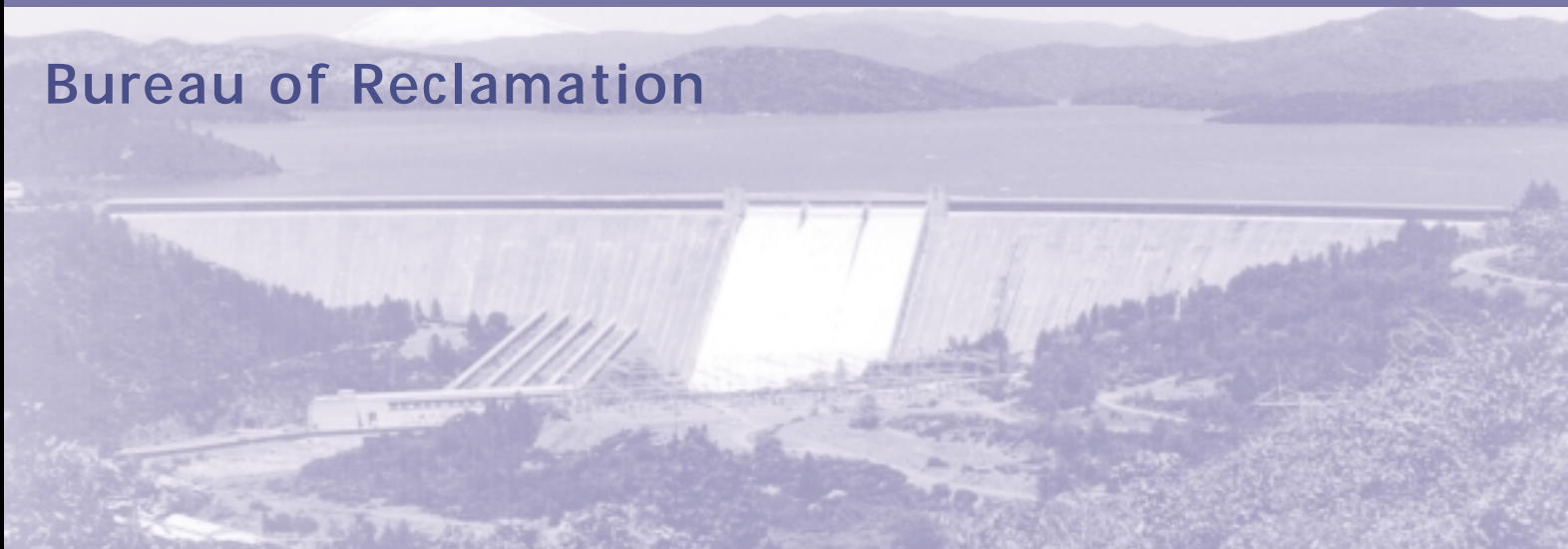


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# Annual Performance Plan 2001

# Annual Performance Report 1999

Bureau of Reclamation



DEPARTMENT OF THE INTERIOR





**Bureau of Reclamation**  
Annual Performance Plan FY 2001  
Annual Performance Report FY 1999





DEPARTMENT OF THE INTERIOR  
BUREAU OF RECLAMATION

Dear Reader,

I am pleased to share with you the Bureau of Reclamation's Combined FY 2001 Annual Performance Plan and FY 1999 Annual Performance Report. This combined report has been prepared to implement the Government Performance and Results Act (GPRA) of 1993. By outlining the accomplishments in FY 1999 and the planned goals for FY 2001, we provide a picture of where we have been and where we are going.

We achieved significant accomplishments in FY 1999. For example, through efficiency improvements, our facilities produced power at a cost of \$1.66 per megawatt hour and achieved a 1.3 percent forced outage rate, more than 50 percent lower than the industry's average 2.8 percent. We also completed Emergency Action Plans for almost all significant and high hazard dams to prepare for and minimize risks and transferred the operations and maintenance responsibilities of seven projects to willing partners. To advance our mission of managing, developing, and protecting water and related resources, we provided technical assistance to 19 tribes, enhanced or created over 22,000 acres of wetlands, and worked with 416 districts in water conservation planning.

For FY 2001, the Annual Performance Plan is based on the 2000-2005 Strategic Plan, which builds upon the priorities in the 1997-2002 Strategic Plan and corresponding Annual Performance Plans. We sought to simplify the Strategic Plan by decreasing the number of mission and long-term goals and making them more measurable and understandable. We believe that these changes strengthen the Annual Performance Plans that are based on the Strategic Plan.

This consolidated 2001 Performance Plan and FY 1999 Performance Report includes goals and strategies for providing power and delivering water to meet agricultural, municipal, industrial, environmental, tribal, and recreational needs. The goals address the means by which we will manage our facilities to provide power and water to our customers safely, efficiently, and effectively and how we will measure the results of these efforts.

GPRA has provided us with an opportunity to reexamine our role in helping to address contemporary water needs in the West and chart a course for the future. Our actions are important in satisfying a range of competing water demands and ensuring cooperation with states, tribes, local entities, and other customers and stakeholders in setting priorities and working together. By setting goals and targets to accomplish these actions, we are communicating our priorities, focusing our work, and providing accountability for accomplishing the goals outlined in the Strategic Plan and Annual Performance Plan.

Our thanks go to those who helped us prepare this plan. We look forward to achieving our mission of managing, developing, and protecting water and related resources.

Eluid L. Martinez  
Commissioner

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# Executive Summary

## THE BUREAU OF RECLAMATION MANAGES, DEVELOPS, AND PROTECTS WATER AND RELATED RESOURCES IN AN ENVIRONMENTALLY AND ECO- NOMICALLY SOUND MANNER IN THE INTEREST OF THE AMERICAN PUBLIC.

Since our establishment in 1902, we have provided vast water supply related opportunities for the Western United States. We have developed and continue to be involved in the management of a limited natural water supply that provides power, irrigation, municipal and industrial, flood control, recreation, tribal, and environmental benefits. Our facilities include 348 reservoirs, a storage capacity of 245 million acre-feet of water at the reservoirs we administer, 58 hydroelectric powerplants, and more than 300 recreation sites.

As we prepared our 2000-2005 Strategic Plan, we used many of the lessons learned from implementing the FY 1999 Plan and built upon the strategic direction in the 1997-2002 Strategic Plan. This consolidated FY 2001 Annual Performance Plan and FY 1999 Performance Report follow the mission and long-term goals established in the 2000-2005 Strategic Plan. It clearly outlines where we have been and where we are going by describing FY 1999 accomplishments and FY 2001 annual performance goals.

### FY 1999 PERFORMANCE

FY 1999 marked the first year that we reported on GPRA annual performance goals. In going through this process, we improved efforts to integrate performance management into daily work. We also refined data validation by developing a comprehensive and rigorous interpretive guide to assist internal staff in goal reporting. Several programs have also developed databases to collect information for performance goals and indicators, in addition

to a Reclamationwide database. In 1999, we also began to integrate the FY 2001 Annual Performance Plan development into the program formulation process. We will continue to improve data reporting, verification, and validation and the link between GPRA goal development with our program and budget formulation.

We achieved significant accomplishments in FY 1999; and those for which we fell short, plans are in place to complete them in FY 2000. Our accomplishments include:

- Delivered 31 million acre feet of water and produced 52 billion kilowatts of power to meet our water and power contracts.
- Through efficiency improvements, our facilities produced power at a combined cost of \$1.66 per megawatt hour or less than two-tenths of one cent per kilowatt and achieved a 1.3 percent forced outage rate, more than 50 percent lower than the industry's 2.8 percent average.
- Completed Emergency Action Plans for our significant and high hazard dams to prepare for and minimize risks.
- Transferred the operations and maintenance responsibilities of seven projects to willing partners.
- Advanced our mission of managing, developing, and protecting water and related resources by assisting 19 tribes, enhancing or creating over 22,000 acres of wetlands, and working with 416 districts in water conservation planning.

- Addressed a program evaluation on concessions management by developing policies, standards, guidance, and directives, and by setting an FY 2000 goal of completing recreation reviews at several recreation facilities to ensure compliance.

### FY 2001 ANNUAL PERFORMANCE PLAN

The FY 2001 Annual Performance Plan takes the mission and long-term goals in the 2000-2005 Strategic Plan and translates them into tangible yearly goals that put the words into action and establish program accountability. Many of the goals measure critical steps to achieving our mission while others were developed to address important management issues resulting from program evaluations that were completed internally, or by the Inspector General or General Accounting Office. Our FY 2001 Mission Goal structure is outlined below:

Mission Goal 1	Mission Goal 2	Mission Goal 3
Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits.	Advance Reclamation's organizational effectiveness.

To meet our commitments under Mission Goal 1, we plan, develop, and complete water and power projects, which increase availability and improve the efficient use of limited water supplies, including reclaimed water and other low quality waters. We also manage and protect water resources by improving conservation practices and efficiency to increase the water available for agricultural, municipal, industrial, rural, hydropower, tribal, recreational, and fish and wildlife purposes. In FY 2001, we will measure our success by completing water supply projects and recycling/reuse projects, completing tribal technical assistance, removing salt from the Colorado River, meeting environmental standards, restoring wetlands impacted by our projects, and completing reviews of our recreation sites.

The second mission goal focuses on operating, maintaining, and rehabilitating approximately 700 Reclamation

facilities so that they continue to deliver water and generate power, along with providing other project benefits. By ensuring that our facilities are safe, cost-effective, and reliable, we can best operate them to provide project benefits and timely service to customers, while sustaining environmental values and protecting public health.

Under Mission Goal 2, we will make sure that our facilities deliver water and generate power. Each year we will also renew expiring contracts so that customers continue to receive project benefits and the U.S. Treasury recovers payment for the water delivered. We will also conduct facility reviews and planning to implement timely replacements, upgrades, or modifications to our facilities. In FY 2001, we will improve maintenance practices and identify and implement risk reduction actions. By sustaining reliability, we ensure that facilities provide safe and dependable services at minimal risk.

Under Mission Goal 3, we will improve the service provided to customers, strengthen business practices and financial accountability, and support a diverse and innovative workforce. To improve the way we do business, we will expand communications with customers about our business practices, the resources we manage, and the regulations that govern our work. In FY 2001, we will work with customers on operations and maintenance practices and program development, begin to benchmark our business practices against those in other organizations, and identify accessibility needs at our public facilities. Employees are key to fulfilling our mission. In FY 2001, we will also evaluate our workforce capability and ensure that our work environment is diverse and accessible.

In FY 2001, we will track our accomplishment of these and other annual performance goals and continue to refine our data validation and verification processes. To make sure that our work is carried out effectively and meets applicable requirements and standards, we will evaluate our programs and activities. We will also promote and use partnerships to create sustainable solutions, leverage resources, and learn from others. All of this work will guide us toward accomplishing our mission of managing, developing, and protecting water and related resources in an environmentally and economically sound manner for the benefit of the American public.

# About This Document

This document combines the Annual Performance Plan for FY 2001 and the Annual Performance Report for FY 1999. Also, Appendix 2 summarizes the final FY 2000 Annual Performance goals. The combination of these documents provides a context for our goals showing where we have been — FY 1999 Performance Report; where we are — updated FY 2000 goals; and where we are going — FY 2001 Annual Performance Plan. The information presented meets Reclamation's responsibility through GPRA and provides an understanding of our future goals and past performance. Further definitions are provided below:

- **FY 1999 Annual Performance Report:** As required by Congress, agencies must report and compare their actual performance results to their performance targets contained in the Annual Performance Plans. This document includes the FY 1999 performance results as they correspond to each FY 2001 goal. In a number of cases, goals have changed since FY 1999. Appendix 1 summarizes the performance results for both continuing and discontinued FY 1999 goals.
- **FY 2000 Operating Plan:** Appendix 2 of this plan displays the final FY 2000 annual performance goals submitted to Congress based on the FY 2000 budget, Congressional recommendations, and any new data affecting goal achievement. Changes to the FY 2000 goals are briefly described in the appendix.
- **FY 2001 Annual Performance Plan:** The FY 2001 Annual Performance Plan is consistent with our Strategic Plan for 2000-2005 due to Congress in September of 2000. The Annual Performance Plan describes accomplishments planned for FY 2001 at the funding levels proposed in the President's budget. The document discusses the annual and long-term goals, outlines the indicators used to gauge performance, the means and strategies required to meet the goals, and the procedures to verify and validate performance.

# Section I

## *Introduction and Overview*

### MISSION STATEMENT

The Bureau of Reclamation manages, develops and protects water and related resources in an environmentally and economically sound manner in the interest of the American public.

Since its establishment in 1902, the Bureau of Reclamation has provided vast opportunities for the Western United States. Our projects have contributed to the social fabric of the West and the well-being of its people. Reclamation has developed and will continue to be involved in managing a limited natural water supply to provide power, irrigation, municipal and industrial, flood control, recreation, tribal and environmental benefits. Our facilities include 348 reservoirs, a storage capacity of 245 million acre-feet of water at the reservoirs administered, 58 hydroelectric powerplants, and more than 300 recreation sites. These facilities:

- Generate more than 40 billion kilowatt hours of energy each year, making it the Nation's second largest producer of hydroelectric power.
  - Deliver water to 20 percent of Western farmers for 10 million acres of irrigated land that produce 60 percent of the nation's vegetables and 25 percent of its fruits and nuts.
  - Deliver 10 trillion gallons of municipal, rural, and industrial water to over 31 million people in the West.
- Provide water supplies to support habitat for wildlife refuges, migratory waterfowl, fish, and threatened and endangered species.
  - Deliver water to Native Americans through irrigation projects on reservations and potable water supplies to residents on reservations.
  - Provide water-based recreation activities for about 90 million visitors a year.
  - Provide flood control benefits and drought contingency planning and assistance to Western States and tribes.

Today's challenge is to balance and help provide for the growing water resource needs in the West. When Reclamation was established, the Western United States held expansive tracks of undeveloped land and a small population. Now those same lands have been or are being developed to meet agricultural, tribal, urban, and industrial needs. More recently, protecting the environment and providing recreational opportunities have become important to the public while municipal and industrial development is expanding rapidly. These interests all demand more high quality water. With population growth in the West exceeding all other areas of the United States, the future will be filled with greater demands on limited resources. Balancing the needs in the West and providing water resources has brought into focus our ability to manage existing water efficiently and effectively and to resolve competing needs through cooperation from multiple water users and stakeholders.

Reclamation has three mission goals that tie closely to the mission and address our program priorities and daily workload. They differentiate between managing the water and related resources that we use and impact, managing the facilities we own and operate, and managing the human resources and environment in which we work. They provide the basis to organize long-term and annual goals.

Mission Goal 1	Mission Goal 2	Mission Goal 3
Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits.	Advance Reclamation’s organizational effectiveness.

**LINKAGE TO BUREAU STRATEGIC PLAN AND DEPARTMENTAL GOALS**

The Department of the Interior has five broad goals that provide a framework for the bureaus within the Department which have diverse missions and programs. The following table outlines Reclamation’s link to the Departmental goals.

**TABLE 1: LINKAGE TO THE DEPARTMENT GOALS**

Departmental Goals	Reclamation’s Mission Goals and Long-Term Goals
1. Protect the Environment and Preserve Our Nation’s Natural and Cultural Resources	<p><b>Mission Goal 1:</b> Manage, develop, and protect water and related resources to meet the needs of current and future generations.</p> <ul style="list-style-type: none"> <li>Increase water availability through efficiency and project completion</li> <li>Protect water quality</li> <li>Provide effective delivery of water and power generation</li> <li>Enhance fish and wildlife habitat</li> <li>Manage project land resources</li> </ul> <p><b>Mission Goal 2:</b> Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits</p> <ul style="list-style-type: none"> <li>Reduce risk to public safety</li> </ul>
2. Provide Recreation for America.	<p><b>Mission Goal 1:</b> Manage, develop, and protect water and related resources to meet the needs of current and future generations.</p> <ul style="list-style-type: none"> <li>Provide quality recreation</li> </ul>
3. Manage Natural Resources for a Healthy Environment and a Strong Economy.	<p><b>Mission Goal 2:</b> Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits</p> <ul style="list-style-type: none"> <li>Meet power and water contracts</li> <li>Complete water contract renewals</li> <li>Ensure effective operations of facilities</li> <li>Achieve cost-effective power production</li> <li>Ensure facility reliability</li> </ul>
4. Provide Science for a Changing World	Identified as strategies under the mission goals and long-term goals.
5. Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities.	<p><b>Mission Goal 1:</b> Manage, develop, and protect water and related resources to meet the needs of current and future generations.</p> <ul style="list-style-type: none"> <li>Increase opportunities for tribes to develop, manage, and protect their water resources</li> </ul>

## LINKAGE TO BUDGET

The FY 2001 Annual Performance Plan describes accomplishments planned at the funding levels in the FY 2001 President’s Budget. As required by the Office of Management and Budget (OMB) in Circular A-11, the annual plan links to the agency’s budget. We link to our budget at the Mission Goal level, referred as the “GPRA Program Activity” for budgeting purposes. In this plan, the term Mission Goal will be used. The first two mission goals correspond directly with the budget accounts within the “Water and Related Resources” appropriation. The budget accounts contain a subset of program activities which are defined as Responsibility Segments and are used in reporting financial accounting information. The Policy and Administration funds link to the third Mission Goal. The 2000-2005 Strategic Plan was prepared assuming a straight-lined budget, and the accomplishment levels in the FY2001 Annual Performance Plan are based on funding in the FY2001 President’s Budget.

**TABLE 2: CROSSWALK BETWEEN THE MISSION GOALS AND BUDGET ACCOUNTS**

Mission Goals (GPRA Program Activity)	Budget Accounts
01. Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Resource Management and Development Responsibility Segments 01. Water and Energy Management and Development 02. Land Management and Development 03. Fish and Wildlife Management and Development
02. Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits.	Facility Operations, Maintenance, and Rehabilitation Responsibility Segments 04: Facility Operations 05: Facility Maintenance and Rehabilitation
03. Advance Reclamation’s organizational effectiveness.	Policy and Administration 06. Policy and Administration

## ADJUSTMENTS TO STRATEGIC PLAN

This FY 2001 Annual Performance Plan is built upon the revised FY 2000-2005 Strategic Plan. In revising our Strategic Plan, we have reduced the number of mission goals from 15 to 3 to facilitate a clear link to the broader budget categories in the Budget Justifications and to consolidate repetitious information and overlapping outcomes. The long-term goals in the 2000-2005 Strategic Plan build upon the priorities, commitments, and accomplishments outlined in the 1997-2002 Strategic Plan. In some cases, the baselines and levels of accomplishment are updated, while in others, the Plan establishes a revised goal with new performance indicators and targets. For all of the long-term goals,

there will be corresponding annual performance goals and performance indicators outlined in this and future Annual Performance Plans. They will be used to assess the results of our program activities and will help determine whether we have met our objectives and achieved desired outcomes (see Table 3 below).

## RECLAMATION'S "AT-A-GLANCE" MISSION AND LONG-TERM GOALS

The table on the following page summarizes our mission, long-term, and annual performance goals, performance indicators, and performance target levels. Target performance levels are reestablished each year in the Annual Performance Plans.

**TABLE 3: REVISIONS TO THE STRATEGIC PLAN MISSION GOALS**

1997-2002 Strategic Plan Mission Goals	2000-2005 Strategic Plan Mission Goals
<ol style="list-style-type: none"> <li>1. Manage, Develop, and Protect Water and Related Resources</li> <li>2. Increase Water Availability</li> <li>3. Complete Projects Under Construction</li> <li>4. Fulfill Obligations to Indian Tribes</li> <li>5. Maintain and Protect Water Quality</li> <li>6. Transfer Research and Technology</li> <li>10. Enhance Recreational Opportunities through State &amp; Local Partnerships</li> <li>11. Manage Land Resources</li> <li>12. Make Watershed-Based Decisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Manage, develop, and protect water and related resources to meet the needs of current and future generations.</li> </ol>
<ol style="list-style-type: none"> <li>7. Operate Facilities</li> <li>8. Maintain and Rehabilitate Facilities</li> <li>9. Reduce Risk to Public Safety</li> </ol>	<ol style="list-style-type: none"> <li>2. Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits.</li> </ol>
<ol style="list-style-type: none"> <li>13. Manage Finances</li> <li>14. Improve Customer Service</li> <li>15. Maintain Diverse, Skilled Workforce Excellence</li> </ol>	<ol style="list-style-type: none"> <li>3. Advance Reclamation's organizational effectiveness</li> </ol>

## Reclamation's At-a-Glance View of FY 2001 Goals

Long-Term Goal	Annual Goal
<p><b>Mission Goal 1:</b> Manage, develop, and protect water and related resources to meet the needs of current and future generations.</p>	
<p><b>Increase water availability through efficiency and project completion.</b> 1.1 - By 2005, Reclamation will increase water use efficiency by completing water delivery and recycling/reuse projects and increasing the acres managed under water conservation provisions.</p>	<p><b>Goal 1.1.01 - Complete water delivery and recycling/reuse projects.</b> In FY 2001, complete seven feasibility studies or agreements for water recycling/reuse projects, and increase water availability by 120,000 acre feet by completing one recycling/reuse project.</p> <p><b>Goal 1.1.02 - Facilitate water use efficiency.</b> In FY 2001, promote the efficient use of water supplies associated with federal water projects by assisting at least 200 districts in water conservation implementation and planning and drought assistance. Work with districts to complete water conservation plans, covering at least 5,000,000 acres.</p> <p><b>Goal 1.1.03 - CALFED Bay-Delta Program.</b> In FY 2001, as part of the CALFED Bay-Delta Program, participating agencies will seek measures to make up to 200,000 acre-feet of water available to federal water project contractors that otherwise would not have been available.</p>
<p><b>Protect water quality.</b> 1.2 - By 2005, improve water quality affected by Reclamation projects.</p> <ul style="list-style-type: none"> <li>This will be done by conducting water quality assessments at reservoirs and streams, and implementing operational and structural modifications.</li> </ul>	<p><b>Goal 1.2.01 - Assess and improve water quality.</b> In FY 2001, Reclamation will conduct water quality assessments at 10 Reclamation reservoirs and stream segments, implement 3 operational changes, and 2 structural modifications, and provide technical assistance to states and local watershed groups.</p>
<p><b>Protect water quality.</b> 1.3 - By 2005, improve water quality in the Colorado River Basin States by eliminating 25,000 new tons of salt at a cost not to exceed \$50/ton from a 1995 baseline of 371,700 tons as reported in the 1999 Triennial Review.</p>	<p><b>Goal 1.3.01 - Remove Colorado River salt.</b> In FY 2001, improve water quality in the Colorado River Basin States by eliminating 25,000 new tons of salt at a cost not to exceed \$50/ton.</p>



Performance Indicators	2000 Target	2001 Target	2005 Target
a) Number of completed feasibility studies and/or cooperative agreements executed for Title XVI recycling/reuse projects.	6	7	20
b) Increase in acre feet of water due to completion of water supply or Title XVI recycling/reuse projects.	—	120,000	N/A
a) Number of districts receiving Reclamation assistance in water conservation planning and implementation.	256	216	200 per year or 1,000 total
b) Acres of land served by districts submitting water conservation plans.	—	5,000,000	9,800,000
c) Percent of requests for drought assistance adequately responded to or met.	90%	95%	100%
a) Acre feet of water provided to water project contractors under the CALFED Bay-Delta program.	—	200,000	200,000
a) Number of reservoirs and stream segments for which water quality assessments have been developed.	N/A	10	Additional long-term measures will be set once base-lines are established
b) Number of operational changes initiated.	—	3	
c) Number of structural modifications completed.	—	2	
d) Number of technical assistance efforts completed.	—	15	
a) New tons of salt eliminated at a cost no greater than \$50/ton.	25,000	25,000	125,000 total

## *Reclamation's At-a-Glance View of FY 2001 Goals (continued)*

Long-Term Goal	Annual Goal
<p><b>Increase opportunities for tribes to develop, manage and protect their water resources.</b></p> <p><b>1.4</b> - By 2005, increase tribal opportunities to develop, manage, and protect their water resources.</p>	<p><b>Goal 1.4.01 - Provide technical assistance to tribes in water resource use.</b></p> <p>In FY 2001, complete 22 technical assistance activities that will increase tribal opportunities to use their water resources.</p>
<p><b>Provide effective delivery of water and power generation.</b></p> <p><b>1.5</b> - By 2003, area offices will develop Management Plans to address critical issues and opportunities associated with their water and related resources.</p>	<p><b>Goal 1.5.01 - Complete management plans.</b></p> <p>In FY 2001, seven area offices will complete management plans to address critical issues and opportunities associated with their water and related resources.</p>
<p><b>Provide quality recreation.</b></p> <p><b>1.6</b> - By 2005, Reclamation will improve the quality of its recreation areas by completing recreational compliance reviews, action plans, and 50% of the identified corrective actions.</p>	<p><b>Goal 1.6.01 - Assess and implement recreational improvements.</b></p> <p>By 2001, increase the quality of recreation areas by completing 124 recreation compliance reviews at Reclamation and non-federal areas, completing 55 recreation action plans for areas with deficiencies, and implementing 10 percent of the corrective actions identified in the action plans.</p>
<p><b>Manage project land resources.</b></p> <p><b>1.7</b> - By 2005, Reclamation will maintain protection of project land resources.</p> <ul style="list-style-type: none"> <li>• This will be done by completing resource management plans and completing and verifying real property asset data.</li> </ul>	<p><b>Goal 1.7.01 - Complete resource management plans and verify lands asset data.</b></p> <p>In FY 2001, improve land stewardship by completing 21 Resource Management Plans that cover 251,100 acres of project lands, and update and complete 10 percent of lands asset data and reconcile it to financial records.</p>
<p><b>Enhance fish and wildlife habitat.</b></p> <p><b>1.8</b> - By 2005, Reclamation will protect and enhance fish and wildlife habitat by preserving, restoring or establishing wetlands and instream or riparian habitat affected by Reclamation projects.</p>	<p><b>Goal 1.8.01 - Enhance fish and wildlife habitat.</b></p> <p>In FY 2001, provide approximately 1,360,000 acre feet of water to conserve threatened or endangered species; preserve, restore, or establish 4,475 acres of wetlands habitat; and preserve, restore or establish 45 miles of instream or riparian habitat.</p>

Performance Indicators	2000 Target	2001 Target	2005 Target
a) Number of technical assistance activities completed.	—	22	Additional long-term measures will be set once baselines are established
a) Number of area offices with issue management plans completed.	—	7	N/A
a) Number of completed Recreation Compliance Reviews.	67	124	172
b) Number of completed action plans.	54	55	70
c) Percent of corrective actions implemented.	—	10%	25%
a) Number of Resource Management Plans completed.	9	21	Additional long-term measures will be set once baselines are established
b) Acres of land covered under RMP.	—	251,100	
c) Percent of land with completed and reconciled lands asset data.	—	10%	
a) Amount of water in acre feet provided by Reclamation for ESA purposes and other project benefits requiring instream enhancement.	1,756,600	1,360,000	N/A
b) Acres of wetlands preserved, enhanced and/or restored, or established minus acres lost or impacted.	47	4,475	N/A
c) Miles of instream or riparian habitat preserved, enhanced and/or restored, or established.	--	45	N/A

## Reclamation's At-a-Glance View of FY 2001 Goals (continued)

Long-Term Goal	Annual Goal
<p><b>Mission Goal 2:</b> Operate, maintain, and rehabilitate facilities safely, reliably, and efficiently to provide project benefits.</p>	
<p><b>Meet water and power contracts.</b> <b>2.9</b> - Reclamation will ensure operational effectiveness to deliver or release the amount of water contracted for and to meet 100% of power and water commitments to achieve project benefits each year.</p>	<p><b>Goal 2.9.01 - Meet water contracts.</b> In FY 2001, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than approximately 28 million acre feet.</p> <p><b>Goal 2.9.02 - Deliver power to meet contracts.</b> Deliver power to meet Reclamation's contractual commitments 100 percent of the time.</p>
<p><b>Complete water contract renewals.</b> <b>2.10</b> - Reclamation will complete water contract renewals that are expiring to provide project benefits to customers and ensure full collection of contract obligations.</p>	<p><b>Goal 2.10.01 - Complete long-term water contract renewals.</b> Renew contracts under certain conditions and upon mutually agreeable terms for 100 percent of the water service contracts that will expire in FY 2001.</p>
<p><b>Ensure effective operations of facilities.</b> <b>2.11</b> - Reclamation will ensure that facilities provide project benefits in a safe and reliable manner.</p>	<p><b>Goal 2.11.01 - Develop and implement standing operating procedures.</b> In FY 2001, review, update and implement changes in SOPs for 20 percent of Reclamation's facilities to ensure that facilities provide project benefits in a safe and reliable manner.</p>
<p><b>Achieve cost-effective power production.</b> <b>2.12</b> - Reclamation will maintain power production costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry which rank in the upper 25 percentile.</p>	<p><b>Goal 2.12.01 - Achieve cost-effective power production.</b> In FY 2001, attain power production costs per megawatt that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.</p>
<p><b>Achieve cost-effective power production.</b> <b>2.13</b> - Reclamation will maximize power generation and enhance revenues by attaining a 3 percent or lower forced outage rate for BOR's hydropower units.</p>	<p><b>Goal 2.13.01 - Maintain a low forced outage rate.</b> In FY 2001, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.</p>

Performance Indicators	2000 Target	2001 Target	2005 Target
a) Actual acre feet of water delivered under all contracts.	27,000,000	28,000,000	28,000,000
a) Number of megawatt hours / number megawatt hours contracted for.	100%	100%	100%
a) Percent of expiring contracts (interim and long-term) that are renewed.	N/A	100% (28)	100%
a) Percent of facilities with SOPs reviewed and updated.	N/A	20%	100% Additional long-term measures will be set once baselines are established
a) Power production costs (\$)/net generation in megawatt capacity.	\$6,300	\$6,520	\$7,336
a) Number of hours out of service due to forced outage / 8,760 hours per year	3%	3%	3%

## Reclamation's At-a-Glance View of FY 2001 Goals (continued)

Long-Term Goal	Annual Goal
<p><b>Ensure facility reliability.</b>  <b>2.14</b> - By 2005, Reclamation will maintain reliability of operations and reduce break-downs.</p> <ul style="list-style-type: none"> <li>This will be done by conducting O&amp;M and facility reviews at all Reclamation water and power facilities and implementing the scheduled corrective actions identified in the reviews.</li> </ul>	<p><b>Goal 2.14.01 - Operations and maintenance reviews*.</b>            In FY 2001, conduct O&amp;M and facility reviews at 97 of Reclamation's water and power plant facilities and, at Reclamation-operated facilities, implement 100% of the scheduled corrective actions identified in the reviews or reasonable substitute actions determined to be a priority during the year.</p> <p>*O&amp;M reviews consist of facility reviews, Review of Operations and Maintenance (RO&amp;M), and power O&amp;M facility reviews.</p>
<p><b>Reduce risk to public safety.</b>  <b>2.15</b> - By 2005, reduce failure risks at Reclamation significant and high-hazard dams and facilities.</p> <ul style="list-style-type: none"> <li>This will be accomplished by completing Safety of Dams modifications, site security improvements, and Comprehensive and Periodic Facility reviews.</li> </ul>	<p><b>Goal 2.15.01 - Reduce risks.</b>            In FY 2001, reduce risks to the downstream public and resources by completing Safety of Dams modifications at six dams; and implementing 100 percent of scheduled site security improvements.</p> <p><b>Goal 2.15.02 - Assess risks.</b>            In FY 2001, complete 83 Comprehensive and Periodic Facility Reviews at the dam facilities in Reclamation's Dam Safety Program.</p>
<p><b>Mission Goal 3:</b>            Advance Reclamation's organizational effectiveness.</p>	
<p><b>Improve customer service.</b>  <b>3.16</b> - By 2005, improve service delivery and customer satisfaction by meeting or exceeding benchmarks for at least five Reclamation business practices.</p>	<p><b>Goal 3.16.01 - Customer service benchmarking.</b>            In FY 2001, initiate at least five customer service business practice process improvements in the following focus areas: single point of contact, written communications with customers, working with different customer groups, employee customer service training, and innovative resource aids/tools used to support customer service.</p>

Performance Indicators	2000 Target	2001 Target	2005 Target
a) Number of O&M reviews completed.  b) Percent of the scheduled and budgeted corrective measures or substitute actions taken.	N/A	97	300
a) Number of completed Safety of Dams modifications and/or decisions not to complete.  b) Number of completed site security improvements / total number of site security improvements that were scheduled and budgeted for FY 2001.	3	6	25
a) Number of completed Comprehensive and Periodic Facility Reviews.	108	83	83 (1/3 per year)
a) Number of approved process improvements to customer service business practices initiated.	Plan completed	5	10

## Reclamation's At-a-Glance View of FY 2001 Goals (continued)

Long-Term Goal	Annual Goal
<p><b>Improve business practices.</b>  <b>3.17</b> - By 2003, offer customers the opportunity to provide input into O&amp;M program development; and maintain consistent accounting and reporting of indirect costs. Reclamation will achieve and maintain consistent accounting and reporting of incidental revenues.</p>	<p><b>3.17.01 - Customer feedback on O&amp;M program.</b>            In FY 2001, solicit feedback from customers on Reclamation's Operations and Maintenance (O&amp;M) program to assist Reclamation in identifying issues and resource needs.</p>
	<p><b>Goal 3.17.02 - Improve management of indirect costs.</b>            In FY 2001, implement 100% of the guidelines for accounting and reporting of indirect costs.</p>
	<p><b>Goal 3.17.03 - Improve incidental revenues management.</b>            Each year, complete an internal review of application of the incidental revenues policy and procedures for a high priority area of revenue crediting (to be determined each year) and achieve compliance.</p>
<p><b>Improve business practices.</b>  <b>3.18</b> - Reclamation will analyze and negotiate agreements to transfer projects to interested or authorized districts and, by 2005, transfer at least five projects.</p>	<p><b>Goal 3.18.01 - Transfer project titles to interested and capable parties.</b>            In FY 2001, Reclamation will facilitate the title transfer of projects or parts of projects to local non-federal entities by completing four title transfer process agreements and five terms and conditions agreements with districts interested in owning and managing projects, and will transfer one title authorized by Congress.</p>
<p><b>Create a capable and diverse workforce and environment.</b>  <b>3.19</b> - By 2002, Reclamation will evaluate its workforce capability and implement priority recommendations by 2005 to maintain a skilled and diverse workforce. Ensure work, administrative, and public facilities provide adequate access for the disabled.</p>	<p><b>Goal 3.19.01 - Evaluate workforce capability.</b>            In FY 2001, complete an evaluation of Reclamation's current and future capability in all disciplines and implement 20% of priority actions.</p>



Performance Indicators	2000 Target	2001 Target	2005 Target
a.) Number of customers solicited to provide input on Reclamation's O&M program.	—	250	300
a) Percent indirect cost guidelines implemented.	—	100%	100%
a) Compliance with existing policies and procedures.	—	qualitative	100%
b) Percent development of a process to evaluate and quantify the effectiveness of existing policies and procedures on management of a particular type of incidental revenue.	—	100%	N/A
a) Number of projects or parts of projects for which an agreement on goals and process has been completed.	8	4	N/A
b) Number of projects or parts of projects for which title transfer agreements have been completed.	4	5	N/A
c) Number of titles transferred.	1	3	5
a) Capability evaluation completed.	—	100%	N/A
b) Implement 20% of priority actions.	—	20%	100%

*Reclamation's At-a-Glance View of FY 2001 Goals (continued)*

Long-Term Goal	Annual Goal
<p><b>Create a capable and diverse workforce and environment.</b></p> <p><b>3.19</b> - By 2002, Reclamation will evaluate its workforce capability and implement priority recommendations by 2005 to maintain a skilled and diverse workforce. Ensure work, administrative, and public facilities provide adequate access for the disabled.</p>	<p><b>Goal 3.19.02 - Identify and address deficiencies in facility accessibility.</b></p> <p>By the end of FY 2001, provide access for the disabled by evaluating facilities for accessibility at 52 percent of Reclamation's offices and public use areas; complete action plans for 22 percent of the facilities with deficiencies; and retrofit 10 percent of the deficient facilities.</p> <p><b>Goal 3.19.03 - Workforce representation.</b></p> <p>In FY 2001, Reclamation will show improvement in the representativeness of its workforce compared with the diversity for these occupations in the national civilian workforce.</p>

Performance Indicators	2000 Target	2001 Target	2005 Target
a) Percent of administrative offices and places of employment with accessibility barriers identified and evaluated based on the total number of administrative offices and places of employment Reclamation-wide.	40%	52%	100%
b) Percent of public areas (recreation and visitor sites) identified and evaluated based on the total number of public areas (recreation and visitor sites) Reclamation-wide.	40%	52%	100%
c) Percent of action plans completed for the total number of facilities (employment, administrative, and public use areas) with identified deficiencies.	15%	22%	N/A
d) Percent of retrofits completed for the total number of facilities with identified deficiencies and related action plans.	—	10%	N/A
a) Percentage improvement in representativeness.	20%	25%	N/A

## Section II

### *GPRM Mission and Long-Term Goals*

#### **2.1 MISSION GOAL 1: MANAGE, DEVELOP, AND PROTECT WATER AND RELATED RESOURCES TO MEET THE NEEDS OF CURRENT AND FUTURE GENERATIONS**

##### **Description**

Reclamation works cooperatively with others to manage, develop and protect water and related resources for agricultural, municipal, industrial, rural, hydropower, tribal, recreational, and fish and wildlife purposes. Reclamation seeks to gain the greatest benefit from existing resources in a manner that recognizes competing interests, uses sound conservation practices, and is efficient. In accordance with Federal laws, we will pursue water and related resource management, development, and protection activities. Resource management includes:

- formulating and completing activities that support Reclamation project water and related resource uses,
- improving efficiency of water use,
- integrating applied sciences and technology, and
- administering the laws, regulations, and contracts which govern Reclamation project benefits.

We will plan and develop water and power projects which improve the efficient use of limited water supplies, including reclaimed water and other low quality waters.

##### **External Factors**

Several factors outside the control of Reclamation could impact our ability to achieve the Long-Term and annual goals associated with this Mission Goal. First and foremost, natural events such as floods, droughts, earthquakes, and fires impact our ability to manage and provide stable, clean water supplies to meet power, irrigation, municipal and industrial, tribal and environmental

needs. For example, flooding and above average rainfall can impact water quality and turbidity in streams and reservoirs, by increasing pollution from agriculture, roads, and combined sewer overflows. Forest fires that occur in upland areas can increase erosion into our reservoirs and impact projects and downstream users. There are also legal, social, and economic factors outside our control such as the demand for water. Finally, the availability of funding, both Federal and non-Federal, will impact our ability to implement our strategies and make progress on our goals.

##### **Annual Performance Goals**

**Goal 1.1.01 - Complete water delivery and recycling/reuse projects.** In FY 2001, complete seven feasibility studies or agreements for water recycling/reuse projects, and increase water availability by 120,000 acre feet by completing one recycling/reuse project.

**Goal 1.1.02 - Facilitate water use efficiency.** In FY 2001, promote the efficient use of water supplies associated with federal water projects by assisting up to 200 districts in water conservation and drought assistance. Work with districts to complete 100 water conservation plans, covering at least 5 million acres.

**Goal 1.1.03 - CALFED Bay-Delta Program.** In FY 2001, as part of the CALFED Bay-Delta Program, participating agencies will seek measures to make up to 200,000 acre-feet of water available to Federal water project contractors that otherwise would not have been available.

**Goal 1.2.01 - Assess and improve water quality.**

In FY 2001, Reclamation will conduct water quality assessments at 10 Reclamation reservoirs and stream segments, implement 3 operational changes and 2 structural modifications, and provide technical assistance to states and local watershed groups.

**Goal 1.3.01 - Remove Colorado River salt.** In FY 2001, improve water quality in the Colorado River Basin states by eliminating 25,000 new tons of salt at a cost not to exceed \$50/ton.

**Goal 1.4.01 - Provide technical assistance to tribes in water resource use.** In FY 2001, complete 22 technical assistance activities that will increase tribal opportunities to use their water resources.

**Goal 1.5.01 - Complete management plans.** In FY 2001 seven area offices will complete management plans to address critical issues and opportunities associated with their water and related resources.

**Goal 1.6.01 - Assess and implement recreational improvements.** By 2001, increase the quality of recreation areas by completing 124 recreation compliance reviews at Reclamation and non-federal areas, completing 55 recreation action plans for areas with deficiencies, and implementing 10 percent of the corrective actions identified in the action plans.

**Goal 1.7.01 - Complete resource management plans and verify lands asset data.** In FY 2001, improve land stewardship by completing 21 Resource Management Plans that cover 251,100 acres of project lands, and update and complete 10 percent of lands asset data and reconcile it to financial records.

**Goal 1.8.01 - Enhance fish and wildlife habitat.** In FY 2001, provide approximately 1,360,000 acre feet of water to conserve threatened or endangered species; preserve, restore, or establish 4,475 acres of wetlands habitat; and preserve, restore or establish 45 miles of instream or riparian habitat.

**Proposed Legislation**

At this time, it does not appear that the achievement of performance goals depends upon the enactment of legislation.

**Budget Table**

This table displays the impact of FY 2001 budget changes for Mission Goal 1 and GPRA Responsibility Segments 1-3.

**BUDGET TABLE**

<b>Program Activity Responsibility Segments (\$000)</b>	<b>FY 1999 Actual</b>	<b>FY 2000 Enacted</b>	<b>FY 2001 Request</b>
Resources Management and Development (Total)	388,244	394,739	385,322
Water and Energy Management and Development	256,539	271,828	267,452
Land Management and Development	35,759	38,267	34,147
Fish and Wildlife Management and Development	95,946	84,644	83,723
<b>Programmatic Total</b> (does not include Underfinancing)	388,244	394,739	385,322

## 2.1.1. INCREASE WATER AVAILABILITY THROUGH EFFICIENCY AND PROJECT COMPLETION

**Long-Term Goal 1.1** – By 2005, Reclamation will increase water use efficiency by completing water delivery and recycling/reuse projects and increasing the acres managed under water conservation provisions.

**Annual Goal 1.1.01 – Complete water delivery and recycling/reuse projects.**

In FY 2001, complete seven feasibility studies or agreements for water recycling/reuse projects, and increase water availability by 120,000 acre feet by completing one recycling/reuse project.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of completed feasibility studies and/or cooperative agreements executed for recycling/reuse Title XVI projects	—	—	—	6	7
Increase in acre feet of water due to completion of water supply or Title XVI recycling/reuse projects.	—	—	—	—	120,000

**Goal Description**

Our primary purpose is to deliver water to customers to provide the project benefits as authorized. Developing and completing water projects is an important means of increasing access to water sources and use of water for a variety of purposes. 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.

Additionally, competition for finite water resources requires ever more efficient use of current supplies. Feasibility studies are needed to determine the opportunities to implement recycling and reuse projects. Completion of recycling and reuse projects will further the use of current water supplies.

**Means and Strategies**

Through the Title XVI Water Reclamation and Reuse Program, we reclaim water that otherwise would have been used only once and reuse it for purposes such as landscape irrigation, industrial processes, and groundwater replenishment. We are working to meet increasing water demands across the West, especially in Southern

California, by helping local agencies construct water recycling facilities in Los Angeles, San Diego, Riverside, and Orange, and Ventura counties.

Reclamation encourages the use of innovative ways to increase the efficient use of current supplies through non-structural solutions such as conservation plans, transfers, banking and marketing efforts, and water acquisitions. Reclamation will also work to increase our flexibility to use excess capacity in our facilities for non-project water transfers and provide for the use of associated revenues on the related projects. Finally, by providing technical assistance to districts, we help them to become more efficient in their use of water.

**FY 2001 GOAL**

The goal continues in a slightly different form from FY 1999 and FY 2000. The goals for completion of projects and agreements for Title XVI water recycling and reuse were separate goals in FY 1999 and FY 2000. Because they produce a similar result of increasing efficient use of water, they have been combined. Also, the goals were measured as cumulative and now are measured annually to identify what is being accomplished during each year.

## FY 1999 ANNUAL PERFORMANCE REPORT

The FY 2001 performance indicators were measured as separate goals in FY 1999. The acre feet of water was not measured in FY 1999.

- Goal:** 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. Indicator - the number of water supply and energy projects completed.
- Report: ON TARGET  
 Annual Target: 10  
 Actual Performance: 10

Reclamation met this goal by completing ten water supply and energy projects. This goal includes projects completed in FY 1997 - 1999. Substantially completed projects include Belle Fourche, South Dakota; Shoshone, Wyoming; Port Hueneme, California; Umatilla, Oregon; Brantley, New Mexico; Northwest El Paso Wastewater, Texas; Bonneville Unit, Central Utah Project, Utah; Dallas Creek, Colorado; Dolores, Colorado; and Grand Valley Unit, Colorado. These projects will provide benefits for municipal and industrial uses, flood control, and irrigation storage.

- Goal:** In FY 1999 Reclamation will facilitate development of new water supplies by participating in water reuse feasibility studies, completing construction prerequisites for meritorious projects, and entering into cooperative agreement(s) for initiation of construction of at least 1 of 18 water recycling project authorizations in FY97. Indicator - number of projects completed.
- Report: ON TARGET  
 Annual Target: 1  
 Actual Performance: 1

Although Congress did not appropriate funds for new projects in FY 1999, a study and agreement were completed for the Las Vegas Shallow Aquifer. This project will make use of the shallow aquifer in the Las Vegas valley by extracting and treating the brackish ground water, then introducing it directly into the potable water supply system. This new water source will provide approximately 4,400 acre-feet per year under this first phase and will also reduce the salt load that is entering Lake Mead.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	For water recycling projects, area and regional office keep records of feasibility studies and completed agreements for recycling and reuse. Studies and agreements are presented to management for approval.
Validation	Copies of completed feasibility studies and agreements will be used as validation.

Data Collection Methodology, Sources, and Limitations	Increase in acre feet of water results from water reuse and recycling or water supply projects. The acre feet is estimated in studies and agreed upon in construction project agreements and NEPA documents. The actual increase in acre feet of water provided can change from year to year depending upon the water supply.
Validation	NEPA documents and construction agreements.

### Annual Goal 1.1.02 – Facilitate water use efficiency.

In FY 2001, promote the efficient use of water supplies associated with federal water projects by assisting at least 200 districts in water conservation implementation and planning, and drought assistance. Work with districts to complete 100 water conservation plans, covering approximately 5,000,000 acres.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of districts receiving Reclamation assistance in water conservation and planning.	138	160	416	256	200
Acres of land served by districts submitting water conservation plans.	—	—	4,120,506	4,500,000	5,000,000
Percent of requests for drought assistance adequately responded to or met.	—	—	—	90%	95%

#### Goal Description

Water resources are scarce and competition for finite water resources continues to increase. To meet demands for water, we must stretch current water supplies through water conservation, recycling, voluntary water transfers, water marketing, water banking, drought management, and conjunctive use of surface and groundwater. Since the users of Reclamation's project waters play an important role in improving water use efficiency, we work with our partners and provide assistance to achieve the goal.

#### Means and Strategies

We provide technical assistance to water users through our Water Conservation Field Services Program (WCFSP), including development of water conservation plans. Water conservation plans are required for many project beneficiaries either through provisions of the Reclamation Reform Act, Central Valley Project Improvement Act, or contracts. There are approximately 437 districts required to prepare and submit plans. The plans will outline water conservation measures and identify partnerships, cost-share goals, and training and educational opportunities. Through WCFSP, we work with USGS, Natural Resources Conservation Service and municipal water districts to implement conservation plans and projects. We represent the Interior Department on the National Drought Policy Commission,

which includes the Department of Agriculture (USDA), Army Corps of Engineers, Small Business Administration, Federal Emergency Management Agency, and the Department of Commerce. The Commission will focus on developing consistent practices for dealing with drought, sharing information and techniques, leveraging resources to increase the impact of mitigation efforts, and reducing future impacts of drought.

#### Performance Evaluations

Reclamation conducts internal program evaluations of the WCFSP. Each year, the regions evaluate their efforts to comply with the water conservation provisions of the Reclamation Reform Act of 1982. This information is included in regional reports that are distributed to customers and also compiled in bureau-wide reports that are presented to the Commissioner.

#### FY 2001 GOAL

Because they produce similar outcomes of water use efficiency and conservation, three related goals in FY 1999 and FY 2000 are combined into one goal in FY 2001. The previous goals are now measured as indicators of water use efficiency instead of goals in themselves. The measurement of drought response was a new goal in FY 2000. It is estimated that 100 conservation plans will be completed and submitted in FY 2001, covering 5 million acres.



## FY 1999 ANNUAL PERFORMANCE REPORT

- **Goal:** By the end of FY 1999, increase the efficient use of water supplies associated with federal water projects by assisting 201 districts, through the Water Conservation Field Services Program, and other programs to develop, submit, and implement effective water conservation plans. Indicator - the number of districts receiving our assistance in developing and/or implementing water conservation measures.

Report: EXCEEDS TARGET  
 Annual Target: 201  
 Actual Performance: 416

We are ahead of schedule and assisting more districts than anticipated due to the success of the program. During FY 1999, our regions and area offices provided technical assistance to districts to prepare water management plans, evaluate alternatives in water conservation, install water measurement devices, conduct demonstration projects, and implement soil conservation. We received 125 draft and 244 final water conservation plans from districts. We provided assistance to the towns of Wadsworth on the Pyramid Lake Reservation and Fernley, Nevada, in evaluating groundwater as a substitute or supplement for current supplies. We also assist-

ed Fernley and the Pyramid Lake Paiute Tribe in negotiations for a joint water supply and wastewater treatment which will ensure the efficient and prolonged use of current water supplies.

- **Goal:** 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. Indicator - percent of plans reviewed out of the number of plans submitted by water districts.

Report: ON TARGET  
 Annual Target: 100%  
 Actual Performance: 100%

By the end of FY 1999, we reviewed 139 water conservation plans submitted by districts. These plans are designed to facilitate implementation of water conservation measures. Some plans that we reviewed and approved cover vast areas and populations and could improve efficient water use such as the water conservation plan for the Metropolitan Water District of Southern California, which serves more than 16 million people.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Districts receiving assistance: The WCFSP works with area and regional water conservation contacts to define, plan, and implement water conservation technical assistance efforts.
Validation	Documentation of technical assistance, agreements, and the WCFSP annual report. Regions and Area Offices prepare annual reports reviewing and evaluating accomplishments. This information is reviewed by the program manager and consolidated in a bureau-wide report for the Commissioner.
Data Collection Methodology, Sources, and Limitations	Water conservation plans and drought assistance: Area and regional water conservation contacts work with districts on water conservation planning. Districts submit plans and we review them in order to provide technical guidance. Offices track the number and response time of plans received and reviewed. The plans identify the approximate acres covered under the plan.
Validation	Regions and area offices will document the number of plans received. Plans will be on file.

**Annual Goal 1.1.03 - CALFED Bay-Delta Program.**

In FY 2001, as part of the CALFED Bay-Delta Program, participating agencies will seek measures to make up to 200,000 acre-feet of water available to Federal water project contractors that otherwise would not have been available.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Acre feet of water provided to water project contractors under the CALFED Bay-Delta program	new measure	new measure	new measure	new measure	200,000

**Goal Description**

The CALFED Bay-Delta program is a partnership between Federal agencies and the State of California that has been working with stakeholders since 1995 to develop long-term solutions for California’s Bay-Delta, a region that provides water for two-thirds of all homes and businesses in the state, more than 7 million acres of farmland, as well as habitat for 750 plant and animal species. The program encompasses a range of water supply and environmental activities that include habitat restoration in flood plains and marshes, improvements in instream flows, water quality, controlling water temperature, and control of introduced species. The program also includes efforts to increase water supplies for Federal water project contractors and improve water use efficiency, storage, and conveyance. Water provided to users is being measured under this specific program because of the magnitude and significance of the project.

**Means and Strategies**

Additional water supplies will be made available through a number of activities including operational changes, land retirement, purchase, and redistribution. Through several partnerships, Reclamation works to improve the efficiency of its projects and reduce the project impacts.

**FY 2001 GOAL**

The goal is new in FY 2001.

**FY 1999 ANNUAL PERFORMANCE REPORT**

There is no related FY 1999 goal.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	The Mid-Pacific Region will document the amount of water made available to water contractors through the CALFED Bay Delta Program and identify additional supplies made available through operational efficiencies and other techniques.
Validation	Water contracts and agreements.

## 2.1.2 PROTECT WATER QUALITY

**Long-Term Goal 1.2** – By 2005, improve water quality affected by Reclamation projects.

- This will be done by conducting water quality assessments at reservoirs and streams, and implementing operational and structural modifications.

**Annual Performance Goal 1.2.01 – Assess and improve water quality.**

In FY 2001, Reclamation will conduct water quality assessments at 10 Reclamation reservoirs and stream segments, implement 3 operational changes and 2 structural modifications, and provide technical assistance to states and local watershed groups.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Reservoirs and stream segments for which water quality assessments have been developed	—	—	—	—	10
Operational changes initiated	—	—	—	—	3
Structural modifications completed					2
Technical assistance efforts completed					15

### Goal Description

The desired outcome of this goal is to protect and improve the quality of water for multiple uses in the water managed or directly affected by Reclamation projects. To identify water quality improvement and protection needs, managers need to assess conditions of the Reclamation project waters that include approximately 350 reservoirs, 250 diversion dams, 16,000 miles of canals, and 17,000 miles of drains. Additionally, irrigation waters cover approximately 11.6 million acres of project lands that can contribute to non-point source water pollution. Reclamation has been working with USGS, EPA and states to assess the water quality at Reclamation projects. These assessments help Reclamation prioritize and schedule water quality improvements. Since many factors affect water quality, partnering is a key component to protecting and improving the quality of Reclamation project waters.

### Means and Strategies

We support many efforts to improve water quality such as reducing salinity and toxicity of drainwater, providing technical assistance, and mitigating the water quality impacts of water resource projects. Across the Western states, we are involved in improving water quality and mitigating project impacts on the Platte, Colorado, Yakima, Snake, and Columbia Rivers and the San Francisco Bay/Sacramento-San Joaquin Delta to name a few. Such efforts help to reduce salinity, gas supersaturation, selenium, sediment, and toxins in return flows. Research is critical to finding the best technologies and practices to improve water quality. We support research in the areas of reservoir water quality monitoring, non-point source pollution, pollutant mapping, and tools to enhance water quality.

### Crosscutting Relationships

We coordinate efforts with other Interior bureaus, USDA Forest Service, EPA, and several other agencies to implement the Clean Water Action Plan. By participating in

the Natural Resource Performance Management Forum, we work to ensure that comparable and complimentary work is coordinated across government. For example, we work with USGS on water quality assessments and monitoring in reservoirs and stream stretches. We assist states and tribes in meeting Total Maximum Daily Load of chemicals (TMDL) requirements in priority watersheds.

### FY 2001 GOAL

We revised our FY 2000 goal to define specific actions to improve water quality. While the FY 2000 goal measured water quality actions, this goal measures the number of assessments, operational, and structural changes and technical assistance activities.

### FY 1999 ANNUAL PERFORMANCE REPORT

There are two FY 1999 goals that support the FY 2001 performance indicator to conduct water quality assessments. The first goal calls for the development of reports on our water quality and monitoring systems. The second goal identifies priority streams and reservoirs to be assessed through a partnership with USGS.

- **Goal:** By the end of FY 1999, prepare 5 regional reports on the quality, accuracy, and accessibility of Reclamation's water quality reporting systems to better understand the quality of water at Reclamation facilities. Indicator - the number of reports completed.
- Report: ON TARGET  
Annual Target: 5  
Actual Performance: 5

Each regional office completed an assessment of water quality data and/or a water quality database. For example, the Lower Colorado Region assisted in the development of the Colorado River - Monthly Reports of Analysis, Lake Mead. After assessment of their accuracy and use, the Mid-Pacific Region made three centralized databases available to the public. The Pacific Northwest Region created a report that identified, assessed, and summarized the quality assurance controls associated with the regional water quality databases. The Upper Colorado Region completed the calibration and testing of water quality models used to operate the Jordanelle Dam. The Great Plains Region assessed and initiated the development of a Geographical Information Systems (GIS) tool for water quality characterization at

Reclamation projects in relation to project features such as irrigation districts, political boundaries, and land resources.

- **Goal:** 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. Indicator - the number of reservoirs and streams identified.
- Report: EXCEEDS TARGET  
Annual Target: 5  
Actual Performance: 6

We exceeded the performance target because one project that was completed in FY 1997-98 was not included in the performance target, but since the goal is cumulative, it is included in the actual results. Because this is a cooperative effort with USGS, identification of the streams and reservoirs completes our portion of the goal. Studies are underway by USGS for some streams and reservoirs, although data are not yet available. Studies include a study of general limnology on Angostura Reservoir/Cheyenne River, water quality testing at Pueblo Reservoir/Leadville Drainage Tunnel, and dissolved gas characterization study at Grand Coulee. We have identified the San Pedro stream, Klamath River Basin, and Elephant Butte Reservoir for analysis by USGS. This goal does not continue in FY 2000. Instead, we will measure implementation of water quality actions.

Data Collection Methodology, Sources, and Limitations	Documentation of assessments, structural and operational changes, and technical assistance are mostly found in area offices, but occur in a variety of forms. For example, operational changes will be captured in a facility's Standard Operating Procedures (SOPs); assessments will be documented and water quality data found in a variety of databases. To compile data, we are building a database to store water quality data on project reservoirs. Regional data is being added and should be complete in FY 2001. Updates of water quality data will be ongoing.
Validation	Final water quality assessment reports, SOPs, construction reports, water quality databases.

### 2.1.3 PROTECT WATER QUALITY

**Long-Term Goal 1.3** – By 2005, improve water quality in the Colorado River Basin States by eliminating 25,000 new tons of salt from at a cost not to exceed \$50/ton from a 1995 baseline of 371,700 tons as reported in the 1999 Triennial Review.

**Annual Performance Goal 1.3.01 – Remove Colorado River salt.**

In FY 2001, improve water quality in the Colorado River Basin States by eliminating 25,000 new tons of salt at a cost not to exceed \$50/ton.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
New tons of salt eliminated at a cost no greater than \$50/ton	8,400	18,600	26,300 cumulative average	25,000	25,000

**Goal Description**

Salinity can cause corrosion and clogged pipes in water delivery systems and adversely affect crop germination and reduce crop yields. The estimated damages from salinity total approximately \$750 million per year and affect over 20 million water users in the United States and Mexico. This goal is an effort to prevent further water quality degradation in the Colorado River Basin. The goal to remove, on average, at least of 25,000 new tons of salt at a cost no greater than \$50 per ton is included in the 1999 Triennial Review of the Water

Quality Standards for the Colorado River Basin. Each dollar spent by the Federal government is matched by 30 cents in cost-sharing from the Colorado River Basin states.

**Means and Strategies**

We operate several programs with the main purpose of reducing salinity. For example, we are implementing low cost methods to reduce salinity and other contaminants, such as trace metals and organics in water. We are also advancing methods to improve water quality in reservoir

releases using selective withdrawal structures and developing tools to predict the impacts of operational changes on stream water quality. The Colorado River Basin Salinity Control Program focuses on meeting the State-adopted and EPA-approved water quality objectives and standards. We conduct research on desalinization methods and technology transfer.

### Crosscutting Relationships

We work with EPA, BLM, and the Colorado River Basin states to decrease salinity and control costs in the Colorado River.

### FY 2001 GOAL

Each year we will eliminate at least 25,000 new tons of salt from the Colorado River at the lowest cost possible with a baseline of 371,000 tons as reported in the 1999 Triennial Review.

### FY 1999 ANNUAL PERFORMANCE REPORT

- **Goal:** In FY 1999, improve water quality in the Colorado River Basin States by eliminating 25,000 new tons of salt at a cost not to exceed \$50/ton.
- Report: ON TARGET  
Annual Target: 25,000  
Actual Performance: 26,300

A new management approach saved the Government \$200 million in the Colorado River Basin Salinity Control Program. Cost savings under the \$75-million test pilot program to award grants for salinity control projects on a competitive-bid basis have far exceeded expectations. In meeting the FY 1999 goal, we removed 26,300 new tons of new salt at the contract price of no more than \$50/ton, on average. In fact, in FY 1999 the cost of salinity control was even lower than the contract price and averaged about \$30/ton.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	We issue requests for proposals to remove salt and select the lowest bidder for costs per ton of salt. The final cost and amount of salt are determined by the cooperative agreements awarded. Project water bodies are also monitored for approximations of salt removed, although results are variable depending upon the project and frequency/accuracy of monitoring. Results are documented. We also monitor the contracts and ensures the results are attained.
Validation	Contract agreements, reports, and monitoring results.

## 2.1.4 INCREASE OPPORTUNITIES FOR TRIBES TO DEVELOP, MANAGE AND PROTECT THEIR WATER RESOURCES

**Long-Term Goal 1.4** – By 2005, increase tribal opportunities to develop, manage, and protect their water resources.

**Annual Performance Goal 1.4.01 – Provide technical assistance to tribes in water resource use.**

In FY 2001, complete 22 technical assistance activities that will increase tribal opportunities to develop, manage, and protect their water resources.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of technical assistance activities completed	—	—	—	—	22

### Goal Description

Most western Indian tribes have a critical need to develop and manage their water resources, a problem exacerbated by a lack of water resources infrastructure. Additionally, many Western tribes with strong fishing traditions have an even more important need for restoring and managing instream fishery trust resources. The outcome of this goal is to assist federally-recognized Indian tribes to develop, manage, and protect their water resources, and in so doing, advance the United States' efforts to meet its responsibilities to Indian tribes. Through its Native American Program, Reclamation supports projects and helps Indian tribes assess, develop and manage their water resources. The Native American Program helps to promote tribal economic self-sufficiency, provide opportunities for an increased standard of living, improve on-reservation public health, protect tribal trust fishing resources, and contribute to the sustainability of ecosystems of particular concern to tribes.

### Means and Strategies

Accomplishments will be measured by the number of technical assistance activities completed, many of which have cost-sharing components that leverage funds to achieve greater benefits. This would principally include studies or other assistance efforts that provide a tribe sufficient technical data to determine the need for a feasibility study under Reclamation law, support the Department's water rights settlement program, or advance a tribe's capability to construct, operate, or maintain its water system. Federal funding for this program comes from the Native American Affairs Program,

other programs such as Water Management and Conservation, and Drought Relief, and specific project authorities such as Central Arizona Project. Most projects are identified and managed at the area office level.

### Crosscutting Relationships

Along with other Interior bureaus, we provide technical expertise and resources to Departmental Indian water rights settlement program. Through cooperative work with BIA and Indian Health Service, we support training and technical assistance for tribes. We also provide ongoing funding and staff support for educational and training programs for Native Americans, including at the Southwestern Indian Polytechnic Institute, Central Washington University, Arizona State University, and the Water Resources Technician Training Program with BIA.

### FY 2001 GOAL

In FY 1999 and FY 2000, we measured the number of new tribes receiving technical assistance because of the importance to increase the number of tribes exposed to the opportunities to manage their water and related resources. Since the number of tribes receiving technical assistance has increased and are limited, it is now important to measure the level technical assistance provided to tribes.

### FY 2000 Changes

The number of tribes targeted for technical assistance in FY 2000 Annual Performance Plan has been reduced from 17 to 11 because of the number of tribes seeking opportunities and funding has been reduced.

### FY 1999 ANNUAL PERFORMANCE REPORT

There are two FY 1999 goals related to the FY 2001 goal. The first is slightly different from the FY 2001 goal in that the 1999 goal measures the number of new tribes receiving technical assistance.

- **Goal:** In FY 1999, increase by 10 the number of tribes receiving Reclamation technical assistance. Indicator - increase in number of tribes receiving Reclamation technical assistance.

Report: EXCEEDS TARGET  
 Annual Target: 10  
 Actual Performance: 19

Assistance is being provided to more new tribes than targeted in the original goal. Assistance includes water supply need assessments, waste water need assessments, designing irrigation systems, stream flow studies, water quality monitoring, analyzing water supplies,

installation of water measurement devices, and training. The goal continues in this form in FY 2000. In addition, Reclamation assisted a total of 94 new and previously assisted tribes.

- **Goal:** In FY 1999, ensure that Reclamation considers potential impacts to Indian trust assets (ITAs) in 100% of new Reclamation actions through affirmative measures codified in Reclamation's trust procedures. Indicator - the percent of NEPA compliance actions addressing ITA impacts out of the total number NEPA compliance actions.

Report: ON TARGET  
 Annual Target: 100%  
 Actual Performance: 100%

Regions have assessed ITA impacts under all NEPA and other compliance actions. Regions estimate that 775 actions were assessed for ITA impacts in FY 1999.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations

Area Office Native American Affairs Coordinators establish a network with tribes to identify needed technical assistance. Regional Office Coordinators review requests for assistance and establish priorities for budget requests on technical assistance. The Coordinators report on completion of technical assistance requested and received by the tribes. As a group, they have established a definition of technical assistance to ensure consistent reporting.

Validation

The Native American Affairs Office is developing a database to track all proposed and completed technical assistance to tribes and will validate the input.



## 2.1.5 PROVIDE EFFECTIVE DELIVERY OF WATER AND POWER GENERATION

**Long-Term Goal 1.5** – By 2003, Area offices will develop Management Plans to address critical issues and opportunities associated with their water and related resources.

### **Annual Performance Goal 1.5.01 – Complete management plans.**

In FY 2001 seven area offices will complete management plans to address critical issues and opportunities associated with their water and related resources.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of management plans completed	—	—	—	—	7

### **Goal Description**

Over the past few decades, water resources management in the Western United States has become an increasingly complicated matter. Reclamation managers face challenging water resource decisions, which require the consideration of diverse and often competing interests while meeting legal and contractual requirements. The issues and interests can vary significantly depending on the project and place. Reclamation will work at the local level in an effort to address water related issues, meet our obligations, and implement broadly supported and durable solutions.

### **Means and Strategies**

Area Offices will prepare Management Plans that will identify, prioritize, and develop strategies necessary to address critical management issues. The plans are intended to be working documents between the Area Managers and their respective Regional Director and will be used to communicate priorities and direction to Area Office staff and managers. For each issue or opportunity, the plans should briefly address the following:

- History and current status of the issue or opportunity including the customers and Federal and non-Federal entities involved;
- Recommended strategies, actions, and options for Area Office involvement, including goals to measure progress;
- Implications of Reclamation's actions and intended results; and

- Social, economic, and legal factors affecting achievement of the strategy and progress in addressing the issue.

### **Program Evaluations**

There are no evaluations scheduled at this time. However, Area Managers and their respective Regional Directors will track progress on implementing strategies and resolving issues.

### **FY 2001 GOAL**

This is a new goal in FY 2001 and the process for developing plans is still preliminary. A few Area offices will develop plans to test the process and establish models for future years.

### **FY 1999 AND FY 2000 GOALS**

This goal was not included in the FY 1999 or FY 2000 Annual Performance Plans.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Plans will be developed through a variety of tools and stakeholder input. Plans will be considered complete once area office Manager and Regional Director agree with the plan.  Data limitations could include inconsistency in the plans and measuring adequacy of the strategies.
Validation	Area offices complete plans and submit to Regional Directors for review and evaluation. Hard copies will be on file in both offices. Water contracts and agreements.

### 2.1.6 PROVIDE QUALITY RECREATION

**Long-Term Goal 1.6** – By 2005, Reclamation will improve the quality of its recreation areas by completing recreational compliance reviews, action plans and 50 percent of the identified corrective actions.

**Annual Performance Goal 1.6.01 – Assess and implement recreational improvements.**

By 2001, increase the quality of recreation areas by completing 124 recreation compliance reviews at Reclamation and non-federal areas, completing 55 recreation action plans for areas with deficiencies, and implementing 10 percent of the corrective actions identified in the action plans.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Areas with completed Recreation Compliance Reviews	—	—	—	67	124
Areas with completed action plans	—	—	—	54	55
Percent of identified corrective actions implemented	—	—	—	N/A	10%

**Goal Description**

We provide recreational opportunities on project lands and waters that include fishing, boating, swimming, hiking, biking, and picnicking among other activities. We achieve recreation management through direct management, contracts with concessionaires, and partnerships with state and local governments, the private sector, and other federal agencies. The desired outcome of this goal is quality recreational experiences and facilities for public use on Reclamation project lands and waters.

Compliance with health and safety standards, concessions contracts, recreation and concessions policies, and other policies is an important means of ensuring our recreation areas provide quality services.

**Means and Strategies**

We will work with our managing partners to improve recreational facilities, protect public health and safety, provide access for the disabled, collect appropriate fees, and ensure compliance with laws, regulations, contracts,

agreements, and policies. The goal is accomplished in a three-phase process:

- First, the areas are assessed to determine deficiencies and needed improvements to facilities for health, safety and accessibility, and compliance with standards, contracts, and agreements.
- Action plans are then developed to lay out needed improvements, priorities, and budget needs.
- Improvements are scheduled and implemented depending upon budgets.

In addition to being addressed here, completing accessibility reviews, action plans and retrofits are measured under Mission Goal 3, Ensure Reclamation's Organizational Effectiveness, annual goal 3.20.02.

**Crosscutting Relationships**

The direction of our overall recreation program will require cooperative work with many governmental and non-governmental entities. Over 80 percent of Reclamation-owned recreation facilities are managed by others, including the National Park Service, BLM, USDA Forest Service, and state recreation agencies. For example, eight western state National Recreation Areas (NRA) involve our project resources, including Lake Mead NRA in Arizona and Glen Canyon NRA in Utah and Arizona. Continuous improvement of recreation areas also includes the implementation of appropriate National Recreation Lakes Study Commission recommendations. In addition, we contribute to an interagency website that provides information on the recreational opportunities available at Reclamation reservoirs.

**Program Evaluation**

OIG will be conducting an audit to determine whether the Bureau maintained its facilities in accordance with

the Departmental and Bureau requirements and will use the results of the recreation compliance reviews and action plans as a data source.

**FY 2001 GOAL**

The FY 2001 goal continues the FY 2000 recreation goal except that the accessibility component has been removed. Access for the disabled is still reviewed at recreation areas; however, it is counted under a goal for workplace and facility accessibility. The FY 2000 and 2001 goals improve upon the FY 1999 goal by measuring all three steps of the assessment, planning, and implementation process.

**FY 1999 ANNUAL PERFORMANCE REPORT**

The FY 1999 goal is slightly different than the FY 2000 and FY 2001 goal.

- **Goal:** 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. Indicator - completed schedules of prioritized recreation improvements.
- Report: EXCEEDS TARGET  
Annual Target: 5  
Actual Performance: 11

During FY 1999, 11 assessments of recreational facilities occurred in three regions to determine and create schedules for needed improvements. Most of the region's assessments evaluated access for the disabled. One included a water supply study. More assessments occurred than anticipated.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Regions and area office identify areas to be assessed based on priority. Reviews are documented and action plans are developed and reviewed and approved by management. Improvements are scheduled through the budget and planning. All offices document the stages of the process.
Validation	Recreation review reports action plans, and maintenance schedules.

## 2.1.7 PROTECT PROJECT LAND RESOURCES

**Long-Term goal 1.7** - By 2005, Reclamation will maintain protection of project land resources.

- This will be done by completing resource management plans, and completing and verifying real property asset data.

**Annual Performance Goal 1.7.01 - Complete resource management plans and verify lands asset data.**

In FY 2001, improve land stewardship by completing 21 Resource Management Plans that cover 251,100 acres of project lands, and update and complete 10 percent of lands asset data and reconcile it to financial records.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of Resource Management Plans completed	—	—	—	9	21
Acres of land covered under RMP	—	—	—	—	251,000
Percent of land with completed and reconciled lands asset data	—	—	—	—	10%

### Goal Description

Through the land resources management program, we manage our project lands consistent with authorized project purposes, while balancing resource use and protection. For example, Reclamation lands not only support authorized uses such as water and power development, recreation, and flood control, but they also provide a variety of resources including fish and wildlife habitat, wetlands, cultural resources, American Indian sacred sites, timber and grazing resources, minerals, and oil and gas. It is important that we develop long-lasting strategies to protect these resources while maintaining project purposes. We also manage or own much of the property on this land and must keep track of the type and amount lands and of property, condition, and value in order to meet appropriate accounting and financial practices.

### Means and Strategies

Resource Management Plans (RMPs) will be initiated for lands needing an RMP and those that have been initiated will be revised or completed, if necessary. RMPs can take anywhere from two to four years to complete and cost up to \$300,000. Involving stakeholders is key to

the process and takes a significant amount of effort and time. We are targeting the larger land areas containing critical or at risk resources first.

We will also ensure that we have complete and accurate data on our lands and real property assets. The data will be input into a tracking system developed by GSA - Foundation Information for Real Property Management (FIRM) - that we installed in early FY 2000. In order to validate our real property assets, we will need to complete data on land, easements, buildings, and structures and reconcile the data with our financial records. Some land and property asset data are already in the system and need to be verified. Some offices have records of their real property that need to be verified and included in the database. Other offices may need to conduct surveys to identify and document their assets. The survey, if necessary, combined with the verification of data will help to improve management of our lands.

### Program Evaluations

The OIG reviewed our FY 1999 financial report and commented on our system to establish and verify real property assets. To address this issue, we will complete

and reconcile our lands asset data with financial records to address accounting standards.

A Department-wide OIG audit found deficiencies in managing artwork and artifacts within the bureaus and identified management of Museum Property as a Material Weakness under the Federal Manager's Financial Integrity Act. To address this issue, we and other bureaus will catalog museum properties, cultural resources, and artifacts and provide input into the

Department's Annual Performance Plans as this goal is reported at the Department level.

**FY 2001 GOAL**

The FY 2001 goal expands upon an FY 2000 goal to initiate and develop RMPs and additionally includes a new component to verify land asset data.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	We are developing a handbook on preparing resource management plans that will be used in completing plans. Completion of the plans is defined as being accepted and approved by management. However, RMPs are improved and revised over time as issues arise or problems resolved. Regions determine the number and type of plans being developed or updated.  Estimates of land areas will be used to report the performance indicator.
Validation	Offices ensure that RMPs are completed and that they are forwarded to the Regional Directors for approval.

## FY 1999 ANNUAL PERFORMANCE REPORT

The related FY 1999 goal to assess land resources at risk is the first step in completing RMPs by identifying and prioritizing areas needing a new or revised RMP.

- **Goal:** By the end of FY 1999, each area office with land management responsibilities will develop an inventory of those land areas that have resources at risk. Indicator - the number of inventories completed out of the total number of area offices with land management responsibilities.

- Report: BEHIND TARGET  
Annual Target: 100%  
Actual Performance: 95%

The goal to complete 100 percent of the inventories for lands at risk included a target of 22 with land management responsibilities. We were behind target because one inventory was initiated, but it did not get completed by the end of FY 1999 due to insufficient funds. It is scheduled for completion in the second quarter of FY 2000. The inventories completed address land management issues such as management needs for grazing and endangered species, recreation development or expansion, preservation of cultural resources, protection of wildlife habitat, and future disposition of leased land.

- **Goal:** By end of FY 1999, implement a new property system. Indicator - percent completed real property system.

- Report: BEHIND TARGET  
Annual Target: 100%  
Actual Performance: 90%

Reclamation is adopting a property tracking system developed by GSA - Foundation Information for Real Property Management (FIRM). This goal addresses a management control review issue to improve tracking and assessment of real property. Reclamation is behind schedule partly because converting Resources Information System (RIS) data to the new system took more time than anticipated. Additionally, Reclamation's IRM staff have focused resources on addressing YK2 issues to ensure that all of the agency's critical delivery systems will be Y2K compliant. In addition, IRM staff have requested that no new systems go on line until after January 15, 2000 to avoid any unnecessary glitches with Y2K. Reclamation expects to complete the transfer of its data to the new system in the second quarter of FY 2000. Since the goal will be met soon it does not continue in FY 2000.

## 2.1.8 ENHANCE FISH AND WILDLIFE HABITAT

**Long-Term Goal 1.8** – By 2005, Reclamation will protect and enhance fish and wildlife habitat by preserving, restoring or establishing wetlands and instream or riparian habitat affected by Reclamation projects.

**Annual Performance Goal 1.8.01 – Enhance fish and wildlife habitat.**

In FY 2001, provide approximately 1,360,000 acre feet of water to conserve threatened or endangered species; preserve, restore, and/or establish 4,475 acres of wetlands habitat and 45 miles of instream or riparian habitat.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Amount of water in acre feet provided by Reclamation for ESA purposes and other project benefits requiring instream enhancement	—	—	—	1,756,600	1,360,000
Acres of wetlands preserved, enhanced, restored, and/or established minus acres lost or impacted	—	—	—	1,547	4,475
Miles of instream or riparian habitat preserved, enhanced, restored and/or established	—	—	—	—	45

**Goal Description**

We maintain and improve fish and wildlife habitat within watersheds that affect or are affected by our projects. These efforts will ensure that Reclamation complies with the ESA and other legal requirements and minimizes the impact of its projects and facilities on fish and wildlife habitat. By emphasizing water resource planning, we will seek to balance the needs of many resource users while enhancing habitat and associated watersheds. As part of this goal, we will continue efforts to ensure that we meet the Administration’s commitment to the no net loss of wetlands policy through support of North American Waterfowl Management Planning joint ventures and other programs and increasing wetland acreage as addressed in the Clean Water Action Plan.

**Means and Strategies**

Through Memorandum’s of Agreements (MOAs), we negotiate and implement minimum flow requirements

from water storage facilities such as the Flaming Gorge, Navajo, and Glen Canyon dams to enhance habitat and protect downstream species. Our reservoirs also provide water to downstream non-Reclamation reservoirs such as the W.C. McConaughy lake in order to provide minimum flows for the Piping Plover, Peregrine Falcon, Bald Eagle, and Whooping Crane. Reclamation also works with the National Fish and Wildlife Foundation and other partners to identify, organize, and leverage funds for habitat improvement projects.

Reclamation conducts research on enhancing environmental resources such as fisheries protection, wetlands development, and habitat evaluations and improvements for endangered species. For example, research activities sponsor the development of fish-friendly pumps, screening, louver mechanisms, and diversions. This research combines fisheries biology with the engineering disciplines to investigate the needs of fish as they pass through our facilities.

### Crosscutting Relationships

Through partnerships, agreements, and grants, we consult with stakeholders, participate on watershed councils or similar groups, provide technical and financial assistance provided to states, and negotiate and implement habitat conservation activities such as increased flows. For example, we have taken part in the Colorado River Recovery Implementation Program to improve and conserve habitat for threatened and endangered species for over ten years. The success of this program has provided a model for the Platte River Recovery Implementation program, in which we are working with Wyoming, Colorado, and Nebraska to develop an agreement to improve and conserve habitat for threatened and endangered species. Similarly, multi-species conservation plan for the Lower Colorado River involves four other agencies, the States of Arizona, California, and Nevada, five tribes, and 18 water and hydropower management agencies.

### Program Evaluations

Reclamation participates in annual and semi-annual bureau-wide meetings to evaluate our efforts to comply with NEPA, ESA and other environmental protection legislation. In addition, individual programs are reviewed on an annual basis to assess their effectiveness and accomplishments such as participation in programs with National Fish and Wildlife Foundation and Wetland Mitigation and Restoration. Through these evaluations, managers can determine how well we implement our conservation and mitigation efforts and determine how to improve our performance.

### FY 2001 GOAL

The FY 2001 goal builds upon the FY 2000 goals to measure wetlands restored or mitigated and the acre feet of water delivered to address ESA concerns by including a measure for the acres of riparian habitat improved. Also, the FY 2001 goals measures accomplishments annually instead of cumulatively to show progress for the year and simplify reporting.

### FY 1999 ANNUAL PERFORMANCE REPORT

There is an FY 1999 wetlands goal that relates to the new FY 2001 goal. The goal to measure acre feet of water for ESA is new in FY 2000.

- **Goal:** 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. Indicator - the acres of wetlands which are restored, created, or enhanced minus the number of acres of wetlands destroyed, lost, or degraded.
- Report: MEETS TARGET  
Annual Target: 0  
Actual Performance: 0

This is a cumulative goal including FY 1997, FY 1998 and FY 1999. During those years, we met our goal of no net loss. In fact, we actually restored, created, or enhanced 22,204 net acres of wetlands. Many of the wetlands created, enhanced or restored are part of waterfowl production sites and provide habitat for migrating ducks, geese and other birds. For example, the Great Plains Region completed wetlands restoration work at waterfowl production sites in many spots along the Rainwater Basin in Nebraska. At the time this goal was set, we did not collect data on the estimated acres of wetlands created, enhanced, or restored. However, estimates are provided in FY 2000.



## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Acre feet of water for ESA: We negotiate Memorandums of Agreements (MOAs) with states, local, and other federal agencies on minimum flow requirements and regimens for endangered species and other species. Amounts of water provided are also documented in operational water records. Some project water levels are monitored.
Validation	MOAs, operational records, and water level monitoring reports.

Data Collection Methodology, Sources, and Limitations	Wetlands restored and instream or riparian habitat restored: A good portion of habitat is improved as a result of a Record of Decision or Biological Opinion. The efforts must be agreed upon and implementation tracked and reported. Acres of wetlands restored or created and acres of wetlands impacted are recorded in documents prepared in compliance with the National Environmental Policy Act (NEPA). These documents include Categorical Exclusion Checklists, Environmental Assessments, and Environmental Impact Statements.
Validation	The acres of habitat or miles of stream improved can be validated in 404 permits, NEPA documents, biological opinions, reports, agreements.

## FY 1999 DISCONTINUED GOALS

Some FY 1999 goals under Mission Goal 1 do not continue. Reclamation reduced its goals to make the plans more streamlined and eliminated others because the specific activities have been completed. A few goals were discontinued because they did not measure significant outcomes or they were replaced by better measures. The discontinued FY 1999 goals are listed below. Performance results for these goals are summarized in Appendix 1.

### Drought response plans

By the end of FY 1999, in conjunction with the Western Governors Association, we will identify the criteria for analyzing existing Drought Response Plans adopted by states, tribes, localities, federal agencies, and other entities.

- **Report:** Reclamation met its goal of identifying criteria for analyzing Drought Response Plans. This goal does not continue in FY 2000. Instead, we will

measure our effectiveness in responding to requests for drought assistance.

### Drought workshops

By the end of FY 1999, in conjunction with the National Drought Mitigation Center, we will complete five drought workshops to help local, state, and other entities learn how to prepare Drought Contingency Plans and evaluate mitigation options.

- **Report:** Reclamation exceeded its target by preparing six workshops. The goal has been completed and will not continue.

### Lower Colorado River water market rule

By 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.

- **Report:** The Rule was not completed by the end of FY 1999, but has since been published in the Federal Register on November 1, 1999, and became effective on December 1, 1999. This goal is considered complete and does not continue in FY 2000.

#### Colorado River diversions

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.

- **Report:** The Plan was 90 percent complete at the end of FY 1999. Agreement on the criteria for establishment of quantification of water rights under California's Seven Party Agreement was accomplished on October 18, 1999. With the agreement in place, this goal is considered complete and does not continue in FY 2000.

#### Surplus/shortage guidelines

By end of FY 1999, draft proposed surplus and shortage guidelines for the Colorado River.

- **Report:** Reclamation met this goal. Reclamation formulated alternatives which include both surplus and shortage criteria for evaluation during a NEPA process. A NEPA process is currently underway to develop formal surplus guidelines. With draft proposed surplus and shortage guidelines, the goal is considered to be complete and does not continue in FY 2000.

#### Planning and remediation projects

By the end of FY 1999, complete planning activities for Stillwater area, Nevada; Middle Green River, Utah; and Kendrick Reclamation Project, Wyoming; and continue planning in Gunnison/Grand Valley, Colorado. Continue remediation at Middle Green River and initiate remediation at Kendrick Reclamation Project.

- **Report:** Reclamation was behind target because planning and remediation were not completed at Kendrick (counts as two completions). To finalize the process and move into remediation at Kendrick, public review of NEPA documents proposing actions and alternative will occur in FY 2000.

Since a significant portion of the work is completed by other Federal and state partners, it is difficult to control and measure the timing and results of the projects.

#### Research projects

In FY 1999, develop, test, demonstrate, and publish the results of 72 research projects on water resources, environmental resources, and facilities and infrastructure through Reclamation-wide partnerships and with other federal and non-federal entities. Indicator - the number results published.

- **Report:** Reclamation exceeded its target because the reports were completed and documented faster than anticipated. This goal is discontinued for FY 2001 because Reclamation's research program supports all of the mission goals. Instead, specific research is described in the Means and Strategies section of the Annual Performance Plan.

#### Colorado River multi-species plan

Complete all activities scheduled for FY 1999, including development of a long-term plan and implementation of interim conservation measures for Lower Colorado River Multi-Species Conservation Program.

**Report:** The Lower Colorado River Multi-Species Conservation Program (MSCP) is a partnership of state, federal, tribal, and other public and private stakeholders with an interest in managing the water and related resources of the lower Colorado River basin. Scoping for the MSCP environmental impact statement is complete; a conservation strategy report was prepared and reviewed by the MSCP partnership, interested parties, and a scientific peer review team. In FY 1999, the program continued to raise and release endangered razorback suckers into Lake Mohave as part of interim conservation measures. The goal is behind target because alternative conservation measures must still be proposed and agreed upon by the appropriate parties. Since the outcome is difficult to measure, the goal does not continue in FY 2000.

## 2.2 MISSION GOAL 2: OPERATE, MAINTAIN, AND REHABILITATE FACILITIES SAFELY, RELIABLY, AND EFFICIENTLY TO PROVIDE PROJECT BENEFITS

### Description

This Mission Goal focuses on operating, maintaining, and rehabilitating Reclamation's approximately 700 facilities so that they continue to deliver water and generate power, along with providing other project benefits. These facilities serve agricultural, power, and municipal users, along with recreation, fish and wildlife benefits and flood control. As deregulation of the electric power industry continues, Reclamation's power facilities will be increasingly impacted by the changing market place. By ensuring that our facilities are safe, cost-effective and reliable, they will provide project benefits and timely and economical service to customers, while protecting public health and sustaining environmental values.

Under Mission Goal 2, Reclamation conducts oversight reviews and planning to implement timely replacements, upgrades, or necessary modifications to our facilities. This ensures the continued safe and reliable operation of our facilities. We document and maintain operational procedures to conform with sound practices and to operate in compliance with applicable laws and agreements. We verify reliability, improve maintenance practices, and identify and implement risk reduction actions. By sustaining dependability and reliability, we ensure that facilities pose minimal risk of natural and man-made disasters; that dependable services are available to the public; and that we use cost-effective maintenance practices.

### External Factors Affecting Goal Achievement

Our ability to achieve the annual performance goals associated with this mission goal is impacted by a range of external factors. Natural events such as floods, droughts, earthquakes, and fires impact our ability to operate facilities and provide project benefits in a safe and reliable manner. For instance, too much rainfall can cause unintended spills while droughts can reduce needed water supplies and prevent reliable power generation. Changes in statutory requirements and litigation can impact our ability to provide project benefits.

Funding limitations, either on reimbursable or non-reimbursable sources, may restrict accomplishments.

### Annual Performance Goals

**Goal 2.9.01 - Meet water contracts.** In FY 2001, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than 28 million acre feet.

**Goal 2.9.02 - Deliver power to meet contracts.** Generate power to meet Reclamation's contractual commitments 100 percent of the time.

**Goal 2.10.01. - Complete water contract renewals.** Execute contracts under certain conditions and upon mutually agreeable terms for 100 percent of the water service contracts that will expire in FY 2001.

**Goal 2.11.01 - Develop and implement Standing Operating Procedures.** In FY 2001, review, update and implement changes in SOPs for 20 percent of Reclamation's facilities to ensure that facilities provide project benefits in a safe and reliable manner.

**Goal 2.12.01 - Achieve cost-effective power production.** In FY 2001, attain power production costs per megawatt that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.

**Goal 2.13.01 - Maintain a low forced outage rate.** In FY 2001, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.

**Goal 2.14.01 - Operations and maintenance reviews.** In FY 2001, conduct O&M and facility reviews at 97 of Reclamation's water and power plant facilities; and at Reclamation-operated facilities, implement 100 percent of the scheduled corrective actions identified in the reviews or reasonable substitute actions determined to be a priority during the year.

**Goal 2.15.01 - Reduce risks.** In FY 2001, reduce risks to the downstream public and resources by completing Safety of Dams modifications at 6 dams; and implementing 100 percent of scheduled site security improvements.

**Goal 2.15.02- Assess risks.** In FY 2001, complete 83 Comprehensive and Periodic Facility Reviews at the dam facilities in Reclamation's Dam Safety Program.

**Proposed Legislation**

At this time, it does not appear that the achievement of performance goals depends upon the enactment of legislation.

**Budget Table**

This table displays the impact of FY 2001 budget changes for Mission Goal 2 and GPRA Responsibility Segments 4 and 5.

**BUDGET TABLE**

<b>Program Activity Responsibility Segments (\$000)</b>	<b>FY 1999 Actual</b>	<b>FY 2000 Enacted</b>	<b>FY 2001 Request</b>
Facilities Operations, Maintenance and Rehabilitation (Total)	263,067	259,188	288,856
Facility Operations	134,530	137,492	147,215
Facility Maintenance and Rehabilitation	128,537	121,696	141,641
<b>Programmatic Total</b> (does not include Underfinancing)	263,067	259,188	288,856

## 2.2.9 MEET WATER AND POWER CONTRACTS

**Long-Term Goal 2.9** – Reclamation will ensure operational effectiveness to deliver or release the amount of water contracted for and to meet 100% of power and water commitments to achieve project benefits each year..

### Annual Performance Goal 2.9.01 – Meet water contracts.

In FY 2001, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than 28 million acre feet.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Actual acre feet of water delivered under all contracts	—	29,761,078	31,313,962	27,310,431	28,000,000

### Goal Description

This goal addresses our core mission to deliver water to customers to meet the purposes for which projects were authorized. Because the amount of water available depends upon the natural yearly water supply and variable weather patterns, the acre-feet delivered changes each year. However, effective management maximizes overall benefits from the water available by ensuring that systems deliver water in the most effective way possible. This goal will be accomplished by effectively operating our facilities to store, deliver, and release the amount of water contracted for by the various users, subject to natural water supply and other physical and legal constraints. The goal only applies to facilities that we own and operate.

### Means and Strategies

Research related to water and water resource management, watershed modeling, precipitation forecasting, delivery system enhancements, and technology research and development will lead to improvements in water delivery.

We also evaluate and assess existing water management practices, including water marketing, in order to improve the management and operation of our water resource projects.

### FY 2001 GOAL

This goal continues from FY 1999 and FY 2000.

### FY 1999 ANNUAL PERFORMANCE REPORT

- **Goal:** In FY 2001, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than 28 million acre feet.
- Report: ON TARGET
- Annual Target: 30,700,000
- Actual Performance: 31,313,962

We are the nation's second largest wholesale water supplier, delivering an average of 10 trillion gallons of water to more than 31 million people each year. In FY 1999, we:

- Delivered more than 31 million acre-feet of water under all contracts.
- Provided surplus Lower Colorado River water to contractual entities who demonstrated a beneficial use for that water.
- Met all International Water Treaty commitments to Mexico while meeting water contracts.

Although we provided more water than targeted, the goal is on target because the amount delivered meets our contractual commitments. Water delivered is dependent upon water available, and there was greater than average precipitation in some regions during FY 1999.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Facilities track the amount of water released for project purposes. Data is kept in water records. Amounts are approximations of what reaches the water users.
Validation	Water Records

**Annual Performance Goal 2.9.02 – Deliver power to meet contracts.**

Generate power to meet Reclamation’s contractual commitments 100 percent of the time.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of megawatt hours / number megawatt hours contracted for	100%	100%	100%	100%	100%

**Goal Description**

Many of our projects provide the additional benefit of power generation. The demand for power is increasing, but the amount of power that can be generated varies according to water availability. This goal measures our ability to deliver power to our customers as stipulated in contracts. The goal will be accomplished through effectively operating power facilities and meeting power requirements. Other related performance goals measure how well we maximize the generation of power and reduces systems breakdowns and maintains cost efficiency.

**Means and Strategies**

To facilitate the accomplishment of this goal and ultimately improve the effectiveness of power production, we will continue to participate in the research, development, and implementation of new technologies that pertain to hydropower production and delivery such as power system stability. We will also continue to participate in the research and development of water and power operation system computer and physical models.

**FY 2001 GOAL**

This goal continues from FY 1999 and FY 2000.

**FY 1999 ANNUAL PERFORMANCE REPORT**

- **Goal:** Generate power to meet Reclamation’s contractual commitments 100 percent of the time.
- Report: ON TARGET  
Annual Target: 100%  
Actual Performance: 100%

During FY 1999, Reclamation’s 58 hydroelectric powerplants produced 52 billion kilowatts of power generation. In addition, facility capacity increased to 14,693 megawatts with the completion of the second of three planned unit upratings at the Shasta Powerplant. Also, contracts were awarded for new replacement turbines for Grand Coulee’s 18 original units, which will increase their efficiency. We achieved the FY 1999 goal by delivering power to meet 100 percent of our contractual commitments.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Power facilities keep record of the amount of power in megawatt hours produced.
Validation	Power Records

## 2.2.10 COMPLETE WATER CONTRACT RENEWALS

**Long-Term Goal 2.10** – Reclamation will complete water contract renewals that are expiring to provide project benefits to customers and ensure full collection of contract obligations.

**Annual Performance Goal 2.10.01 – Complete long-term water contract renewals.**

Renew contracts under certain conditions and upon mutually agreeable terms for 100 percent of the water service contracts that will expire in FY 2001.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Percent of expiring contracts (interim and long-term) that are renewed	—	—	—	—	100%

**Goal Description**

Reclamation provides benefits to our customers in an efficient and effective manner. Over the next few years, many contracts with our customers will expire. Making sure that these contracts are renewed in a timely manner ensures that customers will continue to receive project benefits and that the U.S. Treasury will recover full payments for the water delivered by our facilities. These contract renewals outline commitments to and for contractors, all legal obligations, reimbursement costs and other related policies and procedures. Each year, we will renew expiring contracts in a timely manner.

**Means and Strategies**

Our regional offices track the contracts coming up for renewal and inform the Water Contracts Repayment Office of upcoming contract actions each year. There are two main types of repayment service contracts - municipal and industrial (M&I) and irrigation. A few contracts are entered into on recreation areas. Before terms and conditions of contracts are established, a NEPA process must be completed to disclose the environmental

impacts of the current water delivery function. The contract renewal process and negotiations often start a few years in advance of renewal. Working with our customers is a key factor in completing contract renewals. The Area and Regional offices are responsible for ensuring the contracts are re-negotiated and completed. The terms and conditions of the contract are reviewed by the Water Contracts Repayment Office. The Commissioner authorizes contract renewals before they are put into place.

**FY 2001 GOAL**

During consultations on the 2000-2005 Strategic Plan, stakeholders identified the number of expiring contracts as a priority for Reclamation. The commitment to renew those contracts responds to customers' concerns. Approximately 28 contracts will be up for renewal in FY 2001.

**FY 1999 ANNUAL PERFORMANCE REPORT**

There is no related goal in FY 1999.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Area/regional offices track contract renewal and execution dates, and negotiate and issue contracts.
Validation	All contracts are stored in the Electronic Contracts Library. Water Contracts Repayment Branch and regions have data on upcoming contract actions.

## 2.2.11 ENSURE EFFECTIVE OPERATIONS OF FACILITIES

**Long-Term Goal 2.11** - Reclamation will ensure that facilities provide project benefits in a safe and reliable manner.

**Annual Performance Goal 2.11.01 - Develop and implement Standing Operating Procedures.**

In FY 2001, review, update, and implement changes in SOPs for 20 percent of Reclamation's facilities to ensure that facilities provide project benefits in a safe and reliable manner.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Percent of facilities with SOPs reviewed, updated with changes implemented or planned to be implemented	—	—	—	—	20%

**Goal Description**

Across the Department, bureaus are ensuring that facility operations and maintenance (O&M) meet high standards. Standing Operating Procedures (SOPs) for facilities dictate operational procedures and practices. To address this goal, we will comprehensively review and update all existing SOPs associated with our facilities to ensure that up-to-date O&M practices and procedures are documented for personnel to follow. Then, we will implement the necessary changes in operations as identified in the SOPs to ensure that facilities provide project benefits in the safest and most reliable manner.

if SOPs are being followed. During the reviews, outdated practices, technologies, maintenance needs, and backlogs will be identified. Based on their review, changes will be prioritized and made depending upon budgets and schedules.

We have also established an oversight function within the Office of Policy to review O&M practices and ensure that our facilities produce benefits efficiently and effectively.

**Means and Strategies**

Reclamation will review and update SOPs at 20 percent of its facilities and conduct on-site reviews to determine

**FY 2001 GOAL**

The goal is new for FY 2001.

**FY 1999 ANNUAL PERFORMANCE REPORT**

No FY 1999 goals relate to this goal.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Area office field personnel verify whether existing SOPs include up-to-date procedures. In doing so, managers assemble performance data, O&M history, and previous examination reports from existing records. Formal analysis of SOPs is performed by area and regional staff, with assistance from others, where appropriate.
Validation	SOP documents prepared by each area/regional office with O&M responsibility.



## 2.2.12 ACHIEVE COST-EFFECTIVE POWER PRODUCTION

**Long-Term Goal 2.12** – Maximize power generation and maintain power production costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry which rank in the upper 25 percentile.

**Annual Performance Goal 2.12.01 – Achieve cost-effective power production.**  
 In FY 2001, attain power production costs per megawatt that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Power production costs (\$) / Net generation in megawatt capacity.	\$5,744 per megawatt capacity (w/in 25%)	\$5,128 per megawatt capacity (w/in 25%)	\$5,879 per megawatt capacity (w/in 25%)	\$6,300 per megawatt capacity (w/in 25%)	\$6,520 per megawatt capacity (w/in 25%)
Power production costs (\$) / Megawatt hour (MWh).	\$1.41 per MWh	\$1.38 per MWh	\$1.66 per MWh		

**Description**

We continue to keep power production costs below the national average for comparable hydropower facilities. As facilities age, it will become more challenging to keep costs relatively low. It is our goal to employ the latest technologies and operational practices to be able to provide power to our customers in the most efficient and effective way possible.

**Means and Strategies**

Through the Hydroelectric Infrastructure Protection and Enhancement Program, we are testing ways to maximize hydropower generation while maintaining system reliability. Through this program, researchers investigate power system diagnostics, modular Supervisory Control and Data Acquisition (SCADA) systems, power system stability, and machine condition monitoring.

We also hold workshops, conferences, and training sessions to exchange ideas across the Bureau on implementing cost effective and reliable O&M practices and procedures.

Reclamation has been working with the Power Marketing Administrations (PMAs) to optimize the electric products available for sale in order to reduce average

costs. While Reclamation cannot increase revenues by marketing more products, it can reduce average costs.

**Program Evaluations**

An evaluation of the hydropower program through the National Performance Review provided valuable information for development of this long-term goal. We surveyed our customers, employees, and industry leaders and completed a comparison of our hydropower facilities to others in the industry. The analysis demonstrated that while we compared favorably to other hydropower producers, there were opportunities to improve efficiency and effectiveness.

**Changes in FY 2000 and FY 2001 Goals**

In FY 2000 and FY 2001, we measure the cost of power production per megawatt of installed capacity of our facilities rather than per megawatt hour, which was used in FY 1999. This compares easily to industry since water supply at any given facility varies year to year, but costs to run the facility are similar regardless of water supply. When using costs per megawatt hour as a comparative indicator, it is difficult to measure whether costs have increased because operations were less efficient or because less water was available so less power was produced. Using costs per megawatt of installed

capacity eliminates water supply from the equation and improves comparison with other facilities because facilities of the same size should have similar costs.

Additionally, annual trends are easier to observe since megawatt of installed capacity is a constant year-to-year from which to compare costs.

### FY 1999 ANNUAL PERFORMANCE REPORT

- **Goal:** In FY 1999, attain power production costs per megawatt hour (MWh) that rank in upper 25th percent for comparable hydropower facilities, as normalized by comparing FY 1999 water supply with the 10-year average water supply. Indicator - power production costs in dollars / net generation in MWh.

- Report: EXCEEDS TARGET  
Annual Target: \$2.57  
Actual Performance: \$1.66

Our power program continued to institutionalize its benchmarking effort by producing its second annual report and automating its data collection efforts. The effort has shown that Reclamation performs better than the industry average by producing power at a cost of approximately \$1.66 per MWh or \$5,879 per megawatt of installed capacity. Of the 22 hydroelectric plants in

the country with more than 500 megawatts capacity, Reclamation's Grand Coulee, Shasta, Hoover, and Glen Canyon ranked first, second, sixth, and ninth respectively for lowest production cost per megawatt of size. Overall we ranked among the upper-quartile with comparable hydropower facilities.

In addition, Reclamation participated with others in the Electric Utilities Cost Group to meet and share best practices which will improve overall plant performance and reduce costs. Individual regions have implemented programs to identify best practices through their participation in HYDRO98, a program to identify leading performers in the industry. This study identified Parker and Davis Powerplants in the Lower Colorado Region as leading performers for plant maintenance in the medium-sized facility category and named Hoover Powerplant second best in the large hydropower category.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Our power production costs are tracked in the financial system. Data generated from monthly PO&M 59 operations reports from each powerplant contain the amount of power produced and are sent to Power Resources Office.
Validation	Regional office power managers are responsible for review of data. Data retained by the database administrator in the Power Resources Office and PO&M 59 reports are used as validation.

## 2.2.13 ACHIEVE COST-EFFECTIVE POWER PRODUCTION

**Long-Term Goal 2.13** – Reclamation will maximize power generation and enhance revenues by attaining a 3 percent or lower forced outage rate for BOR's hydropower units.

**Annual Performance Goal 2.13.01** – Maintain a low forced outage rate.

In FY 2001, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of hours out of service due to forced outage / 8,760 hours per year	2.0%	1.17%	1.3%	3.0%	3.0%

### Goal Description

A forced outage is an unplanned shutdown of a unit or facility usually due to system malfunction or breakdowns. The amount of time in forced outage is a good indicator of facility reliability and how well the facility is maintained. A low forced outage rate helps to ensure that the facility is operating well and producing the maximum amount of power. Three percent is the industry average forced outage rate. It is our goal to achieve a three percent or lower rate to ensure that our facilities are delivering power benefits and continuous service comparable to or exceeding industry standards.

### Means and Strategies

Reclamation conducts research and develops technologies related to effective water resource management. Researchers have been applying water operation models to improve the efficiency of Reclamation's water resource projects. Through the Intranet, we have established a message board for the Power O&M program to answer questions from employees about their facilities. We provide answers to questions ranging from mechanical, electrical, data, and policy issues. The message board improves communication and provides employees with the most recent information to resolve problems quickly. We also publish a quarterly Water O&M Bulletin to share lessons learned regarding cost-effective and reliable O&M practices.

### Program Evaluation

This goal results from an evaluation of the hydropower program through the National Performance Review.

### FY 2001 GOAL

This goal continues from FY 1999 and FY 2000. Although we have done better than the three percent rate, it remains our goal because it is the industry average and allows for unforeseen and uncontrollable events that may occur.

### FY 1999 ANNUAL PERFORMANCE REPORT

- **Goal:** In FY 1999, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.
- Report: EXCEEDS TARGET
- Annual Target: 3%
- Actual Performance: 1.3%

Reclamation achieves a higher level of reliability than the industry average, based on a forced outage rate of 1.3 percent (industry average is 2.8 percent).

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Monthly power O&M (PO&M) 59 operations reports from each power plant sent to Commissioner's Office.
Validation	Regional Office power managers are responsible for review. Data retained by the database administrator in the Commissioner's Office.

### 2.2.14 ENSURE FACILITY RELIABILITY

**Long-Term Goal 2.14** – By 2005, Reclamation will maintain reliability of operations and reduce breakdowns.

- This will be done by conducting O&M and facility reviews at all Reclamation water and power facilities and implementing the scheduled corrective actions identified in the reviews.

**Annual Performance Goal 2.14.01 – Operations and maintenance reviews.**

In FY 2001, conduct O&M and facility reviews at 97 of Reclamation's water and power plant facilities, and, at Reclamation-operated facilities, implement 100 percent of the scheduled corrective actions identified in previous reviews or reasonable substitute actions determined to be a priority during the year.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of O&M reviews completed	—	—	—	—	97
Percent of scheduled and budgeted corrective actions taken	—	—	—	—	100% based on review

#### Goal Description

We will maintain facility reliability and cost-effective operations by conducting periodic O&M and facility reviews at our water and power plant facilities. These reviews are used to assess the condition of the facility, identify operations that should be revised and maintenance deficiencies. Once identified, it is necessary to schedule, budget, and complete corrective actions resulting from the review. By completing the reviews and implementing corrective actions, our facilities should have fewer incidence of breakdowns, a lower forced outage rate at power plants, reduced extraordinary maintenance needs, and overall improvement of operations.

#### Means and Strategies

O&M reviews consist of facility reviews, Review of Operations and Maintenance (RO&M), and power O&M facility reviews. Facility Reviews are conducted on high- and significant - hazard dams; RO&M Reviews on low-hazard dams, water conveyance facilities and fish facilities; and Power O&M Reviews on power facilities. Each review has its particular set of procedures and required schedule. We will include most of our facilities through these three types of reviews.

Approximately 25 percent of the facilities will be reviewed each year to ensure completion of at least

one review at applicable facilities by FY 2005. Area offices and regions select the number of facilities each year. Certain facilities are required to be reviewed every three years and may be reviewed twice by FY 2005. Since we do not budget for most of the maintenance actions at facilities where O&M responsibilities have been transferred, the second performance indicator only measures actions at the facilities we operate.

**Program Evaluations**

The OIG recently completed a review of our deferred maintenance reporting as required under the Federal Accounting Standards Advisory Board (FASAB) # 6. As

a result, we are proceeding with processes to document and report deferred maintenance items consistently on an annual basis. This information will also be reported through the Department’s Annual Performance Plans. This goal will help us to identify and implement deferred maintenance.

**FY 2001 GOAL**

This goal is new in FY 2001.

**FY 1999 ANNUAL PERFORMANCE REPORT**

There is no related FY 1999 goal.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	O&M Reviews Completed: Area office field managers review applicable documentation such as past operation and maintenance examinations, annual and other inspection check sheets, and performance and maintenance logs. A significant portion of the review includes an on-site condition assessment to determine structural integrity and operational reliability. Findings and recommendations are documented and distributed to the appropriate management.
Validation	Facility O&M reports, RO&M reports, Dam Facility O&M reports. The Dam Safety Information system will soon track O&M recommendations.
Data Collection Methodology, Sources, and Limitations	Corrective actions taken: Area office and regions establish O&M priorities and budgets. These are used to prioritize and schedule actions. Completion of actions are documented as well as O&M dollars spent per project.
Validation	Project and budget records.

## 2.2.15 REDUCE RISK TO PUBLIC SAFETY

**Long-Term Goal 2.15** – By 2005, reduce failure risks at Reclamation significant and high-hazard dams and facilities.

- This will be accomplished by completing Safety of Dams modifications, site security improvements, and Comprehensive and Periodic Facility reviews.

**Annual Performance Goal 2.15.01 – Reduce risks.**

In FY 2001, reduce risks to the downstream public and resources by completing Safety of Dams modifications at 6 dams; and implementing 100 percent of scheduled site security improvements.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of completed Safety of Dams modifications and/or decisions not to complete.	—	7%	4 (11 total from FY 1998)	3	6
Number of completed site security improvements / total number of site security improvement that were scheduled and budgeted for FY 2001.			100% of scheduled	100% of scheduled	100% of scheduled

### Goal Description

We have reservoirs impounded by 457 dams and dikes. Of these dams and dikes, 358 are considered high or significant hazard dams which means they would place the public at risk if they were to fail. Approximately 50 percent of our dams were built between the years 1900 and 1950 and only 10 percent of the dams were built under current state-of-the-art design and construction practices. This goal measures our ability to complete modifications to our dams to ensure safety to the downstream public and resources.

Safety of Dams Modifications are performed under the authority of the 1978 Reclamation Safety of Dams Act, as amended. Safety of Dams Modifications consist of correcting identified structural deficiencies. These deficiencies could lead to a failure, resulting in uncontrolled releases of stored water that would place downstream populations and resources at risk. As our dam safety investigations progress, we may change or reschedule planned modifications, or we may modify other dams not currently identified due to an increased knowledge of risks or changes in dam performance.

Managing the Dam Safety Program in this manner achieves the most effective risk reduction with available resources. Therefore, Safety of Dams Modifications will be considered complete toward the stated goal under the following conditions.

1. Structural Safety of Dams modifications associated with currently identified dams are completed.
2. The intended risk reduction for a currently identified dam is achieved by non-structural actions such as a reservoir restriction.
3. A decision is made that modifications to a currently identified dam are no longer considered necessary due to a change in the understanding of risk at that structure.
4. Structural Safety of Dams modifications are completed for dams not currently identified as needing modifications.

As part of the site security program, we have been assessing and completing improvements of our dams and other pertinent facilities on a site-specific basis to ensure the protection of federal property and employees, as well as downstream populations, from acts of

terrorism and sabotage. Under the 1997-2002 Strategic Plan, we focused on completing security assessments to identify needed improvements that will safeguard sites from acts of terrorism and sabotage and completing improvements to ensure immediate protection needs. With those assessments completed, we are focusing on completing site security improvements.

### Means and Strategies

Reclamation researches innovative, cost-effective, and reliable dam safety solutions. For example, researchers work will continue development in risk analysis, flood hydrology, seismotectonics, and structural behavior. We cooperate with and use the services of other agencies and the National Laboratories to improve site security efforts. In our security program efforts, an interagency group has been formed to coordinate security assessment methodologies and strategies. The Corps of Engineers, the Tennessee Valley Authority, the Bonneville Power Administration, and the Federal Bureau of Investigations participate in this group.

### Performance Evaluations

We are completing security assessments to identify needed improvements that will safeguard sites from acts of terrorism and sabotage. The goal to complete site security improvements is based on the assessments. The goal to assess risks at dam facilities commits Reclamation to continuously evaluate safety.

### FY 2001 GOAL

This goal combines two separate goals in FY 1999 and FY 2000 to complete Dam Safety modifications and site security improvements since the goal to reduce risk is the same.

### FY 1999 ANNUAL PERFORMANCE REPORT

- Goal:** From FY 1998 to the end of FY 1999, complete correction of deficiencies at 9 dams. Indicator – number of corrected deficiencies.
- |                     |                |
|---------------------|----------------|
| Report:             | EXCEEDS TARGET |
| Annual Target:      | 9              |
| Actual Performance: | 11             |

Reclamation exceeded its target. Twin Buttes Dam, Texas, Lost Creek Dam, Utah, Horse Mesa Dam, Arizona, and Reservoir A Dam, Idaho had deficiency corrections completed. Some additional documentation and mitigation work will also be completed for Twin Buttes Dam and Reservoir A in FY 2000. This goal also includes performance in FY 1998. Dam modifications completed in FY 1998 include Cedar Bluff Dam, Kansas; Lake Alice Dam, Nebraska; McKay Dam, Oregon; Ochoco Dam, Oregon; Pishkun Dikes, Montana; Wasco Dam, Oregon; and Willow Creek Phase I (sinkhole repair and outlet works modifications), Montana.

- Goal:** By the end of FY 1999, complete assessments of all of pertinent Reclamation dams and facilities to identify the need for site security improvements. Indicator - number of onsite security assessments completed on pertinent Reclamation dams and facilities (336).
- |                     |                |
|---------------------|----------------|
| Report:             | EXCEEDS TARGET |
| Annual Target:      | 336            |
| Actual Performance: | 412            |

Reclamation exceeded its target because some additional sites were identified after the target was set.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Dam Safety modifications are identified on a long-term and annual basis through the budget and priority setting process. Area and regional offices implement and monitor modifications. These offices inform the Dam Safety Coordinator in writing of completed modifications.
Validation	Memo to Dam Safety Office; Construction Documentation, if available.

Data Collection Methodology, Sources, and Limitations	Improvements are scheduled and budgeted through the Budget Review Committee process and updated once appropriations are received. Area and regional offices track and document the implementation of site security improvements.
Validation	Reports and Records of periodic inspection of facilities.

### Annual Performance Goal 2.15.02 - Assess risks.

In FY 2001, complete 83 Comprehensive and Periodic Facility Reviews at the dam facilities in Reclamation's Dam Safety Program.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of completed Comprehensive and Periodic Facility Reviews	—	—	—	108	83

#### Description

An up-to-date inventory and assessment of the condition of our aging dams places a great reliance on regular facility reviews, ongoing monitoring, and engineering analyses to identify adverse performance and carry out risk reduction actions. This goal ensures that risk assessment on our dams occurs on a frequent and regular basis. Each year, we will complete Comprehensive and Periodic Facility Reviews at approximately one-third of the facilities in the Dam Safety Program. The facility reviews help document the condition and performance of dams and structures, and identify issues that may

require risk reduction actions at our dams. The results of these reviews are used to develop the priority list for Safety of Dams modifications at facilities as described in the previous goal.

#### Means and Strategies

As the lead bureau for dam safety, Reclamation assists other Department bureaus in implementing the Federal Guidelines for Dam Safety. This responsibility includes representing the Department on the Interagency Committee on Dam Safety and the National Dam Safety Review Board; preparing policy and guidance; maintain-



ing an inventory of Interior dams; providing program facilitation to other bureaus; and maintaining the Department's Dam Safety Priority database.

**Performance Evaluations**

By the end of 1999, we will have upgraded and exercised the Emergency Action Plans (EAPs) for all dams that would endanger downstream populations if the dam failed or an incident occurred that resulted in major, unexpected releases. We will update and reassess the EAPs on an ongoing basis which may identify further risks and strategies to abate them. Additionally, OIG will be conducting an audit to determine whether the Bureau maintained its facilities in accordance with Departmental and Bureau requirements and will use the results of the Comprehensive and Periodic Facility Reviews as a data source.

**FY 2001 GOAL**

This goal continues from FY 2000.

**FY 1999 ANNUAL PERFORMANCE REPORT**

A related dam safety goal measured the completion of EAPs.

- **Goal:** By the end of FY 1999, complete upgrade of EAPs to ensure all 247 high hazard and significant hazard Reclamation dams meet the requirements of Reclamation Directive, FAC-01-01, Emergency Management. Indicator – the total number of completed plans for high and significant hazard Reclamation dams.

- Report: BEHIND TARGET  
Annual Target: 246  
Actual Performance: 245

The target has been revised to 246 because during the year, one dam was reclassified "low hazard" and did not require an EAP. The goal is behind target because one EAP for Reach 11 (Central Arizona Project) was updated, but the exercise was not completed. Reclamation worked with the local district to exercise the EAP for these facilities, but ongoing litigation caused some barriers to completion. We will continue to work with the district to complete the EAP. With nearly all EAPs completed, this goal will not continue in FY 2000. Periodic updates of EAPs will continue to be part of the strategy to assess and reduce risks.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Comprehensive facility reviews (CFR) are coordinated by the CFR Coordinator in Denver. Periodic Facility Reviews (PFR) are coordinated by the Regions. The CFR and PFR guidelines are outlined in FAC 01-07.
Validation	Completed reports are retained in the regions and in the Dam Safety Office in the Reclamation Service Center, Denver.

## FY 1999 DISCONTINUED GOALS

Some FY 1999 goals under the Mission Goal 2 will not continue in FY 2000 and beyond. Reclamation reduced its goals to make the plans more streamlined and eliminated others because a specific activity that has been completed. A few goals were discontinued because they did not measure significant outcomes or they were replaced by better measures. The discontinued FY 1999 goals are listed below.

### Review operating plans

By the end of FY 1999, we will review our existing owned and operated facility operating plans to ensure that operations meet authorized project purposes and to identify flexibility for modifying operations to accommodate the needs of broader range of resource uses as changing requirement dictate.

- **Report:** Reclamation exceeded its target because the capability to review the plans was higher in some regions. To reduce the number of process goals, this indicator does not continue in FY 2000.

### Controlled releases

In FY 1999, maintain controlled releases from Reclamation-operated reservoirs 100 percent of the year for predictable hydrological events.

- **Report:** Report: Reclamation met its target. This goal does not continue in FY 2000 because it is only under rare circumstances that we would not achieve 100 percent controlled releases.

### Power availability

In FY 1999, where cost/benefit analysis justifies expenditure, attain an 85 percent availability rate for non-seasonal hydropower generating units, from the 1997 84 percent availability rate, considering water system, power system, and environmental limitations.

- **Report:** Reclamation exceeded its target with 88.3 percent. The FY 1999 goal measures availability regardless of whether it is needed or not, rather than measuring the effectiveness of operating facilities to deliver power when water is available. The goal for forced outage replaces this goal because it measures facility reliability.

### Maintenance schedule

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.

- **Report:** Report: Reclamation met this goal. To reduce the number of process or activity goals, this goal does not continue in FY 2000.

### Test governors and voltage regulators

In FY 1999, Reclamation will test and adjust approximately 20 percent of 140 governors and voltage regulators at power facilities consistent with our strategy to review all governors and voltage regulators every 5 years, to maintain power system stability at or above Western Systems Coordinating Council requirements. Indicator - the number tested and adjusted.

- **Report:** Reclamation exceed its target by testing and adjusting 26 percent of the governors and voltage regulators. This goal was replaced by other goals that better measure facility operations.

### Safety of Dams peer findings

Implement actions to address all findings of the Commissioner's 1997 Dam Safety Peer Review (CDSPR) by the end of FY 1999.

- **Report:** Reclamation met its target. This goal is complete and does not continue in FY 2000.

### **Safety of Dams Officer recommendations**

By the end of FY 1999, implement all approved Dam Safety Officer's recommendations as presented in the annual dam safety assessment report.

- **Report:** Reclamation met its target. This goal is complete and does not continue in FY 2000.

### **Operations and maintenance analysis**

In FY 1999, six of the 16 Area Offices with Operations and Maintenance (O&M) responsibility will complete a formal analysis of O&M practices for one Reclamation-operated water storage and delivery system to identify

economically justifiable measures, which will reduce system breakdowns. Indicator - the number of analyses completed.

- **Report:** Analyses were completed at the Cibola dredge, Yuma Area Office; Folsom Dam (CVP), Central California Area office; Arrow Rock Dam, Snake River Area Office; Elephant Butte Dam, Albuquerque Area Office; Glen Canyon Dam, Upper Colorado Region Power Office; Mini Wiconi peer review, Great Plains Region. This goal continues in FY 2000, but will be replaced by other O&M goals in FY 2001.

## 2.3 MISSION GOAL 3: ADVANCE RECLAMATION'S ORGANIZATIONAL EFFECTIVENESS

### Description

We need a productive and effective organization in order to achieve our mission. This mission goal focuses on the people and resources that make the organization work. Under this mission goal, we will improve service provided to customers, strengthen business practices and financial accountability, and support a diverse and innovative workforce. Customer service will be improved through benchmarking business practices and expanding communications with our customers about our business practices, resources managed, and the regulations that govern our work. To improve financial practices, we will continue to transfer titles of facilities to willing and capable partners so that facilities are owned and managed at the local level. Additionally, we will facilitate a diverse and learning workplace while assessing our workforce experience and expertise to prepare for the future.

### External Factors

There are several factors that could impact Reclamation's ability to achieve its Long-Term and annual goals under this Mission Goal. Reclamation's reorganization has impacted the skills mix and composition of the workforce. Budget constraints will continue to force rigor and improvements in financial management practices to ensure that we use resources efficiently. Finally, to complete a title transfer, Congress needs to authorize the transfer or agreement.

### Annual Performance Goals

#### Goal 3.16.01 - Customer service benchmarking.

In FY 2001, initiate at least five customer service business practice process improvements in the following focus areas: single point of contact, written communications with customers, working with different customer groups, employee customer service training, and innovative resource aids/tools used to support customer service.

#### Goal 3.17.01 - Customer feedback on O&M

**Program.** In FY 2001, solicit feedback from customers on Reclamation's Operations and Maintenance (O&M) program to assist Reclamation in identifying issues and resource needs.

#### Goal 3.17.02 - Improve management of indirect

**costs.** In FY 2001, implement 100% of the guidelines for accounting and reporting of indirect costs.

#### Goal 3.17.03 - Improve incidental revenues management.

Each year, complete an internal review of application of the incidental revenues policy and procedures for a high priority area of revenue crediting (to be determined each year) and achieve compliance.

#### Goal 3.18.01 - Transfer project titles to interested and capable parties.

In FY 2001, Reclamation will facilitate the title transfer of projects or parts of projects to local non-federal entities by completing four title transfer process agreements and five terms and conditions agreements with districts interested in owning and managing projects, and will transfer three titles authorized by Congress.

#### Goal 3.19.01 - Evaluate workforce capability.

In FY 2001, complete an evaluation of Reclamation's current and future capability in all disciplines and implement 20 percent of priority actions.

#### Goal 3.19.02 - Address accessibility needs.

By the end of FY 2001, provide access for the disabled by evaluating facilities for accessibility at 52 percent of Reclamation's offices and public use areas; complete actions plans for 22 percent of the facilities with deficiencies; and retrofit 10 percent of the deficient facilities.

#### Goal 3.19.03 - Workforce representation.

In FY 2001, Reclamation will show improvement in the representativeness of its workforce compared with the diversity for these occupations in the national civilian workforce.

### Budget Table

This table displays the impact of FY 2001 budget changes for Mission Goal 3 and GPRA Responsibility Segment 6.

### BUDGET TABLE

<b>Program Activity Responsibility Segments (\$000)</b>	<b>FY 1999 Actual</b>	<b>FY 2000 Enacted</b>	<b>FY 2001 Request</b>
Policy and Administration	47,000	47,424	50,224
<b>Programmatic Total</b> (does not include underfinancing)	47,000	47,424	50,224

## 2.3.16 IMPROVE CUSTOMER SERVICE

**Long-Term Goal 3.16** – By 2005, improve service delivery and customer satisfaction by meeting or exceeding benchmarks for at least five Reclamation business practices.

### Annual Performance Goal 3.16.01 – Customer service benchmarking.

In FY 2001, initiate at least five customer service business practice process improvements in the following focus areas: single point of contact, written communications with customers, working with different customer groups, employee customer service training, and innovative resource aids/tools used to support customer service.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of approved process improvements to customer service business practices initiated	—	—	—	—	5

#### Goal Description

This goal is partially based on Executive Order 12862 - Setting Customer Service Standards (issued in 1993). Our customer service goals focus on: 1) determining the kinds and quality of service being provided and gauging the level of customer satisfaction; and 2) maintaining a standard of quality service provided to the public that is the best in the business. We have already conducted program evaluations and benchmarking to determine customer satisfaction in some areas of program delivery. We also identified areas for benchmarking best practices by working with representatives from agencies and the private sector at our Benchmarking Conference in June of 1999. Building upon those sessions, our Benchmarking Study Team will focus on improving internal business processes and work with other agencies to evaluate their practices and identify improvements across government. Once identified, the best practices will be implemented to realize improved service to customers.

#### Means and Strategies

A significant part of benchmarking is research. We will research efforts by other organizations to improve customer service business practices. We completed inter-

views at the Dakotas and Wyoming Area Offices in the Great Plains Region and the Engineering and Operations Committee in the Lower Colorado Region with organizations identified as providing exceptional customer services. In addition, we have conducted interviews with USDA agencies in North Dakota, South Dakota, Idaho, Montana, Colorado, New Mexico, Utah, California, Nevada, and Wyoming which have taken part in successful benchmarking exercises.

Employees are essential to delivering consistent, high quality service to customers and stakeholders. We have and will continue to conduct training in benchmarking and quality customer service.

#### Program Evaluations

We have conducted surveys and benchmarking to evaluate customer satisfaction. This goal to implement improvements in five business practices results partly from the feedback obtained from customers and employees. To ensure that our services meet the public's needs, we will continue to solicit feedback from customers and stakeholders and make improvements in our business practices and future plans.

### FY 2001 GOAL

The FY 2001 goal is the third step in a process to evaluate, identify, and implement improvement to customer service business practices. This goal builds upon related FY 1999 and FY 2000 goals. In FY 2001, we will focus on five service areas: single point of contact, written communications with customers, working with different customer groups, employee customer service training, and innovative resource aids/tools used to support customer service.

### FY 1999 ANNUAL PERFORMANCE REPORT

- **Goal:** By the end of FY 1999, based on adopted Reclamation-wide customer service principles, establish a baseline for cyclical benchmarking, and identify changes, which increase customer satisfaction. Indicator - percent completion of baseline results and report.
- Report: BEHIND TARGET  
Annual Target: 100%  
Actual Performance: 85%

In FY 1999, we completed an Employee Customer Satisfaction study in May and held a Benchmarking conference and internal Benchmarking training in June. The conference results were published shortly after that. The Customer Service and Benchmarking Teams analyzed 1998-1999 survey results and identified Benchmarking partners.

We believe the completion of the survey, establishment of a customer satisfaction baseline, and identification of Benchmarking partners represents an 85 percent accomplishment level of the performance target. To complete the goal, the Benchmarking Team will conduct research, identify which business processes to improve, document recommendations for cyclical benchmarking in five customer service areas, obtain management approval, and complete benchmark process studies.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	The business practices to be benchmarked will be contained in a report to management. The results of benchmarking and implementation of improvements will be documented.
Validation	Benchmarking reports

## 2.3.17 IMPROVE BUSINESS PRACTICES

**Long-Term Goal 3.17** - By 2005, offer customers the opportunity to provide input into the O&M program development; and maintain consistent accounting and reporting of indirect costs. Reclamation will achieve and maintain consistent accounting and reporting of incidental revenues.

### Annual Performance Goal 3.17.01 - Customer feedback on O&M program.

In FY 2001, solicit feedback from customers on Reclamation's Operations and Maintenance (O&M) program to assist Reclamation in identifying issues and resource needs.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of customers solicited to provide input on Reclamation's O&M program	—	—	—	—	250

### Goal Description

Our credibility is measured in part by our ability to improve and communicate our business and financial management practices. Implementing our O&M program successfully requires cooperative work with our contractors and other customers. Reclamation will offer customers the opportunity to provide input into the O&M program development process.

Branch guidelines on the non-disclosure of actual budget requests. The report also identified inconsistencies in how each region tracks indirect costs. Further internal reviews have demonstrated the need to develop and implement a consistent approach that managers can easily understand.

### Program Evaluations

We prepared a report for Congress on the costs of project O&M for FY 1993-97. Based on this review, we have begun to improve service by offering customers the opportunity to review and comment on annual O&M work plans and cost estimates, consistent with execu-

### FY 2001 GOAL

This goal is new in FY 2001 and follows on efforts to solicit input on O&M in FY 1999.

### FY 1999 ANNUAL PERFORMANCE REPORT

There was no related goal in FY 1999.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Area, regional, and the Washington Offices will document the meetings on O&M issues. Meeting rosters and minutes will be kept on file for data validation. Memos will be sent to the O&M/customer service lead at the end of the year summarizing meetings and attendees.
Validation	Meeting minutes and rosters.



**Annual Performance Goal 3.17.02 - Improve management of indirect costs.**

In FY 2001, implement 100 percent of the guidelines for accounting and reporting of indirect costs.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Percent implementation of indirect cost guidelines					100%

**Goal Description**

Our credibility is measured in part by the our ability to improve and communicate our business and financial management practices. Customers and the public want to know how we account for O&M indirect costs. In evaluating this, we wanted to ensure that we had standardized procedures and practices for reporting and accounting of O&M indirect costs. Reclamation has developed consistent guidance for accounting and reporting of indirect costs, and we will evaluate its implementation across regions.

**Means and Strategies**

In 1999, a team was established to develop a proposal for achieving consistency in the classification, charging, and distribution of costs. In October 1999, the Standard Process of Costing (SPOC) team drafted a report entitled Bureau of Reclamation Standard Processes of Costing Business Practices, which addresses the underlying principles and philosophies in costing and charging activities and provides implementing guidelines. We will conduct awareness and training sessions at the appropriate management and staff levels as a first step toward ensuring successful implementation.

In FY 2000, each region and our Management Services Office/Finance will conduct an internal analysis of their current charging and costing practices with the objective of determining the changes needed to implement the SPOC business practices.

**Program Evaluations**

Our report on the costs of project O&M and indirect costs for FY 1993-97 demonstrated inconsistencies in how indirect costs are tracked by each region. Further internal reviews have demonstrated the need to develop and implement a consistent approach that is easily understood by managers.

**FY 2001 GOAL**

This goal is new in FY 2001 and measures implementation of indirect cost guidelines.

**FY 1999 ANNUAL PERFORMANCE REPORT**

There is no related FY 1999 goal.

**DATA VERIFICATION AND VALIDATION**

Data Collection Methodology, Sources, and Limitations	Regional teams will be established to review the implementation of cost policies. Findings and recommendations will be documented. The estimate of percent of implementation is somewhat objective, but criteria and quantification of the level of implementation will be improved over the next few years.
Validation	Costs data are maintained in regional financial documents. Reviews will be documented and reported.

**Annual Performance Goal 3.17.03 - Improve incidental revenues management.**

Each year, complete an internal review of the application of the incidental revenues policy and procedures for a high priority area of revenue crediting (to be determined each year) and achieve compliance.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Compliance with existing policies and procedures					Qualitative goal
Percent development of a process to evaluate/quantify the effectiveness of existing policy and procedures on managing a particular type of incidental revenue					100% complete

**Goal Description**

Incidental revenues are those revenues that are generated from incidental uses of project lands and facilities, such as grazing and agricultural revenues. In 1996, we completed a Management Control Review which identified actions needed to improve the collection and distribution of revenues from incidental use of our lands and facilities. Based on this evaluation and an earlier OIG audit, we

- stopped front-end crediting of revenues and notified water districts that had erroneously received such revenues
- issued a Reference Manual with information on proper disposition of revenues, and
- developed policies and a system to identify, track and credit revenues.

The ultimate goal is for 100 percent compliance with the policy and procedures for each area for revenue crediting.

**Means and Strategies**

A team is developing the process for reviewing each incidental revenue crediting area. The team with representatives from the Office of Policy and the regions will select a high priority incidental revenue crediting area to review each year. The level of compliance and corrective actions will be documented and reported to management. Implementation of corrective actions will be tracked.

**Performance Evaluations**

In response to findings of management control reviews and an OIG audit, we developed consistent policies and procedures for incidental revenues management and a program of internal review. The policy and procedures for the collecting and crediting of incidental revenues are designed to be used by Reclamation lands, contracts, and finance staffs.

**FY 2001 GOAL**

In FY 2001, compliance with incidental revenue policies and procedures will be determined through internal reviews. Currently, however, criteria and metrics have not been established to quantify compliance. The FY 2001 goal calls for qualitative analysis of compliance and development of a process and criteria to quantify compliance in future years.

## FY 1999 ANNUAL PERFORMANCE REPORT

The related FY 1999 goal lays the foundation for development and implementation of policies and procedures for incidental revenue management.

- **Goal:** By the end of FY 1999, publish a final rule for revenue management in the Federal Register in order to clarify the disposition of incidental revenues. Indicator – percent completion of a rule for revenue management.

- Report: ON TARGET  
Annual Target: 100%  
Actual Performance: 100%

On December 30, 1998, a decision was made to issue revenue management directives in lieu of a Federal Register notice. The Directive and Standard on the Crediting of Incidental Revenues was signed by the Commissioner on May 25, 1999. This goal is considered complete.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	The Office of Policy will document reviews and levels of compliance. Criteria for determining compliance levels will also be documented and distributed to applicable offices. The level of compliance is somewhat subjective because only sample offices are reviewed each year. The combined level of compliance equates to Reclamation-wide level.
Validation	Incidental Revenue review reports.

### 2.3.18 IMPROVE BUSINESS PRACTICES

**Long-Term Goal 3.18** - Complete analysis and negotiations of agreements to transfer projects to interested or authorized districts and, by 2005, transfer at least five projects.

**Annual Performance Goal 3.18.01 - Transfer project titles to interested and capable parties.**  
 In FY 2001, Reclamation will facilitate the title transfer of projects or parts of projects to local non-federal entities by completing four title transfer process agreements and five terms and conditions agreements with districts interested in owning and managing projects, and will transfer three titles authorized by Congress.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Number of projects or parts of projects for which an agreement on goals and process has been completed				8	4
Number of projects or parts of projects for which title transfer agreements have been completed			3	4	5
Number of titles transferred	1	1	1	1	3

**Goal Description**

We will improve business practices by working with local entities and Congress to transfer ownership of our facilities, which no longer have national significance, to non-federal interests under proper conditions. Such asset transfers of our facilities can play an important role in fulfilling the objectives that government can work better and cost less. We will complete transfer negotiations and attempt to complete one title transfer for facilities each year in cases where the project could be more efficiently managed by non-federal entities while protecting the public interest.

**Means and Strategies**

There is a significant amount of work that occurs before the actual title of a project is transferred. Often, entities seek our initial agreement to proceed on transfer negotiations. During this phase, the parties commit to a process and conduct initial analyses to determine if the transfer is feasible. Some entities seek Congressional approval for a transfer first and then negotiate title

transfer agreements with us. At this second stage, the details of title transfer are negotiated. Title transfer cannot occur until this phase is complete. The third phase results in the actual transfer of title. All components of the process are significant to ensuring transfer occurs and are measured in the goal.

**FY 2000 and FY 2001 Goal Changes**

In FY 1999, we only measured the component of the process over which we had the greatest control - the analysis and negotiations of the transfer agreement. Congress and the entities have much influence over the outcome. However, the ultimate outcome was not being measured. In FY 2000, we determined it was important to measure all components of the title transfer process.

## FY 1999 ANNUAL PERFORMANCE REPORT

- Goal:** 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. Indicator - the number of projects or parts of projects for which title transfer analysis and negotiations are completed.

- |                     |                |
|---------------------|----------------|
| Report:             | EXCEEDS TARGET |
| Annual Target:      | 1              |
| Actual Performance: | 3              |

More transfers went through our process of analysis and negotiations than anticipated. Also, this goal is cumulative from FY 1997 and should include performance through FY 1999. Therefore, some completed analyses and negotiations from FY 1997 and FY 1998 are included in the actual results, but were not included in the performance. We have completed analysis and negotiations to come to agreement on the process for title transfer for the following facilities: Canadian River Project, Texas; San Diego Aqueduct, California; and Clear Creek Unit (Central Valley Project), California.

## DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Process and transfer agreements are documented and signed by the parties. For final transfer, legislation is introduced in Congress which ratifies final agreement reached between our bureau and the water user or issuance of correspondence documenting analysis and negotiation for the potential transfer. Title transfer is documented in public records.
Validation	Agreements, legislation, correspondence, and title documentation.

## 2.3.19 CREATE A CAPABLE AND DIVERSE ENVIRONMENT

**Long-Term Goal 3.19** – By 2002, Reclamation will evaluate its workforce capability and implement priority recommendations by 2005 to maintain a skilled and diverse workforce. Reclamation will ensure work, administrative, and public facilities provide adequate access for the disabled.

### Annual Performance Goal 3.19.01 – Evaluate workforce capability.

In FY 2001, complete an evaluation of Reclamation’s current and future capability in all disciplines and implement 20 percent of priority actions.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Capability evaluation completed					100%
Percent of priority actions implemented					20% complete

#### Goal Description

As water related issues and technologies change, we must ensure that our workforce has the capability and skills to keep up with new demands. We have made substantial efforts to maintain a trained and motivated workforce. To continue our efforts, we must identify workforce needs for the future, develop and implement actions to foster a productive work environment, and attract and retain top-quality talent while maintaining a highly diverse, qualified, and representative workforce.

developmental opportunities; providing meaningful work; encouraging participation in professional, trade and craft organizations; and providing opportunities for excelling at all levels. We must attract and retain top-quality talent while maintaining a highly diverse, qualified, and representative work force.

#### FY 2001 GOAL

This goal is new in FY 2001.

#### FY 1999 ANNUAL PERFORMANCE REPORT

There is no related FY 1999 goal.

#### Means and Strategies

Our strategy includes retaining and enhancing our human resources through training, education, and

#### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	The evaluation will consist of an assessment of the current workforce and recommendations for actions to ensure workforce capability. The assessment will be documented in a report and presented to management.
Validation	Workforce Capability Report

**Annual Performance Goal 3.19.02 - Identify and address deficiencies in facility accessibility.**

By the end of FY 2001, provide access for the disabled by evaluating facilities for accessibility at 52 percent of Reclamation's offices and public use areas; complete action plans for 22 percent of the facilities with deficiencies; and retrofit 10 percent of the deficient facilities.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Percent of administrative offices and places of employment with accessibility barriers identified and evaluated based on the total number of administrative offices and places of employment Reclamationwide				40%	52%
Percent of public areas (recreation and visitor sites) identified and evaluated based on the total number of public areas (recreation & visitor sites) Reclamationwide				40%	52%
Percent of action plans completed for the total number of facilities (employment, administrative and public use areas) with identified deficiencies				15%	22%
Percent of retrofits completed for the total number of facilities with identified deficiencies and related action plans				—	10%

**Goal Description**

The FY 2001 goal of evaluating and implementing actions to address accessibility barriers in our administrative offices, places of employment, and public places, such as recreational areas, supports our Policy on Equal Accessibility and Equal Opportunity for People with Disabilities. To complete this goal, we will assess the degree to which our work and recreational facilities comply with current accessibility standards and regulations. Regional Coordinators will inventory structural barriers, identify deficiencies and corrective actions. The overall objective is to develop comprehensive action plans for eliminating barriers, developing procedures to

address Federal laws and Departmental policies, and removing these barriers.

In completing this goal, we will support a work place and public environment that are accessible to all people; enhance public spaces and the workplace; and, attract and maintain diverse candidates. By accomplishing this goal, a diverse and representative workplace will be created and the needs of the public will be served.

**Means and Strategies**

Reclamation has approved an internal goal to complete facility accessibility evaluations by 2003, complete

action plans for identified deficiencies by 2005, and complete all retrofits of deficiencies identified by 2010. Accessibility contacts and teams for each region have been formed to conduct and document the evaluations, develop action plans and schedule necessary corrective actions.

### FY 2001 GOAL

The FY 2001 goal combines the FY 2000 recreation accessibility goal with the workplace accessibility goal.

### FY 1999 ANNUAL PERFORMANCE REPORT

The FY 1999 goal is slightly different than the FY 2000 and FY 2001 goal.

- Goal:** 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. Indicator - completed schedules of prioritized recreation improvements.

- Report: EXCEEDS TARGET  
 Annual Target: 5  
 Actual Performance: 11

During FY 1999, 11 assessments of recreational facilities occurred in three regions to determine and create schedules for needed improvements. Most of the region's assessments evaluated access for the disabled. One included a water supply study. More assessments occurred than anticipated.

### DATA VERIFICATION AND VALIDATION

Data Collection Methodology, Sources, and Limitations	Regional 504 Coordinators, contractors, or the Technical Service Center Teams conduct the evaluations. The Accessibility Data Management System is used to evaluate, manage, and track this goal. Sources are regional inventories and evaluations completed in ADMS by regional and area office Accessibility Coordinators.
Validation	Accessibility Data Management System and regional inventories completed in ADMS by National and Regional 504 Coordinators, action plans, and documentation of retrofits.



**Annual Performance Goal 3.19.03 - Workforce representation.**

In FY 2001, Reclamation will show improvement in the representativeness of its workforce compared with the diversity for these occupations in the national civilian workforce.

Performance Measure	1997 Actual	1998 Actual	1999 Actual	2000 Estimated	2001 Proposed
Percent improvement in representativeness			8%	20%	25%

**Goal Description**

As local communities and economies served by our projects grow more diverse culturally, economically, and socially, we must be likewise diverse in order to have open, effective lines of communication with our constituents, whose values and expectations may vary. The goal to improve workforce representation is part of a gradual, ongoing process to change the composition (diversity) of our employees. The desired outcome is to align more closely with the communities and economies we serve.

**Means and Strategies**

We have assessed current practices and identified changes necessary to achieve this goal. Programs such as the Student Career Experience Program and Outstanding Scholar appointment authority will be used as recruitment strategies to attract and broaden the pool of diverse applicants for specific occupations, that have not historically been filled with diverse candidates. Managers and supervisors will be educated on hiring authorities that can be used to facilitate recruitment of diverse applicants.

**FY 2001 GOAL**

Recruiting, obtaining, and retaining diverse employees is challenging. With few new positions open, it can take a number of years to change the makeup of the workforce. The goal for FY 2001 is a slight increase over FY 2000 as a result of these constraints.

**FY 1999 ANNUAL PERFORMANCE REPORT**

- **Goal:** In FY 1999, Reclamation will show improvement in representativeness of its workforce in the six most under-represented occupations compared with the diversity for these occupations in national civilian workforce. Indicator - percentage improvement in the six most under-represented occupations.

Report: BEHIND TARGET  
 Annual Target: 10%  
 Actual Performance: 8%

We have made substantial progress in our diversity efforts that are not reflected in this goal because the goal only measures improvement in six occupational categories. By the end of FY 1999, diversity-related hires in all occupations slightly exceeded 10 percent. An 8 percent improvement was achieved in the six most under-represented categories. We did not meet the goal for these occupations because we did not attract enough computer specialists in the GS 334 series. We have developed a Workforce Diversity Plan with strategies to recruit applicants into computer specialist positions by targeting entry positions to minorities, creating more broad announcements of GS-13 vacancies, and developing a five-year recruitment plan.

## FY 1999 DISCONTINUED GOALS

Some FY 1999 goals under the Mission Goal 3 will not continue in FY 2000 and beyond. Reclamation reduced its goals to make the plans more streamlined and eliminated others because a specific activity that has been completed. A few goals were discontinued because they did not measure significant outcomes or they were replaced by better measures. The discontinued FY 1999 goals are listed below.

### Working capital fund

By the end of FY 1999, the 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.

- **Report:** Reclamation completed this goal, and the goal does not continue in FY 2000.

### Rule for revenues

By the end of FY 1999, publish a final rule for revenue management in the Federal Register to clarify the disposition of incidental revenues.

- **Report:** Reclamation completed this goal and it does not continue in FY 2000. New goals addressing incidental revenues will build upon this goal.

### Transfer operations and maintenance

By the end of FY 1999, Reclamation will complete transfer of responsibility for project O&M activities and associated responsibility to willing non-federal entities including funding of all O&M activities.

- **Report:** Reclamation exceeded this goal by completing seven transfers. To reduce the number of goals, we will instead focus on title transfer.

### Diversity training

By the end of FY 1999, 25 percent of managers and supervisors will complete diversity training.

- **Report:** Reclamation exceeded its target and some regions have already completed diversity training for all managers and supervisors. Because significant progress has been made, this goal does not continue in FY 2000.

# Section III

## *Additional GPRA Information*

### 3.1 CUSTOMER SERVICE

In implementing our role as a water resources management agency which delivers water related resource benefits, we continuously engage customers in discussions concerning their expectations and views. Our employees are essential to delivering consistent, high quality service to customers and stakeholders. To ensure that our services meet the public's needs, we will seek feedback from customers and stakeholders on an ongoing basis and reflect them in our business practices and future plans. We will improve communication provided to customers about the programs we manage based on customer needs. To become more customer oriented, we will benchmark selected business processes against industry to identify and implement improvements needed. Our FY 2001 customer satisfaction annual performance goals are listed below.

### 3.2 CROSSCUTTING ISSUES

We work with many partners on cross-cutting programs and promote and use partnerships to create sustainable solutions, leverage resources, and learn from others. Where applicable, the FY 2001 goal descriptions include a section on our cross-cutting efforts and relationships. A summary of our partners and activities is included in the table on the following page. Additionally, the Department's Annual Performance Plan outlines cross-cutting relationships for each bureau based on Departmental goals.

#### FY 2001 CUSTOMER SATISFACTION ANNUAL PERFORMANCE GOALS

**Goal 2.10.01 - Complete water contract renewals.**

Execute contracts for 100 percent of the water service contracts that will expire in FY 2001.

**Goal 3.16.01 - Customer service benchmarking.**

In FY 2001, initiate at least five customer service business practice process improvements in the following focus areas: single point of contact, written communications with customers, working with different customer groups, employee customer service training, and innovative resource aids/tools used to support customer service.

**3.17.01 - Customer feedback on O&M program.**

In FY 2001, solicit feedback from customers on Reclamation's Operations and Maintenance (O&M) program to assist Reclamation in identifying issues and resource needs.

Mission Goals	Activities	Partners
<p><b>01. Manage, Develop and Protect water and related resources to meet the needs of current and future generations</b></p>	<p><b>Water Conservation</b></p> <ul style="list-style-type: none"> <li>• Conservation plans</li> <li>• Conservation projects</li> <li>• Title XVI</li> </ul> <p><b>Water Quality</b></p> <ul style="list-style-type: none"> <li>• Control Salinity</li> <li>• Non-point source pollution and remediation</li> <li>• Water Quality Assessments</li> <li>• Clean Water Action Plan</li> </ul> <p><b>Tribal Assistance</b></p> <ul style="list-style-type: none"> <li>• Training and Technical assistance</li> <li>• Water Rights Settlements</li> </ul> <p><b>Fish and Wildlife Habitat</b></p> <ul style="list-style-type: none"> <li>• Recovery Programs including Colorado and Platte Rivers</li> <li>• Habitat conservation plans</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• National Lakes Study Commission</li> <li>• Non-Reclamation managed facilities</li> </ul>	<ul style="list-style-type: none"> <li>• NRCS, states, tribes, irrigation districts</li> <li>• USGS</li> <li>• States, districts, and local government</li> <li>• EPA, BLM, states</li> <li>• Federal/state/local agencies, tribes, and non governmental partners</li> <li>• USGS</li> <li>• Natural Resource Performance Management Forum</li> <li>• BIA, Indian Health Service</li> <li>• Departmental Bureaus</li> <li>• Federal and state agencies, local interests and tribes</li> <li>• Water/power and land management agencies and private partners.</li> <li>• NPS, BLM, Forest Service, State recreation agencies, tribes</li> </ul>
<p><b>02. Operate, maintain, and rehabilitate facilities safely reliable and efficiently to provide project benefits.</b></p>	<p><b>Hydropower production benchmarking</b></p> <p><b>Dam Safety</b></p> <ul style="list-style-type: none"> <li>• Federal Guidelines for Dam Safety</li> </ul> <p><b>Site Security</b></p>	<ul style="list-style-type: none"> <li>• COE and PMAs</li> <li>• Interior bureaus, COE</li> <li>• COE, TVA, BPA, and FBI</li> </ul>
<p><b>03 Advance Reclamation’s organizational effectiveness</b></p>	<p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>• Benchmarking</li> </ul> <p><b>Improve Business Practices</b></p> <ul style="list-style-type: none"> <li>• O &amp; M Costs</li> </ul> <p><b>Workforce Skills and Capabilities</b></p> <ul style="list-style-type: none"> <li>• Recruiting</li> <li>• Educational curricula for water resource management and engineering programs</li> </ul>	<ul style="list-style-type: none"> <li>• USDA, PMAs</li> <li>• State and local customers, project partners</li> <li>• Interior bureaus, state agencies, tribes and universities</li> </ul>

### 3.3 MANAGEMENT ISSUES

The Office of Inspector General (OIG) and the Conference Committee on the FY 1999 Energy and Water Development Appropriations Bill outlined four management issues needing resolution. Three of the issues identified are included as goals in the FY 2001 Annual Performance Plan and in the Strategic Plan. The first issue, related to recovering irrigation investment costs, is not included as a goal because we are waiting for the Assistant Secretary for Policy, Management, and Budget (PMB) to identify an appropriate resolution. Management issues from other reviews are also included.

#### Power Rates

The OIG Final Survey Report "Follow-up of Recovery of Irrigation Investment Costs, Bureau of Reclamation" (No. 98-I-250) recommends that we use straight-line amortization for repayment of irrigation assistance. We have reviewed this report and does not concur with the OIG's recommended actions. We are managing federal projects to ensure repayment of investment debt in accordance with the law and Congressional intent, not to maximize payments from our program beneficiaries. The use of straight-line repayment of irrigation assistance would result in larger interest payments to the U.S. Treasury for project power facilities by delaying the pay out of interest-bearing power facility investment. We believe this is contrary to historical Congressional intent. All irrigation assistance investment has been, and will be, paid within the time period specified by law.

The OIG's recommendations appear to be inconsistent with existing law. Existing repayment policy is based on legislative provisions and legal opinions of the Solicitor that provide for the marketing of power at the lowest rate consistent with the orderly repayment of all federal hydropower costs. For example, the authorizing Act for the Colorado River Storage Project provides guidance for the operation of the project and how to set power rates.

As a result of our non-concurrence with the audit recommendations, the OIG referred this issue to the Assistant Secretary for Policy, Management, and Budget (PMB) for resolution. At this time, we are gathering information for PMB's consideration in resolving this issue; a decision by PMB is expected after that.

#### Incidental Revenue Collection

In response to findings of management control reviews and an OIG audit, we developed consistent policies and procedures for incidental revenues management and a program of internal review. Incidental revenues are those revenues that are generated from incidental uses of project lands and facilities, such as grazing and agricultural revenues. The policy and procedures for the collecting and crediting of incidental revenues are designed to be used by our land, contract, and finance communities.

This issue has been included as a long-term and annual goal in the FY 2001 Annual Performance Plan. For FY 2001 we will review and ensure implementation of incidental revenues policy and procedures, collection, and proper disposition of incidental revenues. In upcoming years, we will report on these items and evaluate them for consistency across regions, and we will provide training so that managers can communicate these achievements to customers.

#### Operation and Maintenance Costs

The Conference Committee on the FY 1999 Energy and Water Development Appropriations Bill directed us to prepare a report on the costs incurred for operation and maintenance (O&M) of our projects for FY 1993-97 and to identify the portion of O&M costs attributed to indirect costs. In September 1998, we provided a report to Congress on O&M costs and accounting for and allocating indirect costs. Based on related Conference Committee comments, we are creating opportunities for water and power contractors to provide feedback on our O&M program and work plans. We have implemented this approach during FY 1999. This effort is included as a long-term goal and annual goal in the FY 2001 Performance Plan. Following the FY 2001 budget cycle, we will evaluate how well it is involving customers and delivering quality services.

#### Deferred Maintenance

The Federal Accounting Standards Advisory Board (FASAB), requires disclosure of information about whether an agency has any deferred maintenance (maintenance which was not performed when it should have been or was scheduled to be, FASAB #6). While we have a number of formal processes for assessing the

condition of our facilities and tracking the scheduling and performance of maintenance work, it became apparent in the course of gathering data for the FY 1998 financial statement that improvements could be made in documenting the scheduling and execution of facilities maintenance. As a result of this review, we will be implementing processes to document and report on deferred maintenance consistently. Deferred maintenance will be addressed through a number of goals to identify, schedule, and complete needed maintenance.

### Waste Management

OIG and GAO identified waste management as an issue that will become more challenging for Interior's land management agencies as clean-up costs for sites contaminated by hazardous materials, abandoned mines, illegal dumping and other wastes increase. Reclamation has identified many of its sites through the Land Management program and has estimated that the cost for cleaning up such sites could range from \$20 to \$90 million. The Department and its bureaus have begun to focus efforts on establishing policies and procedures for waste management, prioritizing clean-up sites and seeking additional funds for remediation.

### Real Property Assets

OIG reviewed Reclamation's FY 1999 financial report and found that a system was not in place to establish and verify lands and real property assets. To address the requirements in the accounting standards, Reclamation will complete, correct and validate its lands asset data by implementing a tracking system developed by GSA - Foundation Information for Real Property Management (FIRM). Reclamation has developed long-term and annual performance goals to measure progress in this area.

## 3.4 DATA VERIFICATION AND VALIDATION

Reporting accurate and reliable performance data is critical to ensuring that performance information is useful to management and provides a means of accountability. Data must be defined, interpreted, and reported in a consistent manner. Processes must also be in place to verify the accuracy of data. Sources of data must be documented and available.

We have continued to improve our data verification and validation processes. All GPRA performance goals and targets are stored in an MSAccess database and managed by our GPRA Implementation Coordinators. In FY 1999, we developed an interpretive guide to facilitate good data management practices. This guide describes our quarterly data collection and reporting process as well as roles and responsibilities. It clarifies the annual performance goals by defining key terms and providing information on reporting frequency, sources of data, responsible parties, and contacts. At the beginning of each year, staff receive training on the updated guidance, goals, and reporting procedures. Each quarter, information reported for GPRA is carefully reviewed, as shown below.



We are continuing to improve our data management processes by developing better sources of data and/or linking with current data sources that already have reporting, verification, and validation procedures in place. For example, the Native American Affairs Program is developing a database to track the types, requests, and completion of technical assistance activities to tribes, including those linked to annual performance goals. We have also developed a Dam Safety Information System that will begin to track the recommendations resulting from operation and maintenance reviews and the scheduling and completion of corrective

actions. An internal DataWeb Internet site contains data on projects, dam and power facilities, and water related resource statistics which may be used to verify annual performance data.

Even with improvements in data verification and validation, some data can be limited in interpretation and use. For example, some goals count the completion of an activity. To address potential differences in interpretation, we have defined the scope of the activity and criteria for completion in advance. However, the reporting is still subject to interpretation among the regions, which can lead to inconsistent reporting. This may occur for our goals in which we count completion of technical assistance to districts and tribes, water quality actions, and recycling and reuse projects. In FY 1999, we attempted to rectify inconsistencies by careful review in the quarterly reporting process. The regional data are reviewed early in the process to ensure that we are on track and reporting consistently. The reporting process outlined above helped managers and GPRA Coordinators verify data and monitor progress and this will be used in FY 2000 and beyond.

Water and power data are also subject to the limitations of monitoring equipment. Although there are systems in place to calibrate equipment and standing operating procedures to ensure quality data practices, variability may still exist. Finally, some data are difficult and cost prohibitive to obtain so we use estimates. For example, the estimates of the acres covered under water conservation plans and RMPs are approximations. Reclamation will continue to improve data sources, measurement and reporting and address any potential discrepancies through our stringent verification process outlined above.

### 3.5 PROGRAM EVALUATIONS

In implementing our role as an agency that manages water and related resources, we regularly evaluate employee expectations to understand their perspectives of internal programs. In addition to internal management reviews, GAO, OIG, and customers have also evaluated our programs to assess performance, determine costs, and identify improvements needed. Additionally, GPRA requires that agencies periodically review their perfor-

mance of accomplishing program objectives and report on current and future evaluations. Many of these are discussed within the plan and are summarized in the table on the following page.

### 3.6 CAPITAL ASSETS/CAPITAL PROGRAMMING

Capital asset planning ensures that our projects and improvements are well planned and reviewed and funds are used efficiently. Reclamation is completing a number of capital asset plans (300B Exhibits) for FY 2001. These are for multi-year Safety of Dam modifications and other efforts to rehabilitate or modify existing facilities. For these projects, Reclamation is not acquiring new assets, but rather we are modifying existing assets.

Reclamation will submit Dam Safety Modification Reports to OMB for clearance prior to transmittal to Congress, consistent with current practice. These reports provide cost/benefit information for all dam safety projects over \$750,000. The 300B Exhibits will be provided with the Dam Safety Modification Reports for projects with costs that exceed \$10 million.

Through our FY 2001 Annual Performance Plan, Reclamation has identified completing Safety of Dam modifications as an annual and long-term goal (goal 2.15.01). By completing Dam Safety Modification Reports and 300B Exhibits, Reclamation will be supporting a capital program that helps us achieve our dam safety goals and informs budget decisions.

### 3.7 USE OF NON-FEDERAL PARTIES IN PREPARING THIS PLAN

Our Annual Performance Plan was prepared in conformance with Section 220.7 of the Office of Management and Budget *Circular A-11, Part 2, Preparation and Submission of Strategic Plans and Annual Performance Plans*.

### 3.8 WAIVERS FOR MANAGERIAL ACCOUNTABILITY AND FLEXIBILITY

No requests for waivers of administrative requirements to provide managerial flexibility are requested in this plan.

Program Evaluation	Scope	Methodology	Long-Term Goal
Water Conservation Field Services Program	Evaluate efforts to comply with the water conservation provisions of the Reclamation Reform Act of 1982.	Internal Performance Evaluation	1.1
Native American Technical Assistance Prog.	Evaluate technical assistance and other program accomplishments and consider changes in program implementation to improve performance.	Internal Performance Evaluation	1.4
Provide Quality Recreation	The IG will be conducting an audit to determine whether the Bureau maintains its facilities in accordance with Departmental and Bureau requirements and will use the results of the recreation compliance reviews and action plans as a data source.		1.6
Museum Property Management	Assess management of artwork and artifacts within all bureaus. Have required bureaus to catalog museum properties, cultural resources and artifacts.	Department-wide OIG Audit	Department goal
Fish and Wildlife Management	Evaluate compliance with NEPA, ESA and other environmental legislation.	Internal Performance Evaluation	1.8
Hydropower Program Efficiencies	Evaluate hydropower program through customers, employee and industry surveys. Identify opportunities to improve efficiency and effectiveness.	Internal review based on NPR initiatives	2.13
Deferred Maintenance	Ensure compliance with FASAB #6 to document and report deferred maintenance consistently.	Department-wide OIG Audit	2.14
Dam Safety Program	Upgrade and exercise the Emergency Action Plans (EAPs) for all dams. Reassess EAPs and complete risk evaluations posed by these dams on an ongoing basis to identify risk reduction actions.	Program evaluation	2.15
Site Security Program	Assess sites for needed improvements that will protect them from terrorism and sabotage.	Program assessment	2.15
Customer Service	Evaluate customer satisfaction through customer, stakeholder, and employee feedback. Identify potential organizational improvements for customer relations.	Benchmarking and program evaluation	3.16
O&M costs	Identify consistent methods for calculating the indirect costs portion of project O&M costs. Provide customers with the opportunity to review and comment on annual O&M work plans and cost estimates.	Performance evaluation and customer survey	3.17
Incidental Revenues Program	Identify actions needed to improve the collection and distribution of revenues from incidental use of the agency's lands and facilities.	OIG audit and Management Control Review	3.17
Workforce Evaluation	Determine current and future workforce capabilities and needs.	Program evaluation	3.19



# Appendix I

## *Summary of the FY 1999 Annual Performance Report*

GPRAs require government agencies to report annually on their progress in achieving goals set out in the Annual Performance Plans submitted to Congress. FY1999 marked the first year that we reported performance results under GPRAs. This summary report provides the actual performance results on all of our annual performance goals in the FY 1999 Annual Performance Plan.

Out of a total of 47 annual performance goals, we exceeded the performance target for 21 goals, achieved the target for 16 goals, and fell behind target for ten

goals. We exceeded goals either because scheduling allowed completion of more activities than anticipated or performance targets were slightly underestimated. Some goals were not completed by the end of FY 1999 due to scheduling or budgeting conflicts, or other factors out of our control that occur when working with numerous partners and stakeholders on projects and issues. All goals behind target will be completed in FY 2000.

The enclosed FY 1999 At-A-Glance table contains the long-term and FY 1999 annual performance goals, targets, and actual results, and comments.

## *FY 1999 At-a-Glance Performance Report*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Manage, Develop, and Protect Water and Related Resources</b>	
Manage water resources by operating Reclamation facilities to deliver or release the amount of water contracted for, subject to natural water supply, and other physical and legal constraints.	<p><b>Deliver water.</b> In FY 1999, deliver or release the amount of water contracted for from Reclamation owned and operated facilities.</p> <p><b>Indicator</b> - acre-feet of water delivered under all contracts.</p>
Generate power to meet Reclamation's contractual commitments 100 percent of the time.	<p><b>Provide power.</b> - Generate power to meet Reclamation's contractual commitments 100 percent of the time.</p> <p><b>Indicator</b> - megawatt hour (MWh) provided /MWh required or contracted.</p>
Maintain hydropower generation costs at a level comparable to the most efficient and lowest cost sector of hydropower industry.	<p><b>Cost of power.</b> In FY 2000, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.</p> <p><b>Indicator</b> - power production costs in dollars / net generation in MWh.</p>
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.	<p><b>Drought response plans.</b> By the end of FY 1999, in conjunction with the Western Governors Association, Reclamation will identify the criteria for analyzing existing Drought Response Plans adopted by states, tribes, localities, federal agencies and other entities.</p> <p><b>Indicator</b> - percent of the project completed to identify and document criteria.</p>
	<p><b>Drought workshops.</b> By the end of FY 1999, in conjunction with the National Drought Mitigation Center, Reclamation will complete five drought workshops to help local, state and other entities learn how to prepare Drought Contingency Plans and evaluate mitigation options.</p> <p><b>Indicator</b> - number of completed workshops.</p>

Performance Target	Performance Results	Comments
30,700,000	31,313,962	On Target
100%	100%	On Target
\$2.57	\$1.66	Exceeds Target
100%	100%	On Target This goal continues in FY 2000 in a revised form.
5	6	Exceeds Target This goal is complete and does not continue.

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<p><b>Mission Goal: Increase Water Availability</b></p> <p>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 solutions can assist in meeting growing demands among rural, tribal, urban and environmental uses as well as help to sustain deliveries to existing users.</p>	<p><b>Lower Colorado River water market rule.</b> By 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. <b>Indicator</b> - percent completion of the rule.</p>
	<p><b>Colorado River diversions.</b> By the end of FY 1999, Reclamation will have in place a plan developed with stakeholders, that 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. <b>Indicator</b> – percent development of the plan.</p>
	<p><b>Surplus/shortage guidelines.</b> By end of FY 1999, draft proposed surplus and shortage guidelines for the Colorado River. <b>Indicator</b> – completion of draft proposed guidelines.</p>
	<p><b>Water recycling projects.</b> In FY 1999, Reclamation will facilitate development of new water supplies by participating in water reuse feasibility studies, completing construction prerequisites for meritorious projects, and entering into cooperative agreement(s) for initiation of construction of at least 1 of 18 water recycling project authorizations in FY97. <b>Indicator</b> - number of projects completed.</p>
	<p><b>Assist water districts.</b> By the end of FY 1999, increase the efficient use of water supplies associated with federal water projects by assisting 201 districts, through the Water Conservation Field Services Program, and other programs to develop, submit, and implement effective water conservation plans. <b>Indicator</b> - districts receiving assistance in developing and/or implementing water conservation measures.</p>
<p>By 2002, increase water availability through encouraging water conservation by reviewing 100 percent of water conservation plans developed by Reclamation water users; by ensuring implementation of all those required by law or contract; by using incentive-based strategies; and by encouraging implementation of all plans not required under law or contract.</p>	<p><b>Water conservation plans.</b> FY 1999, Reclamation will review and comment on 100% of all water conservation plans submitted 30 days prior to the end of the federal fiscal year. <b>Indicator</b> - percent of plans reviewed out of the number of plans submitted by water districts.</p>

Performance Target	Performance Results	Comments
100%	99%	Behind Target The rule has since been published in the Federal Register on November 1, effective December 1. The goal is considered to be complete and does not continue in FY 2000.
100%	90%	Behind Target The Plan was 90% complete at the end of FY 1999. Agreement on the criteria for establishment of quantification of water rights under California's Seven Party Agreement was accomplished on October 18, 1999. The goal is considered to be complete and does not continue in FY 2000.
100%	100%	On Target Goal is complete and does not continue in FY 2000.
1	1	On Target
201	416	Exceeds Target Reclamation is ahead of schedule and assisting more districts than anticipated due to the success of the program.
100%	100%	On Target Reclamation received and reviewed 139 water conservation plans in FY 1999.

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Complete Projects Under Construction</b>	
Complete ongoing construction projects to realize project benefits and expedite recovery of the federal capital investment from beneficiaries.	<b>Complete construction projects.</b> 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 in FY 1997 and implementing repayment contracts and providing benefits.
<b>Mission Goal: Fulfill Obligations to Indian Tribes</b>	
Increase the opportunities for tribes to benefit from the Reclamation program.	<b>Assist tribes.</b> In FY 1999, increase by 10 the number of tribes receiving Reclamation technical assistance.
Implement Reclamation Indian trust asset policy and procedures to ensure that Reclamation activities do not adversely impact Indian trust assets.	<b>Indian trust assets.</b> In FY 2000, ensure that Reclamation considers potential impacts on Indian trust assets (ITAs) in 100 percent of new Reclamation actions through affirmative measures codified in Reclamation's trust procedures.
<b>Mission Goal: Maintain &amp; Protect Water Quality</b>	
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.	<b>Planning and remediation projects.</b> By the end of FY1999, complete planning activities for Stillwater area, Nevada; Middle Green River, Utah; and Kendrick Reclamation Project, Wyoming; and continue planning in Gunnison/Grand Valley, Colorado. Continue remediation at Middle Green River and initiate remediation at Kendrick Reclamation Project. <b>Indicator</b> - the number of planning activities completed (4) and sites where remediation has been initiated or completed (2).
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.	<b>Remove Colorado River salt.</b> In FY 1999, improve Colorado River water quality by removing at least 25,000 new tons of salt at a cost not greater than \$50 per ton.

Performance Target	Performance Results	Comments
10	10	On Target
10	19	Exceeds Target
100%	100%	On Target
6	4	Behind Target Reclamation is behind target because planning and remediation were not completed at Kendrick (counts as 2 completions). To finalize the process and move into remediation at Kendrick, public review of NEPA documents proposing actions and alternatives will occur in FY 2000. However, the goal is difficult to measure and does not continue in FY 2000.
25,000	6,300 over a five-year average	Exceeds Target

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Maintain &amp; Protect Water Quality</b>	
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.	<b>Water quality reports.</b> By the end of FY 1999, prepare 5 regional reports on the quality, accuracy, and accessibility of Reclamation's water quality reporting systems to better understand the quality of water at Reclamation facilities. <b>Indicator</b> - the number of reports completed.
Inventory and characterize water quality of reservoirs and streams impacted by Reclamation facility operations and develop strategies for water quality improvements.	<b>Identify reservoirs and streams for water quality assessments.</b> 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. <b>Indicator</b> - the number of reservoirs and streams identified
<b>Mission Goal: Transfer Research and Technology</b>	
Develop new information and technologies that respond to and anticipate mission-related needs and provide for innovative management, development, restoration, and protection of water related resources.	<b>Research projects.</b> In FY 1999, develop, test, demonstrate, and publish the results of 72 research projects on water resources, environmental resources, and facilities and infrastructure through Reclamation-wide partnerships and with other federal and non-federal entities. <b>Indicator</b> - the number results published.
<b>Mission Goal: Operate Facilities</b>	
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.	<b>Review operating plans.</b> By the end of FY 1999, Reclamation will review existing Reclamation-owned and operated facility operating plans to ensure that operations meet authorized project purposes and to identify flexibility for modifying operations to accommodate the needs of broader range of resource uses as changing requirement dictate. <b>Indicator</b> - the number project operating plans reviewed.
Manage facilities to prevent or minimize flood damages in cooperation with other federal, state, and local agencies.	<b>Prevent floods.</b> In FY 1990, manage Reclamation facilities to continue to prevent or minimize flood damage. <b>Indicator</b> - value of the flood damages avoided during the year, as reported by the Corps of Engineers, from operating Reclamation projects.



Performance Target	Performance Results	Comments
5	5	On Target The goal continues in FY 2000 in a revised form.
5	6	Exceeds Target The goal continues in FY 2000 in a revised form.
72	153	Exceeds Target Reports are being completed and documented faster than anticipated
43	77	Exceeds Target Capability was higher in some regions than anticipated.  To reduce process goals, this goal does not continue in FY 2000.
\$0 cannot predict flood benefits	\$2,324,630,000	Exceeds Target

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Operate Facilities</b>	
In FY 1999, maintain controlled releases from Reclamation-operated reservoirs 100 percent of the year for predictable hydrological events.	<p><b>Controlled releases.</b> In FY 1999, maintain controlled releases from Reclamation-operated reservoirs 100% of the year for predictable hydrological events.</p> <p><b>Indicator</b> - the number of days of controlled releases for predictable hydrological events/total days of the year.</p>
By 2002, improve hydropower generation availability of non-seasonal units from 84 percent to 90 percent (industry average).	<p><b>Power availability.</b> In FY 1999, where cost/benefit analysis justifies expenditure, attain an 85% availability rate for non-seasonal hydropower generating units, from the 1997 84% availability rate, considering water system, power system, and environmental limitations.</p> <p><b>Indicator</b> - the number of hours available to operate out of the number hours in the year (8,760).</p>
<b>Mission Goal: Facility Maintenance &amp; Rehabilitation</b>	
Ensure continuous operations by maintaining the availability of Reclamation-operated water storage and water delivery systems.	<p><b>Maintenance schedules.</b> 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.</p> <p><b>Indicator</b> - the number of maintenance schedules completed out of the number of Reclamation-operated facilities.</p>
	<p><b>Analysis of O&amp;M.</b> In FY 1999, five of the 16 area offices with operation and maintenance (O&amp;M) responsibility will complete formal analyses of O&amp;M practices for one Reclamation-operated water storage and delivery system to identify economically justifiable measures which will reduce system breakdowns.</p> <p><b>Indicator</b> - the number of analyses completed.</p>
	<p><b>Test governors and voltage regulators.</b> In FY 1999, Reclamation will test and adjust approximately 20 percent of 140 governors and voltage regulators at power facilities consistent with our strategy to review all governors and voltage regulators every 5 years to maintain power system stability at or above Western Systems Coordinating Council requirements.</p> <p><b>Indicator</b> - the number tested and adjusted.</p>

Performance Target	Performance Results	Comments
100%	100%	On Target This goal does not continue in FY 2000 because it is only under rare circumstances that we would not achieve 100 percent controlled releases
85%	88.3%	Exceeds Target This goal does not accurately measure facility reliability and will not be measured in FY 2000.
100%	100%	On Target To reduce the number of process goals, this goal does not continue in FY 2000.
6	6	On Target
20%	26%	Exceeds Target This goal was replaced by other goals that better measure facility reliability.

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Facility Maintenance &amp; Rehabilitation</b>	
By 2002, maintain the industry average of three percent (3%) or lower forced outage rate for Reclamation's hydropower generating units as an interim standard.	<p><b>Forced outage.</b> In FY 1999, attain a three 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.</p> <p><b>Indicator</b> - percentage of time out of service due to forced outage out of the number of hours of potential operation.</p>
<b>Mission Goal: Reduce Risk to Public Safety</b>	
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.	<p><b>Safety of Dams peer findings.</b> Implement actions to address all findings of the Commissioner's 1997 Dam Safety Peer Review (CDSPR) by the end of FY 1999.</p> <p><b>Indicator</b> - the number of findings of the CDSPR addressed (45 total findings).</p> <p><b>Safety of Dams Officer recommendations.</b> By the end of FY 1999, implement all approved Dam Safety Officer's recommendations as presented in the annual dam safety assessment report.</p> <p><b>Indicator</b> - approved Dam Safety Officer's recommendations implemented out of the total the number of approved Dam Safety Officer's recommendations.</p>
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.	<p><b>Safety of dams modifications.</b> From FY 1998 to the end of FY 1999, complete correction of deficiencies at 9 dams.</p> <p><b>Indicator</b> - number of corrected deficiencies.</p>
By 1999, complete upgrade of emergency action plans, as necessary, for all Reclamation dams.	<p><b>Emergency action plans for high hazard dams.</b> By the end of FY 1999, complete upgrade of emergency action plans (EAPs) to ensure all 247 high hazard and significant hazard Reclamation dams meet the requirements of Reclamation Directive, FAC-01-01, Emergency Management.</p> <p><b>Indicator</b> - number of completed plans for high and significant hazard Reclamation dams (247).</p>

Performance Target	Performance Results	Comments
3%	1.3%	Exceeds Target
100%	100%	On Target This goal is complete and does not continue in FY 2000.
100%	100%	On Target This goal is complete and does not continue in FY 2000.
9	11	Exceeds Target
246	245	Behind Target This goal will be complete once the last EAP is finished. With nearly all EAPs completed, this goal will not continue in FY2000.

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Reduce Risk to Public Safety</b>	
By FY 1999, conduct onsite security assessments of all pertinent Reclamation dams and facilities to identify and implement security improvements resulting from the assessments.	<p><b>Assess site security.</b> By the end of FY 1999, complete assessments of all of pertinent Reclamation dams and facilities to identify the need for site security improvements.</p> <p><b>Indicator</b> - onsite security assessments completed on pertinent Reclamation dams and facilities.</p>
<b>Mission Goal: Enhance Recreational Opportunities Through State &amp; Local Partnerships</b>	
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.	<p><b>Recreation assessments.</b> By the end of FY 1999, develop, distribute, and complete a Reclamation-wide assessment to identify issues and constraints associated with recreation opportunities.</p> <p><b>Indicator</b> - percent of the assessment completed</p>
Implement effective policies, directives, standards, and guidance on recreation and concessions management.	<p><b>Concessions management.</b> By the end of FY 1999, develop policy, directives, standards, and guidance on recreation and concessions management.</p> <p><b>Indicator</b> - percent completion of policy, directives, standards and guidance.</p>
Improve recreational opportunities through state, tribal, and local partnerships and meet public health, safety, and accessibility standards, by utilizing policies, directives, standards, and guidance on recreation and concessions management. By 2002, rehabilitate 50 percent of facilities directly managed by Reclamation and identified as most critical.	<p><b>Identify improvements to recreation facilities.</b> 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.</p> <p><b>Indicator</b>- completed schedules of prioritized recreation improvements.</p>

Performance Target	Performance Results	Comments
336	412	Exceeds Target
100%	100%	On Target This goal is complete and does not continue.
100%	100%	On Target This goal is complete and does not continue.
5	11	Exceeds Target This goal continues in FY 2000 in a revised form.

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Manage Land Resources</b>	
<p>Improve environmental and related resources by identifying and prioritizing 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 of significant impairment.</p>	<p><b>Inventory land resource risks.</b> By the end of FY 1999, each area office with land management responsibilities will develop an inventory of those land areas that have resources at risk. <b>Indicator</b> - the number of inventories completed out of the total number of area offices with land management responsibilities.</p>
<p>By 2002, implement the new real property inventory system to complete, update, and validate records of all real property under Reclamation's jurisdiction.</p>	<p><b>Real property system.</b> By the end of FY 1999, implement a new real property system. <b>Indicator</b> - percent of real property system completed.</p>
<b>Mission Goal: Make Watershed-based Decisions</b>	
<p>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.</p>	<p><b>Colorado River multi-species plan.</b> Complete all activities scheduled for FY 1999, including development of a long-term plan and implementation of interim conservation measures for Lower Colorado River Multi-Species Conservation Program. <b>Indicator</b> - cooperative interim conservation measures implemented, scheduled program analysis accomplished, and conservation alternatives identified.</p>
<p>Continue activities that achieve no net loss of wetlands and support joint ventures and other programs that benefit wetlands.</p>	<p><b>Wetlands.</b> 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. <b>Indicator</b> - the acres wetlands restored, created, or enhanced minus the number acres wetlands destroyed, lost, or degraded.</p>



Performance Target	Performance Results	Comments
100%	95%	<p>Behind Target</p> <p>Reclamation was behind target because the RMP and inventory of the Casitas Dam Facility open space near Fresno, California was initiated, but not completed by the end of FY 1999 due to insufficient funds. It is scheduled for completion in the 2nd quarter of FY 2000. This goal continues in FY 2000 in a revised form.</p>
100%	90%	<p>Behind Target</p> <p>Reclamation is behind schedule because the IRM staff requested that no new systems go on line until after January 2000, to avoid any Y2K issues. Reclamation expects to transfer its data to the new system in the second quarter of FY 2000. The goal is replaced by another real property goal.</p>
100%	90%	<p>Behind Target</p> <p>Reclamation is currently meeting with stakeholders on alternative approaches to conserve or enhance habitat for endangered species. The next step to complete the goal is for the MSCP to develop detailed information on the NEPA alternatives proposed and to obtain agreement by the appropriate parties. Goal outcome is difficult to measure and does not continue in FY 2000.</p>
0	0	<p>Meets Target</p> <p>Reclamation not only met the target of no net loss, we created over 22,000 net acres of wetlands.</p>

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Manage Finances</b>	
Reduce and contain management, administrative, and overhead costs, and further develop and articulate quantitative cost efficiency goals.	<p><b>Working capital fund.</b> By the end of FY 1999, the 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.</p> <p><b>Indicator</b> - percent completion of analysis and process for reviews.</p>
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.	<p><b>Rule for revenues.</b> By the end of FY 1999, publish a final rule for revenue management in the Federal Register in order to clarify the disposition of incidental revenues.</p> <p><b>Indicator</b> - percent completion of a rule for revenue management.</p>
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.	<p><b>Title transfer of projects.</b> 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.</p> <p><b>Indicator</b> - the number of projects or parts of projects for which title transfer analysis and negotiations are completed. The goal includes transfers during FY 97-98.</p>
	<p><b>Transfer operations and maintenance.</b> By the end of FY 1999, Reclamation will complete transfer of responsibility for project O&amp;M activities and associated responsibility to willing non-federal entities including funding of all O&amp;M activities.</p> <p><b>Indicator</b> - the number of completed construction projects where O&amp;M has been transferred. The goal includes transfers during FY 97-98.</p>
<b>Mission Goal: Improve Customer Service</b>	
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.	<p><b>Customer service benchmarking.</b> By the end of FY 1999, based on adopted Reclamation-wide customer service principles, establish a baseline for cyclical benchmarking, and identify changes, which increase customer satisfaction.</p> <p><b>Indicator</b> - percent completion of baseline results and report.</p>

Performance Target	Performance Results	Comments
100%	100%	On Target The goal is complete and does not continue in FY 2000.
100%	100%	On Target The goal is complete and does not continue in FY 2000.
1	3	Exceeds Target Reclamation has completed analysis and negotiations to come to agreement on the process for title transfer for the following facilities: Canadian River Project, Texas; San Diego Aqueduct, California; and Clear Creek Unit (Central Valley Project), California. The goal continues in FY 2000 in a revised form.
1	7	Exceeds Target More transfers are occurring than anticipated. To streamline goals, this goal does not continue in FY 2000.
100%	85%	Behind Target Reclamation believes the completion of a customer service survey, establishment of a customer satisfaction baseline and identification of benchmarking partners represents an 85% accomplishment level of the performance target. To complete the goal, Reclamation will conduct research, identify business processes to improve customer service, document recommendations for cyclical Benchmarking, and complete benchmark process studies.

## *FY 1999 At-a-Glance Performance Report (continued)*

Long-Term Goal	Annual Goal/ Performance Indicator
<b>Mission Goal: Maintain Diverse, Skilled Workforce Excellence</b>	
<p>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.</p>	<p><b>Workforce representation.</b> In FY 1999, Reclamation will show improvement in representativeness of its workforce in the six most under-represented occupations compared with the diversity for these occupations in national civilian workforce. <b>Indicator</b> - percentage improvement in the six most under-represented occupations.</p>
<p>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.</p>	<p><b>Violence/drug training.</b> By the end of FY 1999, 75% of managers and supervisors receive approximately eight hours of formal training on workplace violence and four hours of training on drug free workplace program. <b>Indicator</b> - the number managers and supervisors completing workplace violence and illegal substance training / total the number managers and supervisors</p>
<p>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.</p>	<p><b>Diversity training.</b> By the end of FY 1999, 25% of managers and supervisors will complete diversity training. <b>Indicator</b> - the number of managers and supervisors completing diversity training / total the number of managers and supervisors.</p>

Performance Target	Performance Results	Comments
10%	8%	<p>Behind Target</p> <p>The goal only measures improvement in six occupational categories. By the end of FY 1999, diversity hires in all occupations slightly exceeded 10%. An 8% improvement was achieved in the six most under-represented categories, which is 2% behind the FY 1999 performance target. Reclamation didn't meet the goal for these occupations because, as with many other agencies, it is having trouble attracting computer specialists in the GS 334 series.</p>
75%	57%	<p>Behind Target</p> <p>Reclamation is slightly behind target because this goal requires managers and supervisors to take training in both the prevention of workplace violence and drug free workplace and it was difficult to match some schedules with the availability of courses.</p>
25%	85%	<p>Exceeds Target</p> <p>Some regions made the training a priority for 100% of managers and supervisors.</p> <p>Significant progress occurred so the goal not measured in FY 2000.</p>



# Appendix II

## *Annual Performance Goals At-a-Glance*

We submitted our FY 2000 Annual Performance Plan to Congress in February of 1999. Consistent with GPRA, agencies have the opportunity to adjust performance goals and targets based on the FY 2000 budget appropriations, Congressional action, and additional data gained since the time the Annual Performance Plan was submitted. Using the lessons learned during the FY 1999 reporting process and given new guidance to simplify and improve goals and indicators, we have deleted and revised some of our FY 2000 goals. Most changes are editorial. The goals with more substantive changes are described below. Also, we have re-organized our Mission Goals so they align with the budget structure and the 2000-2005 Strategic Plan.

The At-A-Glance table contains our final FY 2000 goals and performance targets and serves as the Reclamation FY 2000 Annual Performance Plan.

### **SUMMARY OF CHANGES BETWEEN THE FY 2000 PRESIDENT'S BUDGET AND FINAL ANNUAL PERFORMANCE GOALS**

#### **Recreational compliance review (Goal 02.07.13.a-d.00)**

Revised. Our offices found it difficult to measure and implement the FY 1999 goal which called for accessibility, health, and safety reviews and improvements because it was difficult to "count" accomplishment with only one performance indicator. The goal has been modified to conduct recreational compliance reviews including reviews of applicable local health and safety standards and compliance with concessionaire, lease, and other agreements. The goal has also been modified to align with internal performance goals and schedules for the accessibility program. Finally, because improvements must be budgeted for years in advance, the goal calls for action plan development in FY 2000, which will be used to develop funding requests for future retrofits and improvements.

#### **Museum property**

Deleted. This is a Department-wide goal and is reported in the Department's Annual Performance Plan. Reclamation's museum property goal was repetitive.

#### **Power facility availability rate**

Deleted. Comments were received during FY 1999 that this goal did not accurately measure the intended outcome to have a fully functioning facility when needed. The goal measured facility availability whether or not water was available to produce power or power was needed. The goal to maintain a low forced outage rate replaces this and is a better measure of facility reliability.

#### **Test governors and voltage regulators**

Deleted. This goal was deleted because it measured a specific, but non-strategic activity.

#### **Safety of dams modification (Goal 05.12.23.a.00)**

Added. This is a new goal and has been developed to capture accomplishments in Safety of Dams modifications.

#### **Title transfer (Goal 06.13.25.a-c.00)**

Revised. The Title Transfer goal has been expanded to include the number of transferred titles, as well as the FY 1999 indicator to develop transfer agreements with interested local partners, and an indicator to measure process agreements, which are required before a title can be transferred.

#### **Customer service benchmarking (Goal 06.14.26.00.a)**

Revised. The FY 2000 goal has been revised from initiate benchmarking to complete a benchmarking study report and initiate up to five process improvements for business practices.

## *Summary Table — Comparison Between FY 2000 Goals in President's Budget and Final Revised Goals*

Please note: The mission goal structure submitted in the President's budget has been reorganized to coincide with the budget structure. To compare the draft and revised FY 2000 goals in the table, all goals are listed under the revised mission goal structure. A new goal numbering system has been instituted in FY 2000 to correspond with the reorganization of the Strategic Plan.

<b>Mission Goal</b>	<b>Long-Term Goal</b>
<b>Manage, Develop, and Protect Water and Related Resources</b>	Manage water resources by operating Reclamation facilities to deliver or release the amount of water contracted for, subject to natural water supply, and other physical and legal constraints.
	Provide timely responses to drought events at the local, state, tribal, and regional levels; and provide technical assistance to reduce impacts from future drought events.
<b>Increase Water Availability</b>	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 solutions can assist in meeting growing demands among rural, tribal, urban, and environmental uses as well as help to sustain deliveries to existing users.



Annual Goal	Performance Indicator	FY 2000 Performance Target
<p><b>Deliver Water - Goal 01.01.01.a.00</b>            In FY 2000, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than 27 million acre feet.</p>	<p>Actual acre feet of water delivered under all contracts.</p>	<p>27 million</p>
<p><b>Drought Assistance - Goal 01.01.02.a.00.</b>            Small clarifying change - In FY 2000, provide written responses to requests for assistance during droughts within 20 working days of receipt of requests within Reclamation, or requests for drought contingency planning within 30 working days of receipt of requests within Reclamation, 90% of the time.</p>	<p>Percent of assistance requests received for which the appropriate responses are made within the prescribed time frame / total number of assistance requests received.</p>	<p>90%</p>
<p><b>Water for ESA - Goal 01.02.03.a.00</b>            In FY 2000, Reclamation will provide water to address Endangered Species Act concerns, enhance instream flows for the benefit of riparian species and habitats, and to realize other project benefits.</p>	<p>Amount of water in acre-feet provided by Reclamation for Endangered Species Act concerns and other project benefits requiring streamflow enhancement.</p>	<p>1,756,600</p>
<p><b>Water Reuse/Recycling Projects - Goal 01.02.04.a.00</b>            In FY 2000, Reclamation will facilitate the development of new water supplies by entering into cooperative agreement(s) with local, non-federal partners to initiate construction of at least three water recycling project(s) authorized by the Reclamation Wastewater and Groundwater Study and Facilities Act of 1992, as Amended (P.L. 102-575).</p>	<p>Number of cooperative agreements executed</p>	<p>6</p>

*Summary Table — Comparison Between FY 2000 Goals in President's Budget and Final Revised Goals (continued)*

Mission Goal	Long-Term Goal
Increase Water Availability	By 2002, increase water availability through encouraging water conservation by reviewing 100 percent of water conservation plans developed by Reclamation water users; by ensuring implementation of all those required by law or contract; by using incentive-based strategies; and, by encouraging implementation of all plans not required under law or contract.
Complete Projects Under Construction	Complete ongoing construction projects to realize project benefits and expedite recovery of the federal capital investment from beneficiaries.
Fulfill Obligations to Indian Tribes	Increase the opportunities for tribes to benefit from the Reclamation program.
	Implement Reclamation Indian trust asset policy and procedures to ensure that Reclamation activities do not adversely impact Indian trust assets.
Maintain & Protect Water Quality	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.
	Reclamation will improve water quality related to project operations to enable states, tribes, local entities, and water users to implement voluntary measures to achieve their water quality objectives.

Annual Goal	Performance Indicator	FY 2000 Performance Target
<p><b>Assist in Water Conservation - Goal 01.02.05.a.00</b>            In FY 2000, promote the efficient use of water supplies associated with federal water projects by assisting up to 256 districts, through the Water Conservation Field Services Program and other regional or area office programs.</p>	Number of districts receiving Reclamation assistance to promote efficient use of water supplies.	256
<p><b>Water Conservation Plans - Goal 01.02.06.a.00</b>            In FY 2000, Reclamation will review and comment on 100 percent of all water conservation plans received by August 31.</p>	Number of plans reviewed / Number of plans submitted by water districts.	100%
<p><b>Complete Construction Projects - Goal - 01.03.07.a.00</b>            By the end of FY 2000, initiate project benefits and recovery of federal capital investments by substantially completing 10* water supply and energy projects under construction in FY 1997 and implementing repayment contracts and providing benefits.            *No new projects in FY2000</p>	Number of water supply and energy projects completed	10
<p><b>Assist tribes - Goal 01.04.08.a.00</b>            In FY 2000, increase the number of tribes receiving Reclamation technical assistance by 11 from FY 1999 levels.</p>	Increase in number of tribes receiving Reclamation technical assistance.	11
<p><b>Indian Trust Assets - Goal 01.04.09.a.00</b>            In FY 2000, ensure that Reclamation considers potential impacts on Indian Trust Assets (ITAs) in 100 percent of new Reclamation actions through affirmative measures codified in Reclamation's trust procedures.</p>	Number of National Environmental Policy Act (NEPA) compliance actions addressing ITA impacts / total number of NEPA compliance actions.	100%
<p><b>Remove Colorado River Salt - Goal 01.05.10.a.00</b>            In FY 2000, improve Colorado River water quality by removing at least 25,000 new tons of salt at a cost not greater than \$50 per ton.</p>	Number of new tons of salt removed at not greater than \$50 per ton.	25,000
<p><b>Improve Water Quality - Goal 01.05.11.a.00</b>            In FY 2000, implement 7 actions to improve the water quality of Reclamation's reservoirs or stream reaches identified as a Reclamation priority.</p>	Number of actions to improve water quality.	7

*Summary Table — Comparison Between FY 2000 Goals in President’s Budget and Final Revised Goals (continued)*

Mission Goal	Long-Term Goal
<p><b>Transfer Research and Technology</b></p>	<p>Develop new information and technologies that respond to and anticipate mission-related needs and provide for innovative management, development, restoration, and protection of water related resources.</p>
<p><b>Enhance Recreational Opportunities Through State &amp; Local Partnerships</b></p>	<p>Improve recreational opportunities through state, tribal, and local partnerships and meet public health, safety, and accessibility standards by utilizing policies, directives, standards, and guidance on recreation and concessions management. By 2002, rehabilitate 50 percent of facilities directly managed by Reclamation, and identified as most critical.</p>
<p><b>Manage Land Resources</b></p>	<p>Improve environmental and related resources by identifying and prioritizing 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 of significant impairment.</p>
<p><b>Make Watershed-based Decisions</b></p>	<p>Reclamation’s water management operations, policies, and programs will support local, regional, and collaborative watershed-based approaches to protect or enhance fish, wildlife, and related resources.</p>

Annual Goal	Performance Indicator	FY 2000 Performance Target
<p><b>Research Projects - Goal - 01.06.12.a.00</b>            In FY 2000, develop, test, demonstrate, and document the results of 76 research projects on water resources, environmental resources, facilities, and infrastructure through Reclamation-wide partnerships and with other federal and non-federal entities.</p>	Number of results published.	76
<p><b>Recreational Compliance Review - Goal 02.07.13.a-d.00</b>            Increase recreational opportunities and improve recreation sites by completing 40% of the accessibility reviews and 15% of the recreation compliance reviews at Reclamation and non-federal facilities by the end of FY 2000. Following reviews, create accessibility action plans for 15% of the facilities and recreation action plans for 15% of the facilities with deficiencies. Schedule facility retrofits for FY 2001 to address deficiencies.</p>	Reclamation and Non-Federal Partner Managed Recreation Areas: Percent facilities with accessibility reviews  Percent of facilities with Recreation Compliance Reviews  Percent of facilities with Accessibility Action Plans  Percent of facilities with Recreation Action Plans of the facilities reviewed.	40%  15%  15%  15%
<p><b>Resource Management Plans - Goal 02.08.14.a.00</b>            In FY 2000, initiate the development of 11 and revise 9 Resource Management Plans to address identified problems.</p>	Number of RMPs initiated.  Number of RMPs updated.	11  9
<p><b>Increase Stock of Fish - Goal 03.09.15.a.00</b>            By the end of FY 2000, Reclamation will, in partnership with others, grow and release a cumulative total of 28,500 endangered razorback suckers into Lake Mohave, to increase fish stock and reduce potential threats of extinction.</p>	Number of endangered razorback suckers released into Lake Mohave.	28,500
<p><b>Wetlands - Goal 03.09.16.a.00</b>            In FY 2000, continue measures contributing to no net loss of wetlands through support of North American Waterfowl Management Plan joint ventures and other local and ecosystem-based programs that benefit wetlands.</p>	Acres of wetlands restored or created minus acres of wetlands impacted. Note: Acres restored or created should offset acres impacted by Reclamation projects.	1,547

*Summary Table — Comparison Between FY 2000 Goals in President’s Budget and Final Revised Goals (continued)*

Mission Goal	Long-Term Goal
Operate Facilities	Manage facilities to prevent or minimize flood damage in cooperation with other federal, state, tribal, and local agencies, taking into consideration water user contracts, protection and/or enhancement of the environment, tribal trust and treaty responsibilities, and other public purposes.
	Generate power to meet Reclamation’s contractual commitments 100 percent of the time.
	Maintain hydropower generation costs at a level comparable to the most efficient and lowest cost sector of hydropower industry.
Facility Maintenance & Rehabilitation	Maintain or rehabilitate Reclamation-managed water storage systems and water delivery systems to levels that will sustain their reliability to serve project purposes.
	By 2002, maintain the industry average of three percent (3%) or lower forced outage rate for Reclamation’s hydropower generating units as an interim standard.
Reduce Risk to Public Safety	Identify dam safety issues and define the associated risk environments in order to determine if Reclamation dams are creating unreasonable risk to public safety, property, the environment, or cultural resources. Where justifiable, take risk management actions to reduce the risks posed to the public by Reclamation dams in order to maintain public trust while continuing to provide project benefits.

Annual Goal	Performance Indicator	FY 2000 Performance Target
<p><b>Prevent floods - Goal 04.10.17.a.00</b> In FY 2000, manage Reclamation facilities to continue to prevent or minimize flood damage.</p>	<p>Total value (in dollars)* of the flood damages avoided during the year, as reported by the Corps of Engineers, from the operation of all Reclamation projects. * Dollar prevented cannot be estimated</p>	0
<p><b>Provide Power - Goal 04.10.18.a.00</b> Generate power to meet Reclamation's contractual commitments 100 percent of the time.</p>	<p>Number of megawatt hours / number megawatt hours contracted for</p>	100%
<p><b>Cost of Power - Goal 04.10.19.a.00</b> In FY 2000, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.</p>	<p>Power production costs (\$) / Net generation in megawatt capacity.</p>	\$6,300
<p><b>Analysis of O&amp;M - Goal 05.11.20.a.00</b> In FY 2000, 5 of the 16 area offices with operation and maintenance (O&amp;M) responsibility will complete formal analyses of O&amp;M practices for 1 Reclamation-operated water storage and water delivery system to identify economically justifiable measures which will reduce system breakdowns.</p>	<p>Number of analyses completed</p>	5
<p><b>Forced Outage - Goal 05.11.21.a.00</b> In FY 2000, 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.</p>	<p>Percentage of time out of service due to forced outage out of the number of hours of potential operation.</p>	3% or lower
<p><b>Dam Safety/Facility Reviews - Goal 03.09.10.00</b> In FY 2000, complete 108 Comprehensive and Periodic Facility Reviews.</p>	<p>Number of completed Comprehensive and Periodic Facility Reviews in FY 2000.</p>	108

*Summary Table — Comparison Between FY 2000 Goals in President's Budget and Final Revised Goals (continued)*

Mission Goal	Long-Term Goal
<p><b>Reduce Risk to Public Safety</b></p>	<p>Identify dam safety issues and define the associated risk environments in order to determine if Reclamation dams are creating unreasonable risk to public safety, property, the environment, or cultural resources. Where justifiable, take risk management actions to reduce the risks posed to the public by Reclamation dams in order to maintain public trust while continuing to provide project benefits.</p>
	<p>By the end of 2002, all Reclamation approved and accepted recommended improvements in the Reclamation security assessment reports will be completed.</p>
<p><b>Manage Finances</b></p>	<p>Reduce involvement of the federal government, along with associated expenditures and liability, by completing negotiations with any district interested in transfer of uncomplicated projects or parts of projects and continue efforts to transfer operation and maintenance (O&amp;M) responsibilities, where appropriate.</p>
<p><b>Improve Customer Service</b></p>	<p>Improve service to Reclamation customers to a standard of quality service provided to the public that will equal the best in business. By the end of FY 2000, selected Reclamation business practices shall be benchmarked against the best in business and recommendations will be issued for further improvement of service delivery systems.</p>
<p><b>Maintain Diverse, Skilled Workforce Excellence</b></p>	<p>Provide a working environment that is supportive, innovative, and productive and that is safe, accessible, healthy, and drug free; where people and their work are treated with respect; and where discrimination and sexual harassment will not be tolerated. Managers and supervisors will 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.</p>



Annual Goal	Performance Indicator	FY 2000 Performance Target
<p><b>Safety of Dams Modification - Goal 05.12.23.a.00</b></p> <p>In FY 2000, reduce risks to the downstream public and resources by completing Safety of Dams modifications at three dams or obtaining a decision not to complete an identified modification based on further analysis of risk.</p>	<p>Number of completed Safety of Dams modifications and/or decisions not to complete</p>	<p>3</p>
<p><b>Site Security - Goal 05.12.24.a.00</b></p> <p>In FY 2000, complete 100 percent of the initial Site Security improvements recommended in the FY 1999 Site Security assessment reports that have been approved, accepted, and scheduled for completion in FY 2000.</p>	<p>Number of completed improvements / total number of improvement that were approved, accepted, and scheduled for FY 2000.</p>	<p>100%</p>
<p><b>Title Transfer - Goal 06.13.25.a-c.00</b></p> <p>In FY 2000, Reclamation will facilitate the title transfer of projects or parts of projects to local non-federal entities by completing eight title transfer process agreements and four terms and conditions agreements with districts interested in owning and managing projects, and will transfer one title authorized by Congress.</p>	<p>Number of projects or parts of projects for which an agreement on goals and process has been completed.</p> <p>Number of projects or parts of projects for which title transfer agreements have been completed.</p> <p>Number of titles transferred</p>	<p>8</p> <p>4</p> <p>1</p>
<p><b>Customer Service - Goal 06.14.26.a.00</b></p> <p>In FY00, complete a report of recommended business practices for customer service benchmarking and initiate up to 5 process improvements efforts for the approved business practices.</p>	<p>Number of customer improvements implemented.</p>	<p>5</p>
<p><b>Diversity - Goal 06.15.27.a.00</b></p> <p>By the end of FY 2000, Reclamation will show improvement in the representativeness of its workforce, compared with the workforce diversity in the national civilian workforce.</p>	<p>Percentage improvement of the overall representativeness of Reclamation's workforce.</p>	<p>20%</p>

*Summary Table — Comparison Between FY 2000 Goals in President’s Budget and Final Revised Goals (continued)*

Mission Goal	Long-Term Goal
Maintain Diverse, Skilled Workforce Excellence	<p>Provide a working environment that is supportive, innovative, and productive and that is safe, accessible, healthy, and drug free; where people and their work are treated with respect; and where discrimination and sexual harassment will not be tolerated. Managers and supervisors will 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.</p>
	<p>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. Ensure 100 percent of Reclamation administrative offices and places of employment are fully accessible.</p>

Annual Goal	Performance Indicator	FY 2000 Performance Target
<p><b>Accessibility - Goal 06.15.28.a.00</b>            By the end of FY 2000, Reclamation will identify and evaluate accessibility barriers at 40% percent of its administrative offices and places of employment and complete actions plans for 15% of the facilities with deficiencies.</p>	<p>Percent of administrative offices and places of employment with accessibility barriers identified and evaluated based on the total number of administrative offices and places of employment.</p> <p>Percent of action plans completed for facilities with identified deficiencies.</p>	<p>40%</p> <p>15%</p>
<p><b>Workforce Training - Goal 06.15.29.a-b.00</b>            By the end of FY 2000, ensure that 100 percent of Reclamation's managers and supervisors receive formal training on prevention of workplace violence and drug-free workplace program; ensure that 85 percent of supervisors receive training on prevention of sexual harassment.</p>	<p>Percent of managers and supervisors completing prevention of workplace violence and drug-free workplace program training.</p> <p>Percent of supervisors trained in the prevention of sexual harassment based on the total number of supervisors.</p>	<p>100%</p> <p>85%</p>



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