard Reclamation dams meet the requirements of Reclamation Directive, FAC-01-01, Emergency Management.

Performance Indicator - Total number of completed plans for high and significant hazard Reclamation dams (247).

*Strategic Plan Goal* - By FY 1999, conduct onsite security assessments of all pertinent Reclamation dams and facilities to identify and implement security improvements resulting from the assessments.

**Performance (Annual) Goal 03.04.40.99 [03.09.24.99]** - By the end of FY 1999, complete assessments of all pertinent Reclamation dams and facilities to identify need for site security improvements.

Performance Indicator - Number of onsite security assessments completed on pertinent Reclamation dams and facilities (336).

## **PROGRAM ACTIVITY: LAND MANAGEMENT AND DEVELOPMENT**

**Operational Processes (Program Activities):** This activity covers all aspects of the land management and development decision making processes related to land resource administration, recreation management, and legal compliance.

The objective of this activity is to provide the greatest overall benefit from existing land resources in a manner that is efficient and effective, uses sound conservation practices, and protects the environment. Reclamation will manage lands in cooperation with others to improve, protect and enhance land use, cultural, recreational, and environmental values. Using an ecosystem based management approach, Reclamation will assure the resource is managed in an economically and environmentally sound manner in the interest of the American Public.

**Resources:** Work performed under this activity appears in the following accounts: Water & Related Resources, Lower Colorado River Basin Development Fund, Upper Colorado River Basin Fund, and Trust Funds. Resources allocated for this program activity as included in the FY 1999 Energy and Water Development Appropriations bill are as follows:

**Dollars (in thousands):**     \$35,759 (Water and Related Resources)  
                                      \$641 (Permanents and Revenue Financed)

### **Strategic Plan - Strategy 11: Enhance Recreational Opportunities -- Performance Goals and Indicators:**

*Strategic Plan Goal* - By 2000, identify the issues and constraints associated with recreation opportunities on Reclamation lands and waters that may limit the efficient and effective management of recreation resources and facilities. Develop and implement a strategic plan for improving recreation management and recreational opportunities through State and local partnerships.

**Performance (Annual) Goal 04.11.10.99 [04.10.11.99]** - By the end of FY 1999, develop, distribute, and complete a Reclamation-wide assessment to identify issues and constraints associated with recreation opportunities.

*Strategic Plan Goal* - Implement effective policies, directives, standards, and guidance on recreation and concessions management.

**Performance (Annual) Goal 04.11.20.99 [04.10.12.99]** - By the end of FY 1999, develop policy, directives, standards, and guidance on recreation and concessions management.

*Strategic Plan Goal* - By 2000, identify and prioritize recreation facilities directly managed by Reclamation which need to be improved to meet public health, safety, and accessibility standards. By

2002, rehabilitate 50 percent of the facilities identified as most critical. Work with partners to cost share improvements for health, safety, accessibility, and rehabilitation of existing facilities managed by others.

**Performance (Annual) Goal 04.11.30.99 [04.10.10.99]** - By the end of FY 1999, complete identification of improvements to recreation facilities directly managed by Reclamation needed to meet public health, safety, and accessibility standards.

Performance Indicator - Schedule of prioritized recreation improvements is completed.

### **Strategic Plan - Strategy 12: Land Resources Management -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Identify and prioritize those lands and related resources which are at risk. Implement corrective actions on items identified as critical and begin development of Land Resource Management Plans on remaining areas identified at risk.

**Performance (Annual) Goal 04.12.10.99 [04.11.10.99]** - By the end of FY 1999, each Area Office with land management responsibility will develop an inventory of those land areas that have resources at risk.

Performance Indicator - Number of inventories completed / total number of Area Offices with land management responsibility.

*Strategic Plan Goal* - By 2002, implement the new real property inventory system to complete, update, and validate records of all real property under Reclamation's jurisdiction.

**Performance (Annual) Goal 04.12.21.99 [04.11.11.99]** - By the end of FY 1999, implement a new real property system.

### **PROGRAM ACTIVITY: FISH AND WILDLIFE MANAGEMENT AND DEVELOPMENT**

**Operational Processes (Program Activities):** This program activity covers Reclamation's activities in the conservation, enhancement, and restoration of fish and wildlife populations, including their habitats.

The objective is to conserve, enhance, and restore fish and wildlife populations, threatened and endangered species, and their habitats. Reclamation will accomplish this in the most environmentally and economically sound manner possible, in cooperation with others, and in compliance with Federal and State laws pertaining to fish and wildlife.

**Resources:** Work performed under this activity appears in the following accounts: Water & Related Resources, Central Valley Project Restoration Fund, Lower Colorado River Basin Development Fund, Upper Colorado River Basin Fund, and Trust Funds. Resources allocated for this program activity as included in the FY 1999 Energy and Water Development Appropriations bill are as follows:

**Dollars (in thousands):**           \$204,076 (Water and Related Resources)  
  \$11,782 (Permanents and Revenue Financed)

**Strategic Plan - Strategy 9: Watershed Approaches to Decision-making -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Complete ongoing multi-species conservation and recovery plans and initiate additional plans, as appropriate, in partnership with the States, Tribes and other stakeholders, for the following: Upper Colorado River, Lower Colorado River, San Juan River, Platte River, and Columbia River.

**Performance (Annual) Goal 05.09.10.99 [04.11.12.99]** - Complete all activities scheduled for FY 1999, including development of the long-term plan and implementation of interim conservation measures for the Lower Colorado River Multi-species Conservation Program.

*Performance Indicator* - Implement cooperative interim conservation measures and accomplish the scheduled program analysis and identification of conservation alternatives.

*Strategic Plan Goal* - Continue activities that achieve no net loss of wetlands and support joint ventures and other programs that benefit wetlands.

**Performance (Annual) Goal 05.09.20.99 [05.12.11.99]** - By the end of FY 1999, achieve no net loss of wetlands by developing and implementing projects to create, restore, and enhance wetlands, and mitigate for wetlands lost.

*Performance Indicator* - No net loss of wetlands. The number of acres of wetlands which are restored, created, or enhanced by Reclamation minus the number of acres of wetlands destroyed, lost, or degraded as a result of any Reclamation activity in that year.

**PROGRAM ACTIVITY: POLICY AND ADMINISTRATION**

**Operational Processes (Program Activities):** These activities provide for the formulation, evaluation and oversight of Reclamationwide policy, rules, and regulations, and for the overall management, direction and compliance of Reclamationwide activities. This includes activities that



provide for the day-to-day administration of support services, including implementation of all Reclamation reimbursable and nonreimbursable activities.

The objectives are: 1) To develop, evaluate, and direct the implementation of Reclamationwide policy, rules, and regulations; 2) to direct and manage the day-to-day operations of Reclamation; and 3) provide the best quality day-to-day services for implementing Reclamation activities.

**Resources:** Work performed under this activity appears in all accounts. Resources allocated for this program activity as included in the FY 1999 Energy and Water Development Appropriations bill are as follows:

**Dollars (in thousands):** \$47,000 (Policy and Administration)

**Strategic Plan - Strategy 13: Common Sense Business Practices -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Reduce and contain management, administrative, and overhead costs, and further develop and articulate quantitative cost efficiency goals.

**Performance (Annual) Goal 00.13.10.99 [06.13.X0.99]** - By end of FY 1999, the Chief Financial Officer's (CFO) Council will complete a comprehensive analysis of Reclamation's Working Capital Fund and establish a process for performing ongoing reviews which will include cost efficiency measures.

**Strategic Plan - Strategy 14: Financial Management -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Promulgate the final rule for revenues management in the Federal Register. This rule will govern the disposition of incidental revenues generated by the use of Reclamation project lands and facilities.

**Performance (Annual) Goal 00.14.10.99 [06.13.X1.99]** - By the end of FY 1999, publish a final rule for revenues management in the Federal Register in order to clarify the disposition of incidental revenues.

*Strategic Plan Goal* - Complete title transfer negotiations with any district interested in transfer of uncomplicated projects or parts of projects and continue efforts to transfer Operation and Maintenance (O&M) responsibilities, where appropriate.

**Performance (Annual) Goal 00.14.21.99 [06.13.10.99]** - By the end of FY 1999, Reclamation will complete analysis and negotiations for the potential transfer of projects or parts of projects to local non-Federal entities.

**Performance Indicator** - Number of projects or parts of projects for which title transfer analysis and negotiations are completed.

**Performance (Annual) Goal 00.14.22.99 [06.13.11.99]** - By the end of FY 1999, complete the transfer of responsibility for project O&M activities and the associated responsibility to willing non-Federal entities including the funding of all O&M activities.

Performance Indicator - Number of completed construction projects where O&M has been transferred.

**Strategic Plan - Strategy 15: Improve Customer Service -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Determine the kind and quality of service being provided by Reclamation and gauge the level of customer satisfaction. Conduct an agency-wide customer satisfaction survey and publish the results.

**Performance (Annual) Goal 00.15.10.99 [06.14.10.99]** - By the end of FY 1999, based on adopted Bureau-wide customer service principles, establish a base line for cyclical benchmarking, and identify changes which increase customer satisfaction.

Performance Indicator - Baseline and Report.

**Strategic Plan - Strategy 16: Diverse, Skilled Workforce Excellence -- Performance Goals and Indicators:**

*Strategic Plan Goal* - Achieve significant improvement in workforce diversity, emphasizing six key under-represented Reclamation occupations by assessing current practices and eliminating barriers. Ensure 100 percent of Reclamation managers complete appropriate diversity training.

**Performance (Annual) Goal 00.16.10.99 [06.15.10.99]** - In FY 1999, Reclamation will show improvement in the representativeness of its workforce in the six most under-represented occupations, as compared with the workforce diversity for these occupations in the national civilian workforce.

Performance Indicator - Percentage improvement in 6 under-represented occupations.

*Strategic Plan Goal* - Provide a working environment that is conducive, innovative, and productive and that is safe, healthy, and drug free; where people and their work are treated with respect; and where discrimination and sexual harassment will not be tolerated. Management staff will be required to attend training seminars in each of these areas in order to better understand their supervisory role. Employees will be offered the opportunity to attend specialized training and employee assistance programs.

**Performance (Annual) Goal 00.16.20.99 [06.15.20.99]** - By the end of FY 1999, 75 percent of Reclamation's managers and supervisors will have received a total of approximately 8 hours of

formal training on prevention of workplace violence and 4 hours of training on the drug free workplace program.

Performance Indicator - Number of managers and supervisors completing workplace violence and illegal substance training / total number of managers and supervisors.

Strategic Plan Goal - To ensure that Reclamation managers have the skills and knowledge to lead effectively a diverse organization into the 21st Century, 100 percent of newly appointed managers will establish an Individual Career Plan to be completed within the first year. Existing managers will develop Individual Career Plans within three years.

**Performance (Annual) Goal 00.16.31.99 [06.15.21.99]** - By the end of FY 1999, 25 percent of managers and supervisors complete diversity training.

Performance Indicator - Number of managers and supervisors completing diversity training / total number of managers and supervisors.

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
	<b>Water &amp; Energy Management &amp; Development (01)</b>				
	<i>Strategy 1 - Manage, Develop &amp; Protect Water &amp; Related Resources</i>				
01.01.10.99 [01.01.10.99]	In FY 1999, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities. <i>Indicator - Actual acre-feet of water delivered under all contracts.</i>	New goal in FY 1998	29,761,078	30,700,000	0680-0003 4079-0002 4081-0003
01.01.30.99 [01.01.20.99]	In FY 1999, Reclamation will generate power needed to meet contractual commitments and other requirements 100 percent of the time, dependent upon water availability. <i>Indicator - # of megawatt hours (Mwh) generated / # of Mwh required or contracted.</i>	100%	100%	100%	0680-0003 4079-0002 4081-0003
01.01.40.99 [01.01.30.99]	In FY 1999, attain power production costs per Mwh that rank in the upper 25 percent for comparable hydropower facilities, as normalized by comparing FY 1999 water supply with the 10-year average water supply. <i>Indicator - Power production costs (\$) / Net generation in Mwh.</i>	\$2.09	\$2.18	\$2.57	0680-0003 4079-0002 4081-0003
01.01.51.99 [01.01.41.99]	By the end of FY 1999, in conjunction with the Western Governors Association, identify the criteria for analyzing existing Drought Response Plans adopted by States, Tribes, localities, Federal Agencies and other entities.	In Progress	In Progress	Complete	0680-0003
01.01.53.99 [01.01.42.99]	By the end of FY 1999, in conjunction with the National Drought Mitigation Center, complete five drought workshops to help local, State and other entities learn how to prepare Drought Contingency Plans and evaluate mitigation options. <i>Indicator - Number of workshops completed.</i>	2	3	5 (cumulative)	0680-0003

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
	<i>Strategy 5 - Increase Water Availability</i>				
01.05.11.99 [01.02.13.99]	By the end of FY 1999, have in place a consensus-based rule to implement interstate water marketing in the Lower Basin of the Colorado River System.	No baseline	In Progress	Complete	0680-0003 4079-0002 4081-0003
01.05.12.99 [01.02.14.99]	By end of FY 1999, have in place a Plan, developed with stakeholders, which will ensure that California will be able to limit its Colorado River diversions, if and when required, to no more than its maximum entitlement of 4.4 million acre-feet per year.	In Progress	In Progress	Complete	0680-0003 4079-0002 4081-0003
01.05.13.99 [01.02.15.99]	By September 30, 1999, draft proposed surplus and shortage guidelines for the Colorado River.	In Progress	In Progress	Complete	0680-0003
01.05.14.99 [01.02.11.99]	In FY 1999, Reclamation will facilitate the development of new water supplies by participating in water reuse feasibility studies, completing construction prerequisites for meritorious projects, and entering into a cooperative agreement(s) for the initiation of construction of at least one of the 18 water recycling projects authorized in FY 1997. <i>Indicator - Execution of at least one cooperative agreement for initiation of construction.</i>	1	1	1	0680-0003 0685-0001

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
01.05.21.99 [01.02.20.99]	By the end of FY 1999, increase the efficient use of water supplies associated with Federal water projects by assisting up to 201 districts, through the Water Conservation Field Services Program, and other regional or area office programs, to develop, submit, and implement effective water conservation plans. <i>Indicator - Number of districts receiving Reclamation assistance in developing and/or implementing water conservation measures.</i>	138	160	201	0680-0003 0685-0001
01.05.22.99 [01.02.21.99]	In FY 1999, Reclamation will review and comment on 100 percent of all water conservation plans submitted 30 days prior to the end of the Federal fiscal year. <i>Indicator - Number of plans reviewed / Number of plans submitted by water districts.</i>	New goal in FY 1999	New goal in FY 1999	100%	0680-0003
	<b><i>Strategy 6 - Complete Projects Under Construction</i></b>				
01.06.10.99 [01.03.10.99]	By the end of FY 1999, initiate project benefits and recovery of Federal capital investments by substantially completing 10 water supply and energy projects under construction since FY 1997 and implementing repayment contracts and providing benefits. <i>Indicator - Number of water supply and energy projects completed.</i>	0	3	7	0680-0003 4079-0002 4081-0003
	<b><i>Strategy 7 - Fulfill Obligations to Indian Tribes</i></b>				
01.07.10.99 [01.04.10.99]	In FY 1999, increase by ten the number of Tribes receiving Reclamation technical assistance. <i>Indicator - Increase in number of Tribes receiving Reclamation technical assistance.</i>	New goal in FY 1999	New goal in FY 1999	10	0680-0003 4079-0002 4081-0003

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
01.07.40.99 [01.04.20.99]	<p>In FY 1999, ensure that Reclamation considers potential impacts of Indian Trust Assets (ITAs) in 100 percent of new Reclamation actions through affirmative measures codified in Reclamation's trust procedures.</p> <p><i>Indicator - Number of National Environmental Policy Act (NEPA) compliance actions addressing ITA impacts/ Total number of NEPA compliance actions.</i></p>	New goal in FY 1999	New goal in FY 1999	100%	0680-0003 4079-0002 4081-0003

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
	<i>Strategy 8 - Maintain and Protect Water Quality</i>				
01.08.10.99 [01.05.21.99]	By the end of FY 1999, complete planning activities for Stillwater area, Nevada; Middle Green River, Utah; and Kendrick, Wyoming and continue for Gunnison/Grand Valley, Colorado. Continue remediation at Middle Green River, Utah and initiate remediation at Kendrick Reclamation Project, Wyoming. <i>Indicator - Number of planning activities completed / total number of planning activities (4). Number of sites where remediation has been initiated or completed / Number of sites where planning activities resulted in a recommendation to perform remedial action (2).</i>	0/4  0/2	1/4  1/2	4/4  2/2	0680-0003
01.08.21.99 [01.05.10.99]	In FY 1999, improve Colorado River water quality by removing at least 25,000 tons of salt at a cost not greater than \$50 per ton. <i>Indicator - Number of tons of salt removed at not greater than \$50 per ton.</i>	11,000 tons	25,000 tons	25,000 tons	0680-0003 4079-0002 4081-0003
01.08.32.99 [01.05.20.99]	By the end of FY 1999, prepare five regional reports on the quality, accuracy, and accessibility of Reclamation's water quality reporting systems to better understand the quality of water on BOR facilities. <i>Indicator - Number of reports completed.</i>	0	In Progress	5	0680-0003
01.08.40.99 [01.05.22.99]	As part of a cooperative effort by the end of FY 1999, identify up to 20 priority reservoirs and streams to USGS for characterization of water quality affected by Reclamation facility operations. <i>Indicator - Number of reservoirs and streams identified.</i>	0	In Progress	Complete	0680-0003



## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
	<b><i>Strategy 10 - Research and Technology Transfer</i></b>				
01.10.10.99 [01.06.10.99]	In FY 1999, develop, test, demonstrate, and publish the results of 72 research projects on water resources, environmental resources, and facilities and infrastructure through Reclamationwide partnerships and with other Federal and non-Federal entities. <i>Indicator - Number of results published.</i>	New goal in FY 1999	New goal in FY 1999	72	0680-0003
	<b>Facility Operations (02)</b>				
	<b><i>Strategy 2 - Operate Facilities</i></b>				
02.02.11.99 [01.01.11.99]	By the end of FY 1999, Reclamation will review existing operating plans on Reclamation owned and operated facilities in order to ensure operations meet authorized project purposes and to identify flexibility for modifying operations to accommodate the needs of a broader range of resource uses as changing requirements dictate. <i>Indicator - Number of project operating plans reviewed.</i>	New goal in FY 1998	25%	100%	0680-0001 5656-0001 4079-0001 4081-0001
02.02.21.99 [02.07.10.99]	In FY 1999, manage Reclamation facilities to continue to prevent or minimize flood damage. <i>Indicator - Total value (in dollars) of the flood damages reduced during the year, as reported by the Corps of Engineers, from the operation of all Reclamation projects.</i>	\$616,437,400	Report not available until FY99	\$0.00	0680-0001 5656-0001 4079-0001 4081-0001
02.02.22.99 [02.07.11.99]	In FY 1999, maintain controlled releases from Reclamation-operated reservoirs 100 percent of the year for predictable hydrological events. <i>Indicator - Number of days of controlled releases for predictable hydrological events / Total days of the year (365).</i>	100%	100%	100%	0680-0001 5656-0001 4079-0001 4081-0001

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
02.02.30.99 [02.07.20.99]	In FY 1999, where cost/benefit analysis justifies expenditure, attain 85 percent availability rate for non-seasonal hydropower generating units, from current 84 percent availability rate, considering water system, power system, and environmental limitations. <i>Indicator - Total number of hours available to operate / number of hours in the year (8,760 hours per annum for non-seasonal units).</i>	84.6%	89.7%	85%	0680-0001 5656-0001 4079-0001 4081-0001
	<b>Facility Maintenance &amp; Rehabilitation (03)</b>				
	<b><i>Strategy 3 - Maintain and Rehabilitate Facilities</i></b>				
03.03.12.99 [03.08.12.99]	By the end of FY 1999, at Reclamation-operated facilities, prepare a schedule of maintenance needs, on a per facility basis, necessary to maintain or upgrade those facilities at levels that will maintain their availability. <i>Indicators - Number of maintenance schedules completed / Number of Reclamation facilities.</i>	In Progress	In Progress	100%	0680-0002
03.03.13.99 [03.08.10.99]	In FY 1999, 6 of the 16 Area Offices with operation and maintenance (O&M) responsibility will complete formal analyses of O&M practices for one Reclamation-operated water storage and water delivery system to identify economically justifiable measures which will reduce system breakdowns. <i>Indicator - Number of analyses completed.</i>	New goal in FY 1999	New goal in FY 1999	6	0680-0002

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
03.03.14.99 [03.08.11.99]	In FY 1999, Reclamation will test and adjust approximately 20 percent of the 140 governors and voltage regulators at power facilities. This is consistent with our strategy to review all governors and voltage regulators every 5 years in order to maintain power system stability at or above Western Systems Coordinating Council requirements. <i>Indicator - Number tested and adjusted.</i>	New goal in FY 1998	28	28	0680-0002
03.03.20.99 [03.08.20.99]	In FY 1999, attain a 3 percent or lower forced outage rate for Reclamation's hydropower generating units where cost/benefit analysis justifies expenditures, considering water supply, environmental, and power system limitations and requirements. <i>Indicator - Number of hours out of service due to forced outage / number of hours of hours in the year (8,760).</i>	2.0%	1.07%	3.0%	0680-0002 5656-0002 4081-0002
	<b><i>Strategy 4 - Reduce Risk to Public Safety</i></b>				
03.04.11.99 [03.09.21.99]	Implement actions to address all findings of the Commissioner's 1997 Dam Safety Peer Review by the end of FY 1999. <i>Indicator - Number of findings of the Commissioner's 1997 Dam Safety Peer Review addressed / total number of findings of the Commissioner's 1997 Dam Safety Peer Review (45).</i>	32/45	In Progress	45/45	0680-0002 4081-0002

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
03.04.12.99 [03.09.22.99]	By the end of FY 1999, implement all approved Dam Safety Officer's recommendations as presented in the annual dam safety assessment report. <i>Indicator - Number of approved Dam Safety Officer's recommendations implemented / total number of approved Dam Safety Officer's recommendations.</i>	New goal in FY 1998	In Progress	100%	0680-0002 4081-0002
03.04.20.99 [03.09.23.99]	From FY 1998 through the end of FY 1999, complete correction of deficiencies at 9 dams. <i>Indicator - By 1999, complete upgrade of emergency action plans, as necessary, for all Reclamation dams.</i>	New goal in FY 1998	4	5	0680-0002
03.04.30.99 [03.09.11.99]	By the end of FY 1999, complete the upgrade of emergency action plans to ensure that all 247 high hazard and significant hazard Reclamation dams meet the requirements of Reclamation Directive, FAC-01-01, Emergency Management. <i>Indicator - Total number of completed plans for high and significant hazard Reclamation dams (247).</i>	48/247	In Progress	247/247	0680-0002 4081-0002
03.04.40.99 [03.09.24.99]	By the end of FY 1999, complete assessments of all pertinent Reclamation dams and facilities to identify need for site security improvements. <i>Indicator - Number of onsite security assessments completed on pertinent Reclamation dams and facilities (336).</i>	80/336	In Progress	336/336	0680-0002 4081-0002 5656-0002
	<b>Land Management &amp; Development (04)</b>				
	<i>Strategy 11 - Enhance Recreational Opportunities</i>				

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
04.11.10.99 [04.10.11.99]	By the end of FY 1999, develop, distribute, and complete a Reclamationwide assessment to identify issues and constraints associated with recreation opportunities.	New goal in FY 1998	In Progress	Complete	0680-0005 4081-0005
04.11.20.99 [04.10.12.99]	By the end of FY 1999, develop policy, directives, standards, and guidance on recreation and concessions management.	In Progress	In Progress	Complete	0680-0005 4081-0005
04.11.30.99 [04.10.10.99]	By the end of FY 1999, complete identification of improvements to recreation facilities directly managed by Reclamation needed to meet public health, safety, and accessibility standards. <i>Indicator - Schedule of prioritized recreation improvements is completed.</i>	In Progress	In Progress	Complete	0680-0005 4081-0005
	<b><i>Strategy 12 - Land Resources Management</i></b>				
04.12.10.99 [04.11.10.99]	By the end of FY 1999, each Area Office with land management responsibility will develop an inventory of those land areas that have resources at risk. <i>Indicator - Number of inventories completed / total number of Area Offices with land management responsibility.</i>	New goal in FY 1998	In Progress	100%	0680-0005 4081-0005
04.12.21.99 [04.11.11.99]	By the end of FY 1999, implement a new real property system.	In Progress	In Progress	Complete	0680-0005 4081-0005
	<b>Fish &amp; Wildlife Management &amp; Development (05)</b>				
	<b><i>Strategy 9 - Watershed Approaches to Decision-making</i></b>				

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
05.09.10.99 [05.11.12.99]	Complete all activities scheduled for FY 1999, including development of the long-term plan and implementation of interim conservation measures for the Lower Colorado River Multi-species Conservation Program. <i>Indicator - Implement cooperative interim conservation measures and accomplish the scheduled program analysis and identification of conservation alternatives.</i>	In Progress	In Progress	100%	0680-0004 4079-0003
05.09.20.99 [04.11.12.99]	By the end of FY 1999, achieve no net loss of wetlands by developing and implementing projects to create, restore, and enhance wetlands, and mitigate for wetlands lost. <i>Indicator - No net loss of wetlands. The number of acres of wetlands which are restored, created, or enhanced by Reclamation minus the number of acres of wetlands destroyed, lost, or degraded as a result of any Reclamation activity in that year.</i>	New goal in FY 1998	0	0	0680-0004 5173-0001 4079-0003 4081-0004
	<b>Strategies Crossing All Accounts &amp; Program Activities (including Policy &amp; Administration (06))</b>				
	<b><i>Strategy 13 - Common Sense Business Practices</i></b>				
00.13.10.99 [06.13.X0.99]	By end of FY 1999, the Chief Financial Officer's (CFO) Council will complete a comprehensive analysis of Reclamation's Working Capital Fund and establish a process for performing ongoing reviews which will include cost efficiency measures.	In Progress	In Progress	Complete	
	<b><i>Strategy 14 - Financial Management</i></b>				

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
00.14.10.99 [06.13.X1.99]	By the end of FY 1999, publish a final rule for revenues management in the Federal Register in order to clarify the disposition of incidental revenues.	In Progress	Publish as proposed rule in <u>Fed. Reg.</u>	Publish final rule in <u>Fed. Reg.</u>	
00.14.21.99 [06.13.10.99]	By the end of FY 1999, Reclamation will complete analysis and negotiations for the potential transfer of projects or parts of projects to local non-Federal entities. <i>Indicator - Number of projects or parts of projects for which title transfer analysis and negotiations are completed.</i>	2	2	1	
00.14.22.99 [06.13.11.99]	By the end of FY 1999, complete the transfer of responsibility for project O&M activities and the associated responsibility to willing non-Federal entities including the funding of all O&M activities. <i>Indicator - Number of completed construction projects where O&amp;M has been transferred.</i>	3	5	1	
	<b><i>Strategy 15 - Improve Customer Service</i></b>				
00.15.10.99 [06.14.10.99]	By the end of FY 1999, based on adopted Bureau-wide customer service principles, establish a base line for cyclical benchmarking, and identify changes which increase customer satisfaction. <i>Indicator - Baseline and Report.</i>	No baseline	In Progress	Complete	
	<b><i>Strategy 16 - Diverse, Skilled Workforce Excellence</i></b>				

## REVISED FY 1999 PERFORMANCE GOAL TABLE

Perf. Goal Codes	Goals & Indicators	Goal Attainment Level			P&F Codes
		1997	1998	1999	
00.16.10.99 [06.15.10.99]	In FY 1999, Reclamation will show improvement in the representativeness of its workforce in the six most under-represented occupations, as compared with the workforce diversity for these occupations in the national civilian workforce. <i>Indicator - Percentage improvement in 6 under-represented occupations.</i>	-5% (due to buyouts)	3% (due to buyouts)	10%	
00.16.20.99 [06.15.20.99]	By the end of FY 1999, 75 percent of Reclamation's managers and supervisors will have received a total of approximately 8 hours of formal training on prevention of workplace violence and 4 hours of training on the drug free workplace program. <i>Indicator - Number of managers and supervisors completing workplace violence and illegal substance training / total number of managers and supervisors.</i>	39%	63%	75%	
00.16.31.99 [06.15.21.99]	By the end of FY 1999, 25 percent of managers and supervisors complete diversity training. <i>Indicator - Number of managers and supervisors completing diversity training / total number of managers and supervisors.</i>	20%	20%	25%	



**REVISED FY 1999 PERFORMANCE MERGED AND DELETED GOALS**

Perf. Goal Codes	Goals	Explanation of Deletion or Merger
<b>01.01.21.99</b>	In FY 1999, Reclamation plans to complete evaluations of current practices on at least one project in each Area Office (26) with the goal of finding ways to more effectively manage competing demands for water.	Goal was deleted since it was identified as “do not do” in the Senate Action Report.
<b>01.01.22.99</b>	By September 30, 1999, Reclamation will complete plans to implement the recommendations for 20% of completed project evaluations.	Goal was deleted since it was tied to Goal #01.01.21.99 which was deleted as noted above.
<b>01.01.52.99</b>	By September 30, 1999, in conjunction with the Western Governors Association, assist with completion of the inventory of all relevant mitigation options implemented in response to recent drought responses and evaluate their effectiveness in both the short- and long-term, noting any opportunities for improvement.	Goal was deleted since it was redundant--the desired outcome is covered under Goals #01.01.51.99 and #01.01.42.99
<b>01.05.23.99</b>	In FY 1999, Reclamation will work with partners to implement the four “fundamental” water conservation measures (water measurement; incentive pricing; education programming; conservation coordinator) through incentives.	Goal was merged with Goal #01.05.21.99 which was rewritten for improved language, measureability, and data collection.
<b>01.06.20.99</b>	By September 30, 1999, increase percentage of cost-sharing activities over FY 1998 level.	Goal was deleted due to data collection problems--unavailability of baselines and inability to clearly define “activities”. Further, intended outcome is covered by Goal #01.06.10.99.
<b>01.07.20.99</b>	For FY 1999, coordinate technical personnel to perform studies and investigations for settlements, as needed to advance settlements.	Goal was merged with Goal #01.07.10.99 which was rewritten to better capture the intended outcome.

**REVISED FY 1999 PERFORMANCE MERGED AND DELETED GOALS**

Perf. Goal Codes	Goals	Explanation of Deletion or Merger
<b>01.07.30.99</b>	By September 30, 1999, establish baseline to determine acre-footage of water delivered or contracted for and estimated for delivery to Indian irrigators through irrigation projects on reservations and potable water supplies to residents on reservations.	Goal was merged with Goal #01.07.10.99 which was rewritten to better capture the intended outcome.
<b>01.07.50.99</b>	For FY 1999, initiate discussions with at least 23 tribes to develop protocols.	Goal was merged with Goal #01.07.10.99 which was rewritten to better capture the intended outcome.
<b>01.08.22.99</b>	For FY 1999, achieve average cost to \$50 per ton of salt removed.	Goal was merged with Goal #01.08.21.99 for simplicity.
<b>01.08.31.99</b>	By September 30, 1999, establish a baseline on the quality, accuracy and accessibility of Reclamation's water quantity reporting systems.	Goal was deleted since the FY 2000 goal was deleted; thus, no need for a baseline.
<b>01.10.21.99</b>	In FY 1999, continue ecological investigations on lakes Mead and Powell and initiate investigations on lakes Mohave and Havasu on the Colorado River System, Shasta Reservoir on the Sacramento-San Joaquin River system, Klamath-Trinity Basin, and Canyon Ferry Reservoir on the Missouri River system.	Goal was deleted since Goal #01.10.10.99 was rewritten to better capture the intended outcome. Rewritten goal allows for <u>all</u> results to be reported rather than identifying only a few as individual goals.
<b>01.10.22.99</b>	In FY 1999, advance state-of-the-art technology application on fish screens and louvers, fish friendly pumps and by-passes, and new debris handling facilities and methods at the Tracy Pumping Plant, Red Bluff Diversion facility, and other Reclamation facilities.	Goal was deleted since Goal #01.10.10.99 was rewritten to better capture the intended outcome. Rewritten goal allows for <u>all</u> results to be reported rather than identifying only a few as individual goals.

**REVISED FY 1999 PERFORMANCE MERGED AND DELETED GOALS**

Perf. Goal Codes	Goals	Explanation of Deletion or Merger
<b>01.10.23.99</b>	In FY 1999, make use of acceptable biological organisms to control purple loosestrife, salt cedar, Eurasian milfoil, and Zebra mussels and evaluate their effectiveness in integrated pest management programs at three major selected Reclamation sites.	Goal was deleted since Goal #01.10.10.99 was rewritten to better capture the intended outcome. Rewritten goal allows for <u>all</u> results to be reported rather than identifying only a few as individual goals.
<b>01.10.24.99</b>	Initiate development of computer models and integrated data management systems in accordance with approved study plans for use in the Yakima, Colorado and Rio Grande river basins to help managers improve water use efficiency, conserve water supplies, improve flood control protection, and provide better overall watershed planning for the benefit of all water users and other interested parties.	Goal was deleted since Goal #01.10.10.99 was rewritten to better capture the intended outcome. Rewritten goal allows for <u>all</u> results to be reported rather than identifying only a few as individual goals.
<b>01.10.31.99</b>	In FY 1999, Reclamation will fund 13 infrastructure research projects: to develop new materials and techniques for detection, monitoring, and assessment of infrastructure condition; for analysis and prediction of infrastructure performance; and for construction, maintenance, and repair of infrastructure facilities.	Goal was deleted since Goal #01.10.10.99 was rewritten to better capture the intended outcome. Rewritten goal allows for <u>all</u> results to be reported rather than identifying only a few as individual goals.
<b>01.10.32.99</b>	In FY 1999, initiate program activities to reduce Supervisory Control and Data Acquisition (SCADA) replacement costs by 10 percent.	Goal was deleted since Goal #01.10.10.99 was rewritten to better capture the intended outcome. Rewritten goal allows for <u>all</u> results to be reported rather than identifying only a few as individual goals.

**REVISED FY 1999 PERFORMANCE MERGED AND DELETED GOALS**

Perf. Goal Codes	Goals	Explanation of Deletion or Merger
<b>02.02.23.99</b>	Responding to available flood runoff and streamflow forecasts and other applicable meteorological and hydrological information, reduce unscheduled operational spills on Federally operated facilities by 10 percent from the baseline level (the baseline being computed as the average of the operational spills over the last 5 years).	Goal was deleted since it was redundant with Goal #02.02.22.99 which was rewritten to better capture the intended outcome.
<b>03.03.11.99</b>	In FY 1999, establish a standard for water storage and water delivery systems availability per facility.	Goal was merged with Goal #03.03.13.99 which was rewritten to better capture the intended outcome.
<b>05.09.30.99</b>	For FY 1999, complete assessments of projects operations effects on 5% of Reclamation's projects	Goal was deleted because the FY 2000 goal was deleted--it was determined that the goal as written measured an output rather than an outcome.
<b>00.13.20.99</b>	All proposals for major information technology and business practices initiatives will continue to be evaluated under the CFO Council's Business Decision Process which requires a comprehensive written analysis of each initiative, including costs, required resources, benefits, timetable for completion, and alternatives. By FY 1999, the system sponsor for each approved initiative, will prepare a report on ways to improve efficiency gains for presentation to the CFOC.	Goal was identified as a "means" type goal and eliminated from FY 2000. Further, this activity is being performed as a part of the CFO Act and ITMRA.
<b>00.15.20.99</b>	For FY 1999, conduct benchmarking study of a business practice against the best in business and identify service delivery systems which equal the best in business. For deficient programs areas, propose performance standard adjustments to meet the best in the business.	Goal was deleted since it was redundant with Goal #00.15.10.99 which includes this activity.

## REVISED FY 1999 PERFORMANCE MERGED AND DELETED GOALS

Perf. Goal Codes	Goals	Explanation of Deletion or Merger
<b>00.16.32.99</b>	For FY 1999, 100% of newly appointed supervisors and managers will establish Individual Development Plans.	Goal was identified as a “means” type goal. Further, the goal would have required establishing a manual record keeping system.
<b>00.16.40.99</b>	For FY 1999, 20% of work force will have completed an individual career plan..	Goal was identified as a “means” type goal. Further, the goal would have required establishing a manual record keeping system.