

# FY 2003 Annual Performance Plan

## FY 2001 Annual Performance Report

**Bureau of Reclamation**



**DEPARTMENT OF THE INTERIOR**





Bureau of Reclamation  
FY 2003 Annual Performance Plan  
FY 2001 Annual Performance Report

## **ABOUT OUR PERFORMANCE GOALS, MEASURES, AND TARGETS**

The performance goals, measures and FY 2003 targets presented in this combined FY 2003 Annual Performance Plan (APP) and FY 2001 Annual Performance Report (APR) are based on the Bureau of Reclamation Strategic Plan for FY 2000-FY 2005. At the time this APP/APR was published (February 2002), the Department of the Interior (DOI) was in the process of revising its strategic plan. The primary impact of the revised strategic plan will be on APP's developed for FY 2004 and beyond. However, we will review the performance goals, measures and targets presented in this APP/APR and last year's APP/APR for consistency with the revised DOI Strategic Plan. As a result of that review, we may find it either necessary or appropriate to modify portions of our FY 2002 or FY 2003 performance plans. Any APP changes will be documented according to the provisions of the Office of Management and Budget Circular A-11.



DEPARTMENT OF INTERIOR  
BUREAU OF RECLAMATION

Dear Reader,

I am pleased to share with you the Bureau of Reclamation's Combined FY 2003 Annual Performance Plan and FY 2001 Annual Performance Report. This combined report has been prepared in compliance with the Government Performance and Results Act (GPRA) of 1993. This plan outlines the accomplishments of FY 2001 and our FY 2003 performance goals. It will provide our stakeholders with a picture of where we have been and what we plan to achieve in the future.

Reclamation's mission, long-term, and annual goals reflect what I believe to be the top three priorities for the organization:

1. To work in partnership with others to find creative solutions to a limited water supply problem, including focusing on drought prevention and mitigation, while meeting current contracts with water and power customers;
2. To operate and maintain facilities in a safe and reliable manner to ensure the safety of Reclamation employees and the public; and
3. To increase Reclamation's effectiveness in managing complex water resource issues by ensuring that we have adequate in-house technical expertise, that our employees are trained and motivated, and that we recruit quality and diverse employees.

The goals within the FY 2003 Annual Performance Plan measure key efforts toward achieving our priority outcomes to provide power and deliver water to meet agricultural, municipal, industrial, tribal, and recreational needs in a sound and cost-effective manner. Sound management of a limited water supply requires that we engage in activities that will meet environmental laws and regulations, promote conservation, and create ways for facilitating multiple uses that are reflected in our goals.

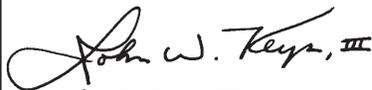
In order to ensure facility reliability and safety, additional focus is being placed in the FY 2003 Plan on assessing and improving the condition of dam, power and recreation facilities. This includes ensuring that our administrative and public use sites are safe and in compliance with accessibility standards. Reclamation also has established goals to improve customer service, workforce capability, business practices and diversity to measure activities that facilitate organizational effectiveness.

Reclamation continues to make progress in achieving its mission and long-term goals. In FY 2001, Reclamation met or exceeded 32 of 45 performance indicators and achieved significant program accomplishments. For example, through efficiency improvements, Reclamation's facilities produced power at a cost less than 75 percent of all other comparable hydroelectric facilities and achieved a 1.59 percent forced outage rate, far better than the industry's 3 percent average.

Reclamation also delivered 29.1 million acre-feet of water and delivered power to meet 100 percent of its contracts, subject to water availability. Through the Water Conservation Field Services Program, Reclamation assisted 356 districts and other entities in water conservation planning and other activities. Reclamation transferred title of 5 facilities, both providing economic benefits for partners and facilitating local management of these water facilities.

Implementation of the Results Act has helped Reclamation focus on its role in addressing contemporary Western water needs and to chart the Bureau's course for the future. Reclamation has and will continue to meet its water and power contracts while balancing a range of competing water demands. This will be accomplished through cooperation with contractors, States, Tribes, local entities and other customers in setting priorities and working together. Reclamation's performance goals and targets will be used to communicate priorities to internal and external stakeholders, focus our work to accomplish top priorities, and provide accountability both to Congress and the public for accomplishing our goals.

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

A handwritten signature in black ink that reads "John W. Keys, III". The signature is written in a cursive style with a large, looping initial "J".

John W. Keys, III  
Commissioner

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# Executive Summary

## THE FY 2003 ANNUAL PERFORMANCE PLAN PRESENTS THE BUREAU OF RECLAMATION'S (RECLAMATION) GOALS AND MEASURES AND IDENTIFIES STRATEGIES AND RESOURCES NEEDED TO ACHIEVE THEM.

This document meets the requirements of the Government Performance and Results Act of 1993 (GPRA) and enhances managerial accountability by linking annual goals and resources to achievement of long-term goals and outcomes in the 2000-2005 Strategic Plan. The FY 2003 Annual Performance Plan quantifies the levels of performance for the long-term goals in the Strategic Plan and the annual goals for FY 2003. The Annual Performance Plan will serve as a companion document to the Budget Justification. The document is divided into three sections:

**Section I** - The introduction states the mission, provides a context for the document, describes the link to the budget, and shows all of the FY 2003 annual goals and indicators.

**Section II** - GPRA Mission and Long-term Goals, shows the resources that will be used to accomplish the mission goals and describes long-term and annual goals. Each measure contains a table on data verification and validation.

**Section III** - Additional GPRA information addresses customer service, crosscutting issues, management issues, including Office of Inspector General (OIG) and General Accounting Office (GAO)-identified concerns, internal evaluations, and other topics that are addressed in GPRA requirements.

### FY 2003 ANNUAL PERFORMANCE PLAN IN BRIEF

The FY 2003 Annual Performance Plan follows the strategic framework outlined in the revised FY 2000-

2005 Strategic Plan with some changes including renumbering, rewritten goals, and deletion of goals. Reclamation's goals focus on achieving key mission-related outcomes such as effective management of water and related resources and safe and efficient operation and maintenance of its facilities. Reclamation also includes operational effectiveness goals that address the Administration's management priorities to improve customer service, business practices, workforce capability, and workforce diversity. Examples of some key FY 2003 goals include:

#### FY 2003 Key Goals

- Increase water availability by completing water supply, energy supply, recycling and reuse, and other projects that enhance water availability.
- Deliver power at a cost that is as low as, or lower than the cost of the 75th percentile for comparable lowest cost hydropower facilities.
- Establish baseline data on facility condition in order to measure the reliability of our facilities.
- Improve water quality in the Colorado River Basin States by adding new projects to control an additional 25,000 tons per year of salt at a cost not to exceed \$50 per ton.
- Implement an information technology (IT) security program.
- Ensure that at least 27% percent of Reclamation's recreation areas and places of employment meet accessibility standards.

A description of each FY 2003 goal is found within this document. Although much progress has been made, Reclamation recognizes the need to continue to streamline the number of performance measures, produce valid goals that measure the desired outcome, and measure results instead of processes in future annual performance plans.

### FY 2001 PERFORMANCE RESULTS IN BRIEF

FY 2001 marks the third year that the Bureau of Reclamation has reported performance results under GPRA. This document presents the FY 2001 performance results with the related FY 2003 performance goal to show past accomplishments and anticipated future performance.

There are a total of 45 different performance measures in our FY 2001 Annual Performance Report. Performance results show that Reclamation met or exceeded 32 out of 45 goals. Most of the goals that fell below target were delayed due to scheduling conflicts

or resource issues, but will be met in FY 2002. The following tables highlight accomplishments as well as goals that were below target. More detailed descriptions of the FY 2001 goal accomplishments are presented with the related FY 2003 goal. Appendix 1 provides a table summarizing the performance results "at-a-glance".

Of the below target goals, 4 were within 90 percent of the original target (recreation reviews, accessibility reviews at administrative sites, accessibility action plans, and site security improvements). The regions expect to be on target for these goals by the end of the first quarter of FY 2002.

In other circumstances such as the goals to complete studies and agreement for recycling/reuse projects, to increase water availability through completion construction of recycling, and to complete title transfer agreements, performance is dependent upon efforts by local partners and the delays were out of our control. In two

### HIGHLIGHTS OF GOALS EXCEEDING TARGET

Reclamation exceeded target for a number of its FY 2001 goals. We have highlighted a few of the accomplishments below

Goal Title	Target	Result
Attain power production costs that rank within the 75th percentile for comparable hydropower facilities	\$7,000 per megawatt	\$6,120 per megawatt
Attain a 3% or lower forced outage rate for Reclamation's hydropower generating units where cost/benefit analysis justifies expenditures	3%	1.59%
Transfer title of 4 facilities authorized by Congress to willing districts	4	5
Promote the efficient use of water supplies by assisting entities in water conservation planning and management	200	356
Improve water quality in the Colorado River Basin States by adding new projects to control an additional 25,000 new tons of salt at a cost not to exceed \$50/ton	25,000	36,437

## BELOW TARGET GOALS

Reclamation fell below target for 13 goals. The goals for which Reclamation did not meet the target are as follows:

Goal Title	Target	Result
Complete feasibility studies and/or agreements for water recycling/reuse projects	5	4
Increase acre-feet of water availability through completion of recycling/reuse projects	130,000	117,559
Implement operational changes to improve water quality	8	6
Complete area office issue management plans	6	4
Complete recreation reviews	97	93
Complete Resource Management Plans	15	6
Increase the acres covered under completed Resource Management Plans	300,000	77,380
Complete Dam Safety Modifications	6	4
Complete scheduled site security improvements	100%	93%
Complete title transfer process agreements	4	3
Review administrative offices for accessibility	52%	50%
Complete accessibility action plans	22%	21%

cases, Reclamation's partners determined not to pursue completion of the activity as planned.

Reclamation is behind target in completing water quality operational changes, RMPs and Dam Safety Modifications due to unexpected delays. For example, the RMP public comment process resulted in more public comments and resources to address the comments than anticipated. Testing and further analysis resulted in delays in completing water quality activities and dam safety work.

Finally, Reclamation has continued to struggle with meeting the goal to achieve a 10 percent increase in workforce representation over 1999 levels. Although progress has been made, competition with the private sector for qualified diverse employees remains a challenge. Reclamation's Diversity Program has reduced this goal from a previous target of 20 percent in order to have a more realistic goal. Program staff believes that although the 10 percent target has not yet been achieved, it is the appropriate target for which to strive.

# Section I

## *Introduction and Overview*

### 1.1 INTRODUCTION

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

- Generate more than 40 billion kilowatt hours of energy each year, making Reclamation the Nation's second largest producer of hydroelectric power.
- Deliver water to 1 of every 5 western farmers for irrigating 10 million acres of land that produce 60 percent of the Nation's vegetables and 25 percent of its fruits and nuts.
- Deliver 10 trillion gallons for irrigation, municipal, rural, and industrial water to over 31 million people in the West.
- Deliver water to Native Americans by implementing irrigation projects and providing potable water supplies to residents on reservations.
- Provide water-based recreation activities for about 90 million visitor days a year.
- Provide flood control benefits.
- Assist western states (including Hawaii) and tribes in drought contingency and water conservation planning.

Today's challenge is to provide a reliable source of water and power to Reclamation's contractors while meeting other statutory requirements and increasing demands for water resources in the West with limited water resources. When our bureau was established, the western United States held expansive tracts 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. Western population has grown from 11 million people in 1902 to 88 million in 1999, according to 1999 census projections. Additionally, priorities and issues have changed. In the last few decades, protecting the environment and providing recreational opportunities have become important to the public. At the same time, urban development is expanding rapidly. As a result, demand for water has increased nearly 30 percent over the past few decades.

In more recent years, drought, fires, and power shortages have placed even greater pressure on the limited water supplies. With population growth in the West exceeding all other areas of the United States, these demands will continue to increase. Balancing needs for water in the West requires that Reclamation manage existing water efficiently and effectively and help resolve competing needs through cooperation with multiple water users and stakeholders.

### 1.2 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.**

### 1.3 LINKAGE TO RECLAMATION'S STRATEGIC PLAN AND DEPARTMENTAL GOALS

The Department of the Interior has five broad goals that provide a framework for the goals of its eight bureaus, all of which have diverse missions and programs. The following table outlines the relationship between the Department and Reclamation's goals.

### 1.4 LINKAGE TO BUDGET

As required by the Office of Management and Budget (OMB) in Circular A-11, the FY 2003 Annual Performance Plan describes accomplishments based on the FY 2003 President's Budget. Reclamation links budget resources to its mission goals. Reclamation receives the majority of its funding through the "Water and Related Resources" appropriation. This appropriation is broken down into two budget categories - Facility Operations, Maintenance and Rehabilitation; and Water and Energy Management and Development. As shown in

**RELATIONSHIP BETWEEN DOI STRATEGIC GOALS AND RECLAMATION'S GOALS**

Departmental Strategic Goals	Reclamation's Related Mission Goals and GPRA Program Activities	Long-term Goal Outcomes:
Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	Mission Goal 1: Operate, maintain, and rehabilitate facilities safely, reliably and efficiently to provide project benefits.	Reduce risk to public safety
Provide Recreation for America	Mission Goal 2: Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Protect water quality Enhance fish and wildlife habitat Protect project land resources
	Mission Goal 2: Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Provide quality recreation
Manage Natural Resources for a Healthy Environment and a Strong Economy	Mission Goal 1: Operate, maintain, and rehabilitate facilities safely, reliably and efficiently to provide project benefits.  Mission Goal 2: Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Provide effective delivery of water and power generation Meet power and water contracts Ensure effective operations of facilities Achieve cost-effective power production Increase water availability through efficiency and project completion
Provide Science for a Changing World	Identified as strategies under the mission goals and long-term goals.	
Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities.	Mission Goal 2: Manage, develop, and protect water and related resources to meet the needs of current and future generations.	Increase opportunities for tribes to develop, manage, and protect their water resources
Managing for Excellence and Accountability	Mission Goal 3: Advance Reclamation's organizational effectiveness	

We will work with the Department and other bureaus to develop common or related goals and performance indicators in future annual performance plans.

the table on the following page, these budget categories link to Mission Goal 1 and Mission Goal 2, respectively. The budget categories also contain sub-categories that define its major program segments or "GPRA Program Activities" and are used for both reporting of financial accounting information and for defining the major GPRA goal areas.

Reclamation also links other permanent and non-permanent funding sources when the funds are used to support achievement of a GPRA goal. Since a few of the funds it receives are for very specific purposes and do not link to the GPRA goals, the total dollars linked to the mission goals in table 2, will not match exactly the total budget authority in the FY 2003 budget justification.

Each year portions of its program are "underfinanced", that is, some funding is withheld because of the likelihood that some funds will not be obligated due to unforeseen circumstances such as bad weather, unavailability of materials, contractor problems or difficulty in getting necessary agreements or studies completed, or other factors. Because of the timing of the budget process, it is not known during formulation where delays in accomplishment may occur. With the no-year funding provided for this appropriation, the flexibility provided by the ability to allocate underfinancing after the fiscal year begins allows Reclamation to manage its program more efficiently and helps control carryover balances.

The amount of underfinancing included in the FY 2003 President's Budget request (i.e., \$38.1 million) reflects a reasonable estimate of the amount of "underfinancing" due to "surpluses, slippages, and unscheduled delays". This amount is shown separately in its budget documents, and results in a reduction in the total budget request.

Reclamation's "Policy and Administration" appropriation provides funds for activities that directly or indirectly support achievement of Mission Goals 1 and 2. As such, Policy and Administration funding is prorated across Mission Goals 1 and 2. Mission Goal 3 - Organizational Effectiveness - is not linked to the budget because this goal indirectly supports Mission Goals 1 and 2.

To further integrate budget and performance goal development, Reclamation's Regional/Program Offices identify projects and programs in their budgets that support or are directly measured by GPRA goals. They also determine the level of performance to be achieved for each goal based on the proposed budget for that fiscal year and knowledge of the resources needed to achieve the program's activities. Regional/Program offices then assess the impacts of budget changes on performance by identifying specific performance targets at various budget levels. In their budget proposals, Regional/Program offices also discuss potential long-term impacts of budget changes on goals and programs. The impacts to goals and performance targets are useful information in budget and program decision-making.

## 1.5 ADJUSTMENTS TO THE STRATEGIC PLAN

The annual performance goals in the FY 2003 Annual Performance Plan are derived from the mission and long-term goals within the FY 2000 - 2005 Strategic Plan. Through development of this annual performance plan, Reclamation has revised its long-term goals slightly. The long-term goal to "Provide effective delivery of water and power generation" has been eliminated as a result of comments from the Office of Management and Budget, the Department, and internal staff that the long-term goal was not stated in a measurable way and that the annual goal to complete management plans measured an activity that did not directly measure the goal. Reclamation has also revised its long-term goals

Mission Goal	FY 2003 Related Budget Accounts	FY 2003 Budget Request (000)
1. Operate and maintain facilities safely, reliably, and efficiently to provide project benefits	<b>Facility Operations, Maintenance and Rehabilitation Appropriation:</b>	
	01. Facility Operations	182,710
	02. Facility Maintenance and Rehabilitation	162,273
	Permanents: Colorado River Dam Fund (CRDF), Boulder Canyon Project	79,023
	Miscellaneous Permanents	280
	Policy and Administration Appropriation (prorated)	24,774
<b>Total Mission Goal 1</b>		<b>\$449,060</b>
2. Manage, develop and protect water and related resources to meet the needs of current and future generations	<b>Water and Energy Management and Development:</b>	
	03. Water and Energy Management & Development	\$289,507
	04. Land Management and Development	40,229
	05. Fish and Wildlife Management & Development	89,370
	Loan Program	0
	Central Valley Project Restoration Fund	48,904
	California Bay-Delta Restoration	15,000
		Policy and Administration Appropriation (prorated)
<b>Total Mission Goal 2</b>		<b>513,106</b>
Underfinancing		(37,942)
<b>Total Budget Linked to Mission Goals 1 &amp; 2</b>		<b>924,224</b>
3. Advance Reclamation's organizational effectiveness	Non-budget mission goal	00

to ensure facility reliability and reduce risk to public safety. The current strategic plan states that these outcomes will be measured through the completion of operation and maintenance reviews, dam safety modifications, and site security improvements. Instead of measuring the activities that will be completed, in FY 2003 Reclamation will begin measuring a more outcome-oriented goal of the actual condition of the facility, including maintenance and risk factors. The long-term outcomes of reliability and reduced risk will not be changed.

It should also be noted again that while this FY 2003 Annual Performance Plan was being finalized, the Department initiated an effort to revise its strategic and long-term goals. The Department's new goal framework will be reflected in Reclamation's FY 2004 Annual Performance Plan; however, FY 2003 goals may need to be reviewed and revised in light of the new goals. Revised goals will be provided in the final Annual Performance Plan and be conducted in accordance with OMB Circular A-11.

## 1.6 DATA VERIFICATION AND VALIDATION

Reporting valid, 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.

**Validation:** Reclamation has established a team of GPRA Coordinators that facilitate the development of recommended goals for senior leadership and the Commissioner's approval. The GPRA Coordinators work with program-specific teams and working groups to develop goals that best reflect program work and mission and long-term goals. Reclamation is currently revising the process by which goals are developed and approved to obtain greater senior-level involvement and accountability.

**Verification:** In Reclamation, all GPRA performance data is stored in an MS Access database managed by the GPRA Implementation Coordinators. In FY 1999, Reclamation developed an "Interpretive Guide" to facilitate good data management practices. This guide describes its 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, staffs receive training on the updated guidance, goals, and reporting procedures. The guide has also established a review and verification process by which each GPRA Coordinator and their respective management carefully review information reported for GPRA, as shown on the following page.



Reclamation is continuing to improve its 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 Accessibility Program has updated and improved the ADMS database so that information for both program and GPRA purposes can be obtained. In addition to GPRA reporting, Native American Affairs Program also tracks the types, requests, and completion of technical assistance activities to tribes, including those linked to GPRA annual performance goals. Reclamation has 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 that 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 of both the "activity" and "completion", we have defined the scope of the activity and criteria for completion in advance. However, the reporting is still subject to interpretation among many offices responsible for goal implementation, which can lead to inconsistent reporting. This may occur for goals in which Reclamation counts completion of:

- technical assistance to water districts/entities
- technical assistance to tribes
- water quality actions

- recreation reviews and action plans
- wildlife habitat created, enhanced or restored

Data from regions and area offices are reported and reviewed quarterly to ensure that Reclamation is on track and reporting consistently. The reporting process outlined above helps managers and GPRA Coordinators verify data and monitor progress and this will be used in FY 2001 and beyond. However, additional verification of data will also be undertaken. For example, in FY 2002 the regional GPRA Coordinators will be reviewing files and documents to verify the fish and wildlife habitat goal. The Accessibility Coordinators will be verifying their inventory of workplace and public sites through data entry and review and comparison of sites in the ADMS database with other documentation.

Data on water and power delivery 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 Reclamation uses estimates. For example, the estimates of the acres delivered under project completions and acres covered under completed water conservation plans are approximations. Reclamation will continue to improve data sources, measurement and reporting and address any potential discrepancies through its stringent verification process outlined above.

In FY 2001, Reclamation conducted a pilot study to assess its data verification and validation (V&V) practices using criteria developed by the Department of Interior. The pilot indicated that Reclamation has adequate V&V practices in place, but that continuous improvement needs to occur. It revealed the importance of area and regional management review and approval of quarterly and annual performance results. In some cases, it pointed out areas of weakness such as the lack of consistent data collection standards, data verification from a third party, and use of the performance results in management decision-making. As such, Reclamation will continue to assess its data V&V practices using a matrix of V&V criteria as a guide and make necessary improvements.

## FY 2003 Goals At-A-Glance

The table on the following pages summarize Reclamation's mission, long-term, and annual performance goals and indicators, and the corresponding performance target levels. Target performance levels are estimated each year, including a five-year estimate of cumulative accomplishment, where feasible.

Long-Term Goal	Annual Goal
<b>Mission Goal 1: Operate and Maintain Facilities Safely, Reliably, and Efficiently to Provide Project Benefits</b>	
<p><b>Deliver Water</b>  <b>1.1</b> We will ensure operational effectiveness to deliver or release water to achieve project benefits.</p>	<p><b>Goal 1.1.01 - Deliver Water</b>            In FY 2003, deliver or release approximately 25.6 million acre-feet of water at Reclamation owned and operated facilities, depending on precipitation and water availability.</p>
<p><b>Achieve Cost-effective Power Production</b>  <b>1.2</b> Maximize power generation and efficiency by maintaining power production costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry and forced outage below the industry average.</p>	<p><b>1.2.01- Achieve Cost -Effective power production.</b> Deliver power at a cost that is as low as, or lower than the cost of the 75th percentile for comparable lowest cost hydropower facilities.</p> <p><b>1.2.02 - Maintain a Low Forced Outage Rate.</b> Attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.</p>
<p><b>Ensure Facility Reliability</b>  <b>1.3</b> By 2005, we will maintain reliability of operations by conducting O&amp;M and facility reviews at all our water and power facilities.</p>	<p><b>1.3.01 - Establish Baseline Data on Facility Condition.</b> In order to measure the reliability of our facilities, Reclamation will establish baseline data on facility condition at ___% of power facilities, ___% of high and significant-hazard dam facilities, ___% of associated facilities, and ___% of recreation facilities.</p>

**TABLE - FY 2003 ANNUAL PERFORMANCE GOALS AND INDICATORS AT-A-GLANCE**

<b>Performance Indicators</b>	<b>FY 2002 Planned</b>	<b>FY 2003 Proposed</b>	<b>Through FY 2005</b>
a) Actual acre feet of water delivered (in million acre feet MAF)	27,000,000 (est.)	25,600,000	28,000,000
a) Power production costs (\$)/Net generation in megawatt capacity b) Percentile of lowest cost hydropower industries.	\$7,300 (w/in the 75th percentile)	\$7,300 (w/in the 75th percentile)	\$7,991 (w/in the 75th percentile)
a) Number of hours out of service due to forced outage /8,760 hours per year	<3	<3	<3
a) Percent of power facilities for which baseline data on facility condition have been established.	N/A	To be determined once baseline data are established	To be determined once baseline data are established
b) Percent of high and significant hazard dam facilities for which baseline data on facility condition have been established.	N/A	To be determined once baseline data are established	To be determined once baseline data are established
c) Percent of associated facilities for which baseline data on facility condition have been established.	N/A	To be determined once baseline data are established	To be determined once baseline data are established
d) Percent of recreation facilities for which baseline data on facility condition have been established.	N/A	To be determined once baseline data are established	To be determined once baseline data are established

**Long-Term Goal**

**Annual Goal**

**Mission Goal 2: Manage, Develop, and Protect Water and Related Resources**

**2.4 Increase Water Availability Through Efficiency and Project Completion.**

By 2005, substantially complete 20 feasibility studies and/or cooperative agreements for water recycling/reuse projects. Increase water availability by over 175,000 acre-feet of water through energy projects, water supply projects, recycling and reuse projects, and other activities that increase water availability.

**Goal 2.4.01 - Complete Water Delivery and Recycling/Reuse Projects.**

In FY 2003, complete 1 feasibility study and/or cooperative agreement for water recycling/reuse projects, and increase water availability by 0 acre-feet by completing water supply, energy, and recycling/reuse projects or other activities that increase water availability.

**Goal 2.4.02 - Facilitate Water Use Efficiency**

In FY 2003, promote the efficient use of water supplies associated with Federal water projects by assisting 283 entities in water conservation planning and management.

**Goal 2.4.03 - CALFED Bay-Delta Program.** Establish an Environmental Water Account (EWA) with purchases of up to 185,000 acre-feet, the dedication of water obtained through operational flexibility, and carryover of prior year acquisitions sufficient to provide the water needed for fishery purposes beyond the regulatory baseline and provision of ESA assurances. Water assets will be acquired by the CALFED agencies, consistent with the goals of the CALFED EWA Operating Principles Agreement.

**Goal 2.4.04 - Mitigate Potential Impacts of Drought.** In FY 2003, respond to requests for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.

**Address Project Impacts to Water Quality**

**2.5** By 2005, protect water quality by addressing our project impacts and working with tribes, states and local watershed groups to identify and implement efforts to improve water quality.

**Goal 2.5.01 - Improve Water Quality.** In FY 2003, Reclamation will conduct water quality assessments at 22 Reclamation stream segments or Reclamation reservoirs and implement 5 operational changes or structural modifications, to address impacts to water quality.

**TABLE - FY 2003 ANNUAL PERFORMANCE GOALS AND INDICATORS AT-A-GLANCE (CONTINUED)**

Performance Indicators	FY 2002 Planned	FY 2003 Proposed	Through FY 2005
a) Number of completed feasibility studies and/or cooperative agreements executed for Title XVI recycling/reuse projects.	4	1	20
b) Increase in acre-feet of water due to substantial completion of water supply and recycling and reuse projects, and other activities that increase water availability.	33,600 (145,159 cumulative total since FY 2001)	0 (145,159 cumulative total since FY 2001)	175,500 cumulative total since FY 2001
a) Number of entities receiving Reclamation assistance in water conservation planning and management.	275	283	200 per year or 1,000 total
a) Acre-feet of water provided under the Environmental Water Account.	Up to 185,000	185,000	Up to 380,000 each year, depending on funding
a) Percent of requests for drought emergency assistance adequately responded to or met.	90%	90%	90%
a) Number of reservoirs and streams segments with ongoing and new water quality assessments.  b) Number of operational changes initiated and structural modifications completed	28  5	22  5	Additional long-term measures will be set once base-lines are complete

Long-Term Goal	Annual Goal
<p><b>Improve Water Quality in the Colorado River Basin States</b>  <b>2.6</b> By 2005, improve water quality in the Colorado River Basin States by adding new projects to control an additional 150,000 tons per year of salt at a cost not to exceed \$50/ton from a 1995 baseline rate of 371,000 tons per year as reported in the 1999 Triennial Review.</p>	<p><b>Goal 2.6.01 - Remove Colorado River Salt</b>  In FY 2003, improve water quality in the Colorado River Basin States by adding new projects to control an additional 25,000 new tons of salt at a cost not to exceed \$50/ton.</p>
<p><b>Increase Tribal Opportunities to Develop, Manage and Protect Their Water Resources</b>  <b>2.7</b> By 2005, increase tribal opportunities to develop, manage, and protect their water resources.</p>	<p><b>Goal 2.7.01 - Provide Technical Assistance to Tribes</b>  In FY 2003, complete 30 technical assistance activities that will increase tribal opportunities to develop, manage, and protect their water resources.</p>
<p><b>Provide Quality Recreation</b>  <b>2.8</b> By 2005, we will improve the quality of our recreation areas by completing recreational compliance reviews at 172 recreation areas and implementing corrective actions to address deficiencies.</p>	<p><b>Goal 2.8.01 - Assess Recreational Site Needs</b>  By the end of FY 2003, increase the quality of recreation areas by completing recreation management reviews at approximately 101 recreation areas (the total includes the number of reviews completed between FY 2000-2002) on Reclamation project lands; in FY 2003 ensure compliance for 80 percent of the corrective actions scheduled for FY 2003.</p> <p><b>Goal 2.8.02 - Increase Public Access to Recreation Areas.</b>  By the end of FY 2003, provide access for the disabled by ensuring that 27 percent of Reclamation's recreation and public areas meet accessibility standards.</p>
<p><b>Protect Project Land Resources</b>  <b>2.9</b> - By 2005, Reclamation will maintain protection of project land resources by completing resource management plans and surveying and verifying real property asset data.</p>	<p><b>Goal 2.9.01 - Complete Resource Management Plans.</b>  Improve land stewardship by completing 11 Resource Management Plans.</p> <p><b>Goal 2.9.02 - Verify Lands Asset Data</b>  In FY 2003, improve land stewardship by updating and completing lands asset data and reconciling it to financial records at 39 percent of project lands.</p>

**TABLE - FY 2003 ANNUAL PERFORMANCE GOALS AND INDICATORS AT-A-GLANCE (CONTINUED)**

<b>Performance Indicators</b>	<b>FY 2002 Planned</b>	<b>FY 2003 Proposed</b>	<b>Through FY 2005</b>
a) New tons of salt eliminated at a cost no greater than \$50 per ton, on average.	25,000	25,000	125,000 total
a) Number of technical assistance activities completed.	34	30	Additional long-term measures will be set once baselines are established
a) Number of completed Recreation Management Reviews (cumulative).	125	176	172
b) Percent of corrective actions scheduled for completion in the fiscal year.	75%	80%	100%
a) Percent of recreation/public sites that meet accessibility standards.	--	27%	50
a) Number of Resource Management Plans completed	14	11	Additional long-term measures will be set once baselines are established
a) Percent of projects with updated, complete, and financially reconciled lands asset data (partial completions allowed).	33%	39%	100%

Long-Term Goal	Annual Goal
<p><b>Enhance Fish and Wildlife Habitat</b>  <b>2.10</b> By 2005, we will protect and enhance fish and wildlife habitat by preserving, restoring, and establishing wetlands and instream or riparian habitat affected by our projects.</p>	<p><b>Goal 2.10.01 - Enhance Fish and Wildlife Habitat</b>            In FY 2003, provide approximately 2.5 million acre-feet of water to conserve threatened or endangered species; protect and maintain, establish, restore or enhance over 9,776 acres of wetlands and/or riparian habitat and 50 miles of instream and/or riparian habitat.</p>
<p><b>Mission Goal 3: Advance Reclamation's Organizational Effectiveness</b></p>	
<p><b>Improve Customer Service</b>  <b>3.11</b> By 2005, achieve a measurable customer satisfaction level rating of 85 percent.</p>	<p><b>3.11.01 - Customer Service Benchmarking.</b> In FY 2003, attain a ___ percent customer satisfaction rating.</p>
<p><b>Improve Financial Business Practices</b>  <b>3.12</b> By 2005, improve financial business practices by transferring 19 facilities to willing partners.</p>	<p><b>3.12.01 - Transfer Project Titles to Interested and Capable Parties.</b> In FY 2003, Reclamation will facilitate the title transfer of 4 projects or parts of projects to local non-federal entities that are authorized by Congress.</p>
<p><b>Improve Information Technology Management</b>  <b>3.13</b> (To be developed as a future amendment to the FY 2003-2008 Strategic Plan once program goals are better defined.)</p>	<p><b>3.13.01 - IT Security.</b> In FY 2003, continue implementation of an IT security program to assure Reclamation IT assets are managed in a consistent secure manner by reducing the number of computers that are directly accessible from the Internet (i.e. are protected by a security device) by 75 percent and implementing 10 IT security directives. <i>This is a cumulative goal.</i></p>
<p><b>Increase Workplace Accessibility and Diversity</b>  <b>3.14</b> Ensure work, administrative and public facilities provide adequate access for the disabled and support a diverse workforce.</p>	<p><b>3.14.01 - Increase Workplace Accessibility.</b> By the end of FY 2003, provide access for the disabled by ensuring that 27% of Reclamation's places of employment meet accessibility standards.</p> <p><b>3.14.02 - Workforce Representation.</b> By the end of 2003, Reclamation will show a 10% improvement in the representation of its workforce as compared with the diversity for these occupations in the relevant civilian workforce from a 9/30/99 baseline.</p>

**TABLE - FY 2003 ANNUAL PERFORMANCE GOALS AND INDICATORS AT-A-GLANCE (CONTINUED)**

<b>Performance Indicators</b>	<b>FY 2002 Planned</b>	<b>FY 2003 Proposed</b>	<b>Through FY 2005</b>
a) Water in acre-feet (000) provided by Reclamation for ESA purposes and other project benefits requiring instream enhancement.	2.5 million	2.5 million	Between .7 and 1.5 million each year
b) Acres of wetlands and/or riparian habitat protected and maintained, established, restored or enhanced.	9,600	9,776	Unknown
c) Miles of instream or riparian habitat protected or maintained, established, restored and enhanced.	37	50	Unknown
a) Customer Satisfaction rating (% response to Always/Often Satisfied)	75% (follow-up survey)	Not measured	85%
a) Number of titles transferred.	1	4	19
a) Percent of computers, in Reclamation offices, that are not directly accessible from the Internet (i.e., are protected by a security device).	50%	75%	Outcome measures will be developed
b) Number of completed IT Security Directives and corresponding implementation strategies.	6	10	
a) Percent of employment sites that meet accessibility standards (cumulative).	17%	27%	50%
a) Percent improvement in representation.	15%	10%	25%

## Section II

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

#### **2.1 MISSION GOAL 1: OPERATE, MAINTAIN AND REHABILITATE FACILITIES SAFELY, RELIABLY, AND EFFICIENTLY TO PROVIDE PROJECT BENEFITS**

##### **DESCRIPTION**

Mission Goal 1 focuses on operating, maintaining, and rehabilitating Reclamation owned and operated facilities so that Reclamation continues to deliver water and generate power in the most efficient and effective manner possible. These facilities serve agricultural, power, and municipal users, along with recreation, fish and wildlife benefits and flood control. By ensuring that its facilities are safe, cost-effective and reliable, Reclamation will provide project benefits and timely and economical service to customers.

Under Mission Goal 1, Reclamation measures its ability to deliver water and power to meet its contracts. To improve water and power delivery, Reclamation conducts facility reviews to identify and implement timely replacements, upgrades, or necessary modifications to ensure the continued safe and reliable operation of its facilities. Reclamation updates, documents, and implements operational procedures, ensures implementation of sound practices, and operates in compliance with applicable laws and agreements. Reclamation verifies reliability, improves maintenance practices, and identifies and implements risk reduction actions. It conducts research that focuses on addressing the current condition of infrastructure in order to detect problems early and develop measures to ensure facility reliability. By sustaining dependability and reliability, Reclamation ensures that facilities pose minimal risk of natural and

manmade disasters, that dependable services are available to the public, and that it uses cost-effective maintenance practices.

The costs of maintaining and assuring safe and reliable facility operations are impacted by the aging infrastructure of its facilities. Approximately 50 percent of Reclamation's dams were built between 1900 and 1950 and only 10 percent of the dams were built under current state-of-the-art design and construction practices. As facilities age, the resources necessary to operate and maintain them increase. Moreover, a significant portion of its infrastructure is approaching its life expectancy. Rehabilitation and replacement options are continuing to be explored to extend their useful life. Replacement of equipment and renovations is extremely expensive compared to the original construction costs. For example, it would cost more than \$100 billion dollars to replace Reclamation's current infrastructure today even though it cost less than \$20 billion to build it over the past century.

Reclamation is working to identify and mitigate impacts of an aging infrastructure and to continue effective operations while balancing the need to be cost efficient.

##### **EXTERNAL FACTORS AFFECTING GOAL ACHIEVEMENT**

Reclamation's 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 impacts Reclamation's ability to operate facilities and provide project benefits in a safe and reliable manner. For instance, excessive rainfall can lead to unintended spills while droughts can

reduce needed water supplies and limit reliable power generation. As deregulation of the electric power industry continues, Reclamation's power facilities will continue to be impacted by the changes in the marketplace. Changes in statutory requirements, litigation, water rights, and contracts can also impact its ability to provide project benefits. In addition, achieving long-term goals may be difficult if long-term funding is not provided.

## ANNUAL PERFORMANCE GOALS

### Annual Performance Goal 1.1.01 - Deliver Water

In FY 2003, deliver or release approximately 25.6 million acre-feet of water at Reclamation owned and operated facilities, depending on precipitation and water availability.

### Annual Performance Goal 1.2.01 - Achieve Cost-Effective Power Production

In FY 2003, deliver power at a cost that is as low as, or lower than the cost of the 75th percentile for comparable lowest cost hydropower facilities.

### Annual Performance Goal 1.2.02 - Maintain a Low Forced Outage Rate

In FY 2003, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.

### Annual Performance Goal 1.3.01 - Establish Baseline Data on Facility Condition

In order to measure the reliability of its facilities, Reclamation will establish baseline data on facility condition at \_\_% of power facilities, \_\_% of high- and significant-hazard dam facilities, \_\_% of associated facilities, and \_\_% of recreation facilities<sup>1</sup>.

## PROPOSED LEGISLATION

None

## MISSION GOAL 1 - BUDGET LINKAGE

This table displays the actual and requested budget for Mission Goal 1 for the past four fiscal years. It also shows the amount of funding for the corresponding budget account and sub-accounts/GPRA Program Activities. Please note that the goals link to Reclamation's main Facility Operations, Maintenance and Rehabilitation appropriation as well as other funds and, therefore, the total dollars linked are different from the FY 2003 budget justification.

The long-term goals that relate to the GPRA Program Activities are also displayed. Some long-term goals may receive funding from one or more GPRA Program Activity and are not directly linked to the budget.

<sup>1</sup> To be determined once baseline data are established.

**MISSION GOAL 1: BUDGET TABLE**

<b>Budget Account/GPRA Program Activity (000)</b>	<b>FY 2000 Actual</b>	<b>FY 2001 Enacted</b>	<b>FY 2002 Enacted</b>	<b>FY 2003 Budget Request</b>
Budget Account - Facility Operations, Maintenance and Rehabilitation:				
<b>GPRA Program Activity: Facility operations:</b> Related Long-Term Goals: Deliver water Achieve cost-effective power production	137,492	146,917	182,434	182,710
<b>Facility maintenance and rehabilitation:</b> Related Long-Term Goals: Ensure facility reliability	121,696	140,694	153,648	162,273
<b>Facility Operations Maintenance and Rehabilitation: (Total)</b>	259,188	287,611	336,082	344,983
Permanents, CRDF, Boulder Canyon Project	65,930	66,137	80,052	79,303
Policy and Administrative (prorated)	18,797	19,835	25,593	24,774
<b>Mission Goal 1 - Total Resources</b> (does not include underfinancing for FY 2001 - 2003)	343,915	373,583	441,727	449,060

**GOAL DESCRIPTIONS  
GPRA PROGRAM ACTIVITY - FACILITY OPERATIONS**

**LONG-TERM OUTCOME - DELIVER WATER**

**Long-Term Goal 1.1**

Reclamation will ensure operational effectiveness to deliver or release water to achieve project benefits each year.

**FY 2003 Annual Goal 1.1.01 - Deliver water**

In FY 2003, deliver or release approximately 25.6 million acre-feet of water at Reclamation owned and operated facilities, depending on precipitation and water availability.

<b>Performance Measure</b>	<b>1999 Actual</b>	<b>2000 Actual</b>	<b>2001 Plan</b>	<b>2001 Actual</b>	<b>2002 Plan</b>	<b>2003 Proposed</b>
Actual acre feet of water delivered (in million acre feet MAF)	31.3	30	28.0	29.1	27.0 (est.)	25.6 (est.)

**Goal Description**

This goal addresses Reclamation's core mission to deliver water to customers, meeting 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 and operations maximize 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 Reclamation's 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 Reclamation owns and operates.

**Means and Strategies**

Research related to water and water resource management, watershed modeling, precipitation forecasting, delivery system enhancements, technology research and

development will lead to improvements in water delivery. Reclamation also evaluates and assesses existing water management practices, including water marketing, in order to improve the management and operation of our water resource projects.

**Evaluation**

During FY 2001 and FY 2002, Reclamation will be exploring a potential benchmarking effort to determine best practices in water collection and storage operations. If such an effort is determined to be feasible and other entities are identified with similar operations, Reclamation will conduct surveys, interviews and site visits to learn more about the practices and processes implemented by others. As part of this effort, Reclamation may be able to identify performance indicators to measure effective operations and maintenance of water collection and storage facilities. If appropriate, these measures will be proposed as future long-term and/or annual performance goals.

**FY 2001 ANNUAL PERFORMANCE REPORT**

**Goal:** In FY 2001, deliver or release water from Reclamation-owned and operated facilities, no less than 28 million acre- feet.

**Report:** Exceeds Target.

The amount of water delivered by Reclamation facilities is often dependent upon the amount of water available from precipitation. Drought conditions in some parts of the West during FY 2001 reduced natural stream flow, resulting in increased demand for water releases to provide adequate flows for agricultural and other purposes. Reclamation managed water to achieve the greatest benefit while ensuring that its contracts were met.

**DATA VERIFICATION AND VALIDATION  
DELIVER WATER**

Baseline	FY 1999 - 29,000,000 acre feet
Data Validation	Management has determined that this is an appropriate measure of our primary output of water. The amount of water delivered indicates, generally, the benefit that was received by the public. The amount of water can be tracked and quantified.
Data Verification:	Facilities track the amount of water released for project purposes. Data is kept in water records. Some regions have implemented monitoring and sensing devices to record actual acre-feet of water. This data resides in various databases at the regional and area office level.
Data Source:	Water records and local databases.
Data Limitations:	Amounts are an approximation of water released and not necessarily how much reaches the water users.
Planned Improvements:	Implementation of systems to measure real-time flow data.

**LONG-TERM OUTCOME - ACHIEVE COST-EFFECTIVE POWER PRODUCTION**

**Long-Term Goal 1.2**

Maximize power generation and efficiency by maintaining power production costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry and forced outage below the industry average.

**FY 2003 Annual Goal 1.2.01 - Achieve cost-effective power production**

Deliver power at a cost that is as low as, or lower than the cost of the 75th percentile for comparable lowest cost hydropower facilities.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Power production costs (\$)/Net generation in megawatt capacity	\$5,879	\$6,009	\$7,100	\$6,120	\$7,300	\$7,300
Achieve the ___ percentile of lowest cost hydropower facilities				Greater than <sup>2</sup> 75%	75%	75%

<sup>2</sup> Complete cost of power production data is not yet available from the Energy Information Agency (EIA), but estimates show that we are within the 75th percentile of low cost facilities.

### Goal Description

Reclamation continues to keep power production costs below the national average for comparable hydropower facilities. As its facilities age, it will become more challenging to keep costs relatively low. Reclamation employs the latest technologies and operational practices to be able to provide power to its customers in the most efficient and effective way possible. Reclamation's goal is to keep costs stable, given a three percent increase in inflation in labor and equipment costs per year. The cost per megawatt capacity is an indicator of how well Reclamation operates its facilities and is used to benchmark its operational effectiveness against other private and public hydropower facilities.

### Means and Strategies

To determine how well Reclamation operates its facilities, it uses the cost per megawatt benchmark to compare its operational effectiveness against other private and public hydropower facilities. Reclamation compares annual results and seeks best practices to efficiently and effectively deliver power. Each year, Reclamation hosts and participates in workshops, conferences, and training sessions to exchange ideas with internal and external industry peers on implementing cost effective and reliable operation and maintenance practices and procedures.

Through the Hydroelectric Infrastructure Protection and Enhancement Program, Reclamation is 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 to identify ways to improve service and reduce costs.

Reclamation has been working with the Power Marketing Administrations (PMAs) to optimize the electric products available for sale to reduce average costs. While Reclamation cannot increase revenues by marketing more products, it can reduce average costs.

### Program Evaluations

Reclamation conducted an evaluation/benchmarking review of its hydropower program in the early 1990's. Reclamation surveyed its customers, employees, and industry leaders and completed a comparison of its hydropower facilities to others in the industry. The analysis demonstrated that while Reclamation compared favorably to other hydropower producers, there were opportunities to improve efficiency and effectiveness. The evaluation provided valuable information for development of this long-term goal, which Reclamation uses to benchmark against other hydropower facilities.

## FY 2001 ANNUAL PERFORMANCE REPORT

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

**Report:** Exceeds Target

For FY 2001, Reclamation achieved a \$6,063 cost per megawatt of power. This result is slightly below (better than) the target dollar amount and within the upper 25 percentile of lowest cost hydropower facilities.

This goal will be revised slightly in FY 2002 and future annual performance plans to measure the per-

centile achievement of lowest cost facilities. For example, Reclamation's percentile achievement for FY 2001 would be within the 75th percentile, which is easier to understand than the "upper 25% percentile" as the goal is currently defined.

Although cost of power production has only been tracked as a performance goal since FY 1999, Reclamation has collected cost of power production data for many years. The data shows that Reclamation's adjusted power production costs have remained fairly steady since 1991. The chart below shows the trend in cost per megawatt of power production for the past ten years, including the actual cost per megawatt and the cost per megawatt adjusted for inflation. Through the GPRA goal, Reclamation tracks this data and reports it to Congress and the public.

**DATA VERIFICATION AND VALIDATION  
POWER PRODUCTION COSTS**

Baseline	FY 1999 - \$5,650, which ranked in the 83rd percentile of lowest cost hydropower facilities.
Data Validation	Reclamation underwent a benchmarking study and this measure proved to be a useful benchmark to gauge its success in maintaining power production costs relative to other hydropower plants. Megawatt is the "nameplate capacity" or the total amount of power that can be produced from a plant, not necessarily the amount of power produced. This number replaces power generation in order to eliminate water and power as a changing variable each year. Megawatt capacity is constant from year to year unless a new plant comes on line. Because it doesn't change, costs per megawatt capacity can be compared from year to year and is a better indicator of changes in costs.
Data Verification:	Power and financial managers input and track power production costs in our financial system. Power costs are defined in the Federal Energy Regulatory Commission's (FERC) Form 1, main accounting codes 535 through 545. Power costs are extracted from the financial data and collected in a database in the Power Resources Office. A report of the power production costs per megawatt is distributed to regional office power managers for review and verification.
Data Source:	Power Operations and Maintenance (PO&M) 59 Report.
Data Limitations:	Nameplate capacity can be misconstrued as the total amount of power produced when it's actually the nameplate capacity of the facility.
Planned Improvements:	None at this time.

**FY 2003 Annual Goal 1.2.02 - Maintain a low forced outage rate**

In FY 2003, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of hours out of service due to forced outage/8,760 hours per year	1.3%	1.5%	3%	1.59%	3%	3%

### 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 indicates that the facility is operating well and producing the maximum amount of power. A three percent forced outage rate is the industry average. It is Reclamation's goal to achieve a three percent or lower rate to ensure that its facilities are delivering power benefits and continuous service comparable to or exceeding industry standards.

### Means and Strategies

The ongoing maintenance and review, identification and correction of deficiencies are key to continuous and effective operations. Research helps identify additional technological improvements. For example, researchers have been applying water operation models to improve

the efficiency of our dams and water release systems.

Information sharing is an important component of a successful maintenance program. Through the Intranet, Reclamation has established a message board for the Power O&M program to answer questions from employees about their facilities. Reclamation provides 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. Reclamation also publishes 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.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, attain a 3 percent or lower forced outage rate for our hydropower generating units where cost/benefit analysis justifies expenditures, considering water supply, environmental, and power system limitations and requirements.

**Report:** Exceeds Target.

During FY 2001, Reclamation exceeded the target and obtained a 1.59 percent forced outage rating, overall. This means that Reclamation's facilities had unplanned shutdowns less than three percent of the total number of hours within a year. In comparison to prior years, the forced outage rate increased slightly. Four units at Grand Coulee remain offline due to effects of a fire during FY 2000. However, it

should be noted that these units provide power for plant operations and do not affect the amount of power provided to customers through the Bonneville power grid. Switchgear was damaged during the fire and should be repaired and the units up and running in January 2003.

**DATA VERIFICATION AND VALIDATION  
FORCED OUTAGE**

Baseline	FY 1998 - 2 percent forced outage rate.
Data Validation	Reclamation underwent a benchmarking study and this measure proved to be a useful benchmark to gauge its success in facility reliability.
Data Verification:	Facility managers at each power plant track and record facility and system breakdowns and report forced outages in monthly Power Operations and Maintenance (PO&M) 59 reports. Data reports are sent to and compiled by the Power Resources Office. The database administrator in the Power Resources Office retains data on forced outage for benchmarking purposes.
Data Source:	Power Operations and Maintenance (PO&M) 59 Report.
Data Limitations:	The number of outages are recorded both electronically and manually and may be subject to very slight error due to equipment calibration and user error.
Planned Improvements:	None at this time.

## GPRA PROGRAM ACTIVITY - FACILITY MAINTENANCE AND REHABILITATION

### Long-term Outcome - Ensure Facility Reliability

#### Long-Term Goal 1.3

By 2005, Reclamation will maintain reliability of operations by conducting O&M and facility reviews at all its water and power facilities.

#### FY 2003 Annual Goal 1.3.01 - Establish baseline data on facility condition

In order to measure the reliability of our facilities, Reclamation will establish baseline data on facility condition at \_\_\_% of power facilities, \_\_\_% of high and significant-hazard dam facilities, \_\_\_% of associated facilities, and \_\_\_% of recreation facilities (% to be determined once baseline data have been established).

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent of power facilities for which baseline data on facility condition have been established	---	---	---	---	---	To be determined once baseline data have been established
Percent of high - and significant-hazard dam facilities for which baseline data on facility condition have been established	---	---	---	---	---	To be determined once baseline data have been established
Percent of associated facilities for which baseline data on facility condition have been established	---	---	---	---	---	To be determined once baseline data have been established
Percent of recreation facilities for which baseline data on facility condition have been established	---	---	---	---	---	To be determined once baseline data have been established

### Goal Description

The intent of this goal is to establish baseline data on the condition of Reclamation's water and power facilities and related infrastructure that it has responsibility to operate and maintain. Facility condition will be evaluated against the following criteria:

- Reliability
- Safety and Security
- Proper Maintenance
- Effective Operations

Reclamation's FY 2003 goal is to establish baseline data on facility condition. In future years, Reclamation will measure its progress in increasing the number of facilities in "good" or "fair" condition. This performance information will enable Reclamation to identify priority facilities and plan and budget for O&M improvements needed to ensure facilities are in good condition. At this time, performance targets cannot be set because the criteria and methodology must first be tested to determine resources and time to complete the assessments. Targets will be set in the final FY 2003 plan.

### Means and Strategies

In order to establish baseline data on the facility condition of Reclamation's infrastructure, a facility condition rating system will be developed for the various types of facilities. These rating systems will consist of criteria primarily based on observations and existing available data obtained from periodic site reviews, test results,

maintenance records, the status of current recommended actions, etc. During FY 2001 and FY 2002, these rating systems will be developed and reviewed for input by field personnel to ensure that they are sound, reflective of the facility's condition and meaningful.

For some of the facilities, the establishment of baseline data may need to be phased in over a couple of years to ensure that the results are of good quality. If phased in, those facilities of a significant nature (e.g., size, generation capacity, potential public impacts, etc.) will be given priority.

Once the baseline data is established, an analysis will be made to determine future goals that are indicative of Reclamation's need to improve the condition of its facilities and the impacts of funding needs.

### Performance Evaluations

Essentially all of the facilities to be assigned a facility condition rating have or will soon have an established facility review program that will periodically assess the current condition of the facilities and monitor changes in the factors or criteria that determines their ratings. Many of the facilities have had such a review program in place for 50+ years.

### PERFORMANCE REPORT

This goal is new in FY 2003. See the section on Discontinued Goals for performance results for FY 2001 goals related to facility condition.

## DATA VERIFICATION AND VALIDATION FACILITY CONDITION

Baseline	FY 2002 - unknown. The FY 2003 goal is dedicated to establishing baseline data.
Data Validation	The Department has required that all bureaus conduct facility condition assessment surveys of all of their inventoried facilities to identify maintenance needs, and has recommended performance measures for facility condition. The assessment process will provide management with information to ensure that the most critical needs are met.

**DATA VERIFICATION AND VALIDATION  
FACILITY CONDITION (CONTINUED)**

Data Verification:	Using established rating system criteria and available data, a facility condition rating will be developed for each facility (or a predetermined %). Each region will maintain a database of these ratings. Facility condition ratings will be verified during periodic facility reviews and reviewed at various Reclamation forums, such as the annual dam safety, security and power assessment meetings and at Facilities O&M Team meetings in their deliberations on the annual O&M program/budget formulations, etc. These reviews and forums will ascertain that the ratings are based on the established criteria and are reflective of needed funding for identified corrective actions or improvements.
Data Source:	Database of facility condition ratings maintained by each region.
Data Limitations:	In assigning a facility condition rating, some criteria will require professional judgment as input and, thus, some subjectivity will result.
Planned Improvements:	None at this time.

**DISCONTINUED FY 2001 GOALS**

To continue to reduce the number of goals, eliminate process and activity measures that do not measure significant indicators of performance, and to focus on outcomes rather than outputs, Reclamation is proposing to measure the condition of its facilities in place of a number of O&M activity goals. The discontinued FY 2001 goals and the performance results are listed below. Performance results for these goals are also summarized in Appendix 1.

In previous performance plans, Reclamation measured the completion of key outputs such as conducting operation and maintenance reviews, dam safety reviews, and Safety of Dam modifications. However, these outputs

did not measure facility reliability or provide information on the overall condition or state of the facility. Additional information was needed to assist Reclamation in its ability to identify critical issues, plan corrective actions, and prioritize resources. The facility condition rating will provide a better indicator of Reclamation's progress in ensuring facility reliability. In addition, the previous outputs will be tracked and reviewed as elements of the criteria used to determine whether or not a facility is in "good," "fair," or "poor" condition.

**Goal** - Deliver Power to Meet Contracts. Deliver power to meet Reclamation's contractual commitments 100 percent of the time.

**Report** - On Target. Reclamation met 100% of its contracted power commitments in FY 2001.

**Goal** - 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.

**Report** - On Target. Reclamation re-negotiated or implemented 60 interim water service contracts that were expiring in FY 2001. This results in a 100 percent accomplishment of the goal.

**Goal** - Develop and implement Standing Operating Procedures (SOPs). In FY 2001, review, update and implement changes in SOPs for 20 percent of Reclamation's facilities.

**Report** - On Target. Standards Operating Procedures (SOPs) are reviewed and updated to ensure that the proper operational standards and procedures are in place to facilitate cost-effective and reliable operations of water and power facilities. Reclamation met its FY 2001 goal by reviewing and updating 54 out of the 254 facilities required to have SOPs.

**Goal** - Operations and Maintenance Reviews. In FY 2001, conduct O&M reviews at approximately 135 of Reclamation's water and power plant facilities and, at Reclamation owned and operated facilities, implement 100 percent of the scheduled corrective actions identified in past reviews or reasonable substitute actions determined to be a priority during the year.

**Report** - On Target. Reclamation exceeded its FY 2001 target by completing slightly more reviews and corrective actions than targeted. Operation and maintenance (O&M) reviews are required every three to six years, depending on the type of facility. To ensure safe and reliable operations, Reclamation identifies priority maintenance needs and implements corrective actions on such things as building and dam structures, power generators, surrounding property, and waste storage sites on project property.

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

**Report** - Dam safety modifications - Below Target  
Site security - Below Target

Reclamation implemented the following modification completions (or decisions not to modify) during FY01:

1) Salmon Lake Dam - The risk to the public was mitigated with the completion of foundation modifications and a stability berm in June. During the modifications, Reclamation conducted an on-site review and identified a new risk to the public. Although it is outside the scope of the planned risk reduction action, it will be addressed in a follow-up risk reduction action.

2) Casitas Dam - The risk to the public was mitigated with the substantial completion of modifications in September 2001. Completion is documented in a decision memorandum dated 9/7/01.

3) Cedar Bluff Dam - The right abutment of the dam was repaired in 1998 following a slope failure of a road embankment and the right abutment embankment. Follow-up studies identified concerns for other portions of the embankment on the right abutment with similar geology in the foundation. A September 28, 2001, decision memorandum documented that the estimated risks are within Reclamation guidelines and that no further corrective action is required.

4) Anita Dam - The lack of adequately performing toe drains has been determined not to require a safety of dam modification. This is based on the estimates of risk being within Reclamation guidelines even if the dam had no toe drains.

The following dam modifications were not completed during FY01:

5) Caballo Dam - The completion of designs for the strengthening of the spillway gates was extensive and time consuming due to additional tests on materials and construction procedures required to be conducted. Although completion of the modification was delayed, the additional tests help ensure that

the modification will be successful in reducing risk. Reclamation anticipates completion of construction in the first quarter of FY2002.

6) Avalon Dam - The construction of the modification for the dam was delayed primarily due to delays resulting from negotiations for project repayment and extensive review of the construction drawings by representatives from the State Historic Preservation Office. The construction is scheduled to be completed by the end of the second quarter of FY2002.

Site Security - Reclamation implemented 93 percent or 158 of 184 site security improvements scheduled for completion in FY 2001. A number of improvements were not completed because they were the responsibility of districts to complete, as negotiated through a contracting mechanism, and were delayed through their internal approval process. Reclamation is working with

the district to ensure that the contract is met and deliverables are on time. The security improvements were implemented at both administrative sites and dam and other water facilities to protect employees and the downstream public and resources.

**Goal** - Assess Risk. In FY 2001, complete 105 Comprehensive and Periodic Facility Reviews.

**Report** - Exceeds Target. Comprehensive and Periodic Facility Reviews are conducted to ensure the safety and reliability of Reclamation's dam facilities. Reclamation achieved its goal by completing a total of 107 CFRs and PFRs in FY 2001. On average, one-third of the facilities (83) are reviewed each year. The facilities where regions conducted PFRs and the Dam Safety Office performed CFRs are documented in the Dam Safety Information System (DSIS).

## 2.2 MISSION GOAL 2: 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, rural, tribal, municipal, industrial, hydroelectric, recreational, and fish and wildlife purposes. The ultimate outcome of its work under this mission goal is to gain the greatest benefit from a limited water supply to address resource conflicts and balance competing interests. In accordance with Federal laws and Reclamation authorities, Reclamation plans and develops water and power projects, implements water quality, fish and wildlife protection activities, conducts research, implements projects and technical assistance to improve water use efficiency. To implement this mission goal, Reclamation:

- conducts project feasibility studies, negotiates project agreements, and constructs projects to provide water, power and related benefits,
- works with water users to create and implement strategies to improve efficiency of water use or to

prevent or reduce impacts of drought,

- mitigates impacts of projects on water quality, fish and wildlife habitat,
- conducts research, applies science and technology to create innovative solutions to increase efficiency of water and power delivery, reduce impacts on water quality, and to achieve other benefits,
- administers the laws, regulations, and contracts, which govern its projects.

### EXTERNAL FACTORS AFFECTING GOAL ACHIEVEMENT

Several external factors could impact Reclamation's ability to achieve the long-term and annual goals associated with this mission goal. First, water quality and quantity are impacted by natural events such as floods, droughts, and earthquakes. Such events can reduce the amount or quality of water thereby limiting Reclamation's ability to provide adequate, stable, and clean water supplies. 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 Reclamation's reservoirs and impact projects and downstream users. A severe drought reduces the amount of water available to meet irrigation, power, municipal, industrial, tribal and environmental needs.

There are also legal, social and economic factors outside of Reclamation's control, such as water rights settlements, local regulations, and legal mandates that could affect our results. Reclamation depends on efforts of other Federal and state agencies and water users to implement water conservation and drought planning. Changes in their priorities and resources can impact its accomplishment. Finally, the availability of long-term funding may impact Reclamation's ability to implement its strategies and make progress on its goals.

## ANNUAL PERFORMANCE GOALS

The following goals are implemented and measured under Mission Goal 2.

### **Goal 2.4.01 - Complete water delivery and recycling/reuse projects**

In FY 2003, complete 1 feasibility study and/or cooperative agreement for water recycling/reuse projects, and increase water availability by 0 acre-feet by completing water supply, energy, and recycling/reuse projects, or other activities that increase water availability.

### **Goal 2.4.02 - Facilitate water use efficiency**

In FY 2003, promote the efficient use of water supplies associated with Federal water projects by assisting 283 entities in water conservation planning and management.

### **Goal 2.4.03 - CALFED Bay-Delta Program**

Establish an Environmental Water Account (EWA) with purchases of up to 185,000 acre-feet, the dedication of water obtained through operational flexibility, and carryover of prior year acquisitions sufficient to provide the water needed for fishery purposes beyond the regulatory baseline and provision of ESA assurances. Water assets will be acquired by the CALFED agencies, consistent

with the goals of the CALFED EWA Operating Principles Agreement.

### **Goal 2.4.04 - Mitigate potential impacts of drought**

In FY 2003, respond to requests for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.

### **Goal 2.5.01 - Improve water quality**

In FY 2003, Reclamation will conduct water quality assessments at 22 Reclamation stream segments or Reclamation reservoirs and implement 5 operational changes or structural modifications, to address impacts to water quality.

### **Goal 2.6.01 - Remove Colorado River salt**

In FY 2003, improve water quality in the Colorado River Basin States by adding new projects to control an additional 25,000 new tons of salt at a cost not to exceed \$50/ton.

### **Goal 2.7.01 - Provide technical assistance to tribes**

In FY 2003, complete 30 technical assistance activities that will increase tribal opportunities to develop, manage, and protect their water resources.

### **Goal 2.8.01 - Assess Recreational Site Needs**

By the end of FY 2003, increase the quality of recreation areas by completing recreation management reviews at approximately 101 recreation areas (the total includes the number of reviews completed between FY 2000-2002) on Reclamation project lands; in FY 2003 ensure compliance for 80 percent of the corrective actions scheduled for FY 2003.

### **Goals 2.8.02 - Increase Public Access to Recreation Areas**

By the end of FY 2003, provide access for the disabled by ensuring that 27 percent of Reclamation's recreation and public areas meet accessibility standards.

### **Goal 2.9.01 - Complete Resource Management Plans**

In FY 2003, improve land stewardship by completing 11 Resource Management Plans.

**Goal 2.9.02 - Verify Lands Asset Data**

In FY 2003, improve land stewardship by updating and completing lands asset data and reconciling it to financial records at 39 percent of project lands.

**Goal 2.10.01 - Enhance Fish and Wildlife Habitat**

In FY 2003, provide approximately 2,524,600 acre-feet of water to conserve threatened or endangered species; protect and maintain, establish, restore or enhance over 9,776 acres of wetlands and/or riparian habitat and 50 miles of instream and/or riparian habitat.

**PROPOSED LEGISLATION**

None.

**MISSION GOAL 2 BUDGET**

The following table displays the actual and requested budget for Mission Goal 2 for the past four fiscal years. It also shows the amount of funding for the corresponding budget account and sub-categories - GPRA Program Activities. The long-term goals that relate to the GPRA Program Activities are also shown below. Please note, however, that some long-term goals may receive funding from one or more activity and are not directly linked to the budget.

Since Reclamation does not know the allocation of underfinancing at this time, it is not included in the budget table below. However, once determined, this amount of funding will reduce the total amount of funding for Mission Goal 1 and/or Mission Goal 2.

MISSION GOAL 2: BUDGET TABLE

Budget Account/GPRA Program Activity (000)	FY 2000 Actual	FY 2001 Enacted	FY 2002 Enacted	FY 2003 Budget Request
Resource Management and Development Account:				
<b>GPRA Program Activity - Water and Energy Management &amp; Development</b> <i>Related Long-term Goals:</i> Increase water availability Protect water quality Increase opportunities for tribes to develop, manage and protect their water resources Provide effective delivery of water and power	271,828	318,075	365,128	289,507
<b>GPRA Program Activity - Land Management and Development:</b> <i>Related Long-term Goals:</i> Provide quality recreation Manage project land resources	38,267	33,481	32,671	40,229
<b>GPRA Program Activity - Fish and Wildlife Management &amp; Development</b> <i>Related Long-term Goals:</i> Enhance fish and wildlife habitat	84,644	87,506	106,672	89,370
<b>Resource Management and Development (total)</b>	<b>394,739</b>	<b>439,062</b>	<b>504,471</b>	<b>419,106</b>
Loan Program <i>Related Long-term Goal</i> Increase water availability	11,577	9,348	7,495	0
Central Valley Restoration Fund (including CVP offset) <i>Related Long-term Goal</i> Enhance fish and wildlife habitat	42,000	38,360	55,039	48,904
California Bay-Delta Restoration <i>Related Long-term Goal</i> Increase water availability <i>Related Annual Goal:</i> Provide water for the Environmental Water Account	60,000	0	0	15,000
Policy and Administration (prorated)	28,627	30,279	38,416	30,096
<b>Mission Goal 2 - Total Resources</b> (does not include underfinancing for FY 2000-2002)	<b>536,943</b>	<b>517,04</b>	<b>605,421</b>	<b>513,106</b>

## GOAL DESCRIPTIONS

### GPRA PROGRAM ACTIVITY - WATER AND ENERGY MANAGEMENT AND DEVELOPMENT

#### LONG-TERM OUTCOME - INCREASE WATER AVAILABILITY THROUGH EFFICIENCY AND PROJECT COMPLETION

##### Long-Term Goal 2.4

By 2005, substantially complete 20 feasibility studies and/or cooperative agreements for water recycling/reuse projects. Increase water availability by over 175,000 acre-feet of water through energy projects, water supply projects, recycling and reuse projects, and other activities that increase water availability.

##### FY 2003 Annual Goal 2.4.01 - Complete Water Delivery and Recycling/Reuse Projects

In FY 2003, complete 1 feasibility study and/or cooperative agreement for water recycling/reuse projects, and increase water availability by completing water supply, energy, and recycling/reuse projects or other activities that increase water availability.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of completed feasibility studies and/or cooperative agreements executed for Title XVI recycling/reuse projects.	1	6	5	4	4	1
Increase water availability through energy projects, water supply projects, recycling and reuse projects, or other activities that increase water availability.	---	---	130,000 acre-feet	111,559 acre-feet	33,600 acre-feet	0 acre-feet

### **Goal Description**

Reclamation's primary role is to deliver water to customers to provide social, economic and environmental benefits, as authorized by Congress. Developing and completing water projects with project sponsors increases access to and use of current and new water sources to meet growing demands among rural, tribal, urban, and environmental interests as well as help to sustain deliveries to existing users. The process of evaluating, developing, authorizing, funding and constructing projects may take many years or decades. This goal measures the completion of long-term outputs to initiate project development and the ultimate outcome of increased water availability. Reclamation's FY 2003 goal to complete 1 feasibility study moves it closer to attaining the long-term goal.

Starting in FY 2003, Reclamation will expand the scope of its water availability goal to capture all projects that increase water availability. For example, projects that increase water availability through canal lining may be included as well as projects that are implemented to increase water available for power production.

As in past years, the Title XVI Water Reclamation and Reuse Program will provide the majority of water made available under this goal. These projects reclaim water that otherwise would have been used only once and are

made available for purposes such as landscape irrigation, industrial processes, and groundwater replenishment. When this plan was drafted in fiscal year 2000, there were 24 Title XVI projects authorized by Congress. Two projects have been completed, three are being funded for feasibility studies, and 10 projects are receiving funding for construction. Between FY 2001 and FY 2005, nine projects or phases of projects are scheduled to be completed, delivering an estimated 175,000 acre feet of water throughout the Southwest. Four additional projects may be completed by FY 2010, delivering an estimated additional 200,000 acre-feet.

### **Means and Strategies**

Reclamation helps to meet increasing water demands across the West by working with local agencies to construct water-recycling facilities. Reclamation cost-shares with other agencies to construct facilities (25%), provides technical expertise in the design of projects (50%), and works with Congress to seek authorization for meritorious projects. Once a project is authorized, and subject to the availability of funding, Reclamation works with our partners to complete analyses of opportunities and alternatives, to assess NEPA requirements to determine impacts, and to design, construct and implement the projects.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, complete 5 feasibility studies or agreements for water recycling/reuse projects, and increase water availability by 130,000 acre feet by completing 1 recycling/reuse project.

**Report:** Below Target.

Studies and Cooperative Agreements - Prior to construction of projects to increase water availability, studies that assess needs, options, alternatives and economic feasibility of potential projects must be completed. If feasible and supported by Congress, detailed cooperative agreements between Reclamation and its local partners are developed. These agreements spell out the details of project construction and repayment, if appropriate. The following studies and cooperative agreements were completed in FY 2001:

- Southern Nevada Water Recycling Project Study (Lower Colorado Region)
- San Francisco Area Water Feasibility Study (Mid Pacific Region)
- Del Norte County and Crescent City Wastewater Reclamation Feasibility Study (Mid Pacific Region)
- Albuquerque, New Mexico Waste Water Reuse Cooperative Agreement (Upper Colorado Region)

Although construction of a wastewater treatment plant was recommended in the Del Norte/Crescent City study, none of the recommendations for wastewater recycling facilities were economically feasible. There will be no further Reclamation involvement in this project. The Albuquerque agreement initiated construction of Phase 1b and 2 of the project.

Reclamation is below target for FY 2001 because it terminated work on the West Jordan Water Reuse Project Study and Cooperative Agreement. Although Reclamation worked with the City for a number of years on a study and draft cooperative agreement, the City has been unresponsive and has not taken action on the agreement or moved forward on the project.

Increase in acre-feet of water - Reclamation initiated measurement of this performance indicator in FY 2001. If studies indicate that projects are feasible and cooperative agreements between local partners and Reclamation are in place, construction of recycling and reuse projects may begin. In FY 2001, Reclamation worked with its partners to complete the following projects or parts of projects: San Jose Recycling Project, California; El Paso Reuse Project, Texas; McCall Wastewater Reuse Project, Idaho; and the West Basin portion of the Los Angeles Project, California. These projects or parts of projects will increase water availability by approximately 82,000 acre-feet of water, depending upon water availability.

Reclamation fell short of the original target by approximately 13,000 acre-feet of water. This is due to delays on the Terminal Island. Please also note, the East Valley Project has been completed, but is currently not being operated. The local partner has determined for political reasons and public resistance to not operate the facility at this time. We have little to no control over whether or not the local partner utilizes the facility. Reclamation has counted the project as an accomplishment because the goal to increase water availability has been met through completion of the project, even though the locals have decided not to use the additional availability at this time.

## DATA VERIFICATION AND VALIDATION STUDIES/AGREEMENTS

Baseline	FY 1999 - 7 studies and agreements
Data Validation	This goal measures an important step in the process of implementing projects to provide additional water. Both internal and external stakeholders have supported it. The goal is measurable, understandable, and is a critical activity leading up to the long-term outcome of increased water availability.
Data Verification:	Studies and agreements go through an extensive NEPA process before they can be finalized. They are presented to the management of all agencies for approval and are public documents.
Data Source:	For water recycling project agreements and studies, area and regional office managers keep records of feasibility studies and completed agreements for recycling and reuse.
Data Limitations:	None known. Agreements and studies are reported once they have been finalized and agreed upon by all parties.
Planned Improvements:	The Interpretive Guide establishes the definition of studies and agreements and has been uploaded to the GPRA database for easy access of the definitions when reporting on goals.

## WATER AVAILABILITY PROJECTS

Baseline	FY2000 - 0.0 acre feet of water
Data Validation	This goal measures the final step in providing additional water. Both internal and external stakeholders have supported it. The goal is measurable, understandable, and is the closest outcome of increased acre-feet of water availability.
Data Verification:	Facility water schedules estimate the amount of water to be delivered by a project each year. However, the actual increase in acre-feet of water provided by a project may be different than the amount estimated in both the studies and schedules because the amount provided fluctuates year to year, depending upon precipitation. The actual acre feet delivered will be reported in future years under goal 2.9.01 to meet water contracts and are verified by regional water managers through various monitoring efforts.
Data Source:	The increase in acre-feet is estimated in studies and agreed upon in construction project agreements and NEPA documents.

**WATER AVAILABILITY PROJECTS (CONTINUED)**

Data Limitations:	Acre-feet of water delivered are estimated averages based on modeling and project construction agreements. The actual acre-feet delivered will vary with precipitation annually.
Planned Improvements:	Increased coordination between budgeting and planning for the goal.

**FY 2003 Annual Goal 2.4.02 - Facilitate Water Use Efficiency**

In FY 2003, promote the efficient use of water supplies associated with Federal water projects by assisting 283 entities in water conservation planning and management.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of entities receiving our assistance in water conservation planning and implementation.	416	284	200	356	275	283

**Goal Description**

Water resources are scarce and competition for finite water resources continues to increase. To meet demands for water, Reclamation 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. The users of its project waters play an important role in improving water use efficiency. Therefore, Reclamation must work closely with its partners to identify and implement water conservation strategies. Since measurement of actual water efficiency is technically complex and cost prohibitive, Reclamation measures the amount of assistance provided as an intermediate measure.

**Means and Strategies**

We assist others in implementing non-structural solutions such as transfers, banking, marketing efforts, and water acquisitions. Reclamation helps districts to

become more efficient in their use of water by providing technical assistance to water users through its Water Conservation Field Services Program (WCFSP), including assistance in the 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. Approximately 430 water districts are required to prepare and submit plans. The plans outline water conservation measures and identify partnerships, cost-share goals, and training and educational opportunities. Research and development activities provide water resource information to assist water resource managers.

The WCFSP has developed a performance database that will track program activities, including the development of water conservation plans and implementation of measures by districts. The database should be operational by March 2002.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** 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. Work with districts to complete water conservation plans, covering at least 5,000,000 acres.

**Report:** Exceed Target

Assist Entities - Reclamation assisted over 350 entities in water conservation planning and management in FY 2001. Assistance included support in water

measurement, modeling, installation of canal automation equipment, and water conservation plan development and implementation. Reclamation significantly exceeded its target because more entities than anticipated requested Reclamation's assistance in FY 2001.

Acres covered under water conservation plans - Reclamation slightly exceeded its FY 2001 target to work with districts to complete water conservation plans that cover 5 million acres by achieving 7.6 million acres. In order to continue to measure outcome goals, Reclamation has determined that it will not continue to measure this goal in FY 2003 because it does not directly measure the benefits of conservation.

## DATA VERIFICATION AND VALIDATION ASSIST ENTITIES

Baseline	FY 1999 - 160 entities
Data Validation	The goal measures an important program to increase water use efficiency and is one of the only activities in water conservation and planning for which we are authorized to participate. The submission, review and completion of the plans can be tracked and quantified.
Data Verification:	Regions and Area Offices prepare annual reports reviewing and evaluating accomplishments. The Water Conservation Field Services Program and a standing team ensure that definitions are applied in a consistent manner. This information is reviewed by all Regional Directors and consolidated in a bureau-wide report for the Commissioner.
Data Source:	Documentation of technical assistance, agreements, and the WCFSP annual report act as the data source for this goal. There is no data tracking system for this program.
Data Limitations:	The type of technical assistance provided to entities may be interpreted differently and may vary in degrees of significance.
Planned Improvements:	The goal definitions are being communicated broadly to ensure consistent reporting.

**FY 2003 Annual Goal 2.4.03 - CALFED Bay-Delta Program<sup>3</sup>**

Establish an Environmental Water Account (EWA) with purchases of up to 185,000 acre-feet, the dedication of water obtained through operational flexibility, and carryover of prior year acquisitions sufficient to provide the water needed for fishery purposes beyond the regulatory baseline and provision of ESA assurances. Water assets will be acquired by the CALFED agencies, consistent with the goals of the CALFED EWA Operating Principles Agreement.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Acre-feet of water provided for the Environmental Water Account	---	---	Up to 60,000	346,000	Up to 185,000	Up to 185,000

**Goal Description**

The CALFED Bay-Delta program is a partnership between Federal agencies and the State of California. These entities have been working together and 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, over 7 million acres of farmland, as well as habitat for 750 plant and animal species. In August 2000, Federal and State officials agreed upon a long-term plan for the Bay-Delta that would improve water quality, habitat and ecological functions, and water supply reliability while reducing the risk of catastrophic breaching of Delta levees. 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. The purpose of Environmental Water Account (EWA) is to provide water for fish and wildlife purposes that does not negatively impact water contractors. This initiative among many others will help to meet water needs while reducing existing conflicts among water users.

**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 to improve use and distribution of limited water supplies and work to reduce project impacts on the environment and wildlife.

**FY 2001 ANNUAL PERFORMANCE REPORT**

**Goal:** FY 2001, Reclamation will establish an Environmental Water Account (EWA) of up to 380,000 acre-feet of water, or equivalent EWA assets, to provide additional water or for fishery purposes beyond the regulatory baseline. Water assets will be acquired by the CALFED agencies, consistent with the goals of the CALFED Water Transfer Program.

**Report:** Exceed Target. Although Congress did not provide appropriations for the CALFED Bay-Delta program, Reclamation exceeded its target and provided 346,000 acre-feet to the Environmental Water Account through its partnership with the State of California. The program is paid for on a 50-50 basis. During FY 2001, the State agreed to pay the costs of water acquisition. Reclamation has received funding in FY 2002 and will reimburse the State in future fiscal years.

<sup>3</sup> A \$60 million budget request was not funded for CALFED in FY 2001, which may have impacts on FY 2002 and FY 2003. The goal is being included because CALFED partners may provide funding for acquisition of water and we will administer water delivery. However, the goal may not be accomplished if these alternative funding sources are not available.

**DATA VERIFICATION AND VALIDATION  
CALFED BAY-DELTA**

Baseline	FY 2000 - 0.0
Data Validation	The goal is a priority of the Department and measures Reclamation's role in this effort. It is an intermediate outcome that measures protection of fish and wildlife habitat. It is tracked and quantified through modeling and monitoring.
Data Verification:	The Mid Pacific Region CALFED Bay-Delta program contact will document the amount of water made available to water contractors through the CALFED Program and identify additional supplies made available through operational efficiencies and other techniques.
Data Source:	CALFED Water contracts and agreements.
Data Limitations:	The amount of water provided is an estimation and may or may not be verified through monitoring.
Planned Improvements:	None at this time.

**FY 2003 Annual Goal 2.4.04 - Mitigate Potential Impacts of Drought**

In FY 2003, respond to requests for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent of requests for drought emergency assistance adequately responded to or met	---	---	90%	100%	90%	90%

**Goal Description**

Our Drought Program assists States, tribes, and local entities throughout the Reclamation states and the State of Hawaii, in contingency planning and mitigation and relief from severe drought and water shortages. The Reclamation States Emergency Drought Relief Act of 1991 (PL 102-250), as amended, authorizes Reclamation to undertake drought-planning activities in all 50 states

and US territories. To address the effects of drought, Reclamation undertakes activities that can minimize losses and damages resulting from drought conditions. Reclamation provides emergency assistance during drought events, including well relief, temporary water distribution, and activities to mitigate adverse impacts to fish and wildlife.

Because a serious drought can have immediate adverse impacts, this goal measures Reclamation's ability to respond to requests for emergency assistance in an adequate and timely manner. When drought conditions exist, Reclamation receives numerous requests for emergency assistance. In order to provide assistance to the most critical needs, Reclamation evaluates and compares all requests. This takes time. However, Reclamation understands water users' need for a timely response to requests for drought emergency assistance so they can plan and react accordingly. Its goal is to respond to requests for emergency assistance within 60 days, 90 percent of the time.

### Means and Strategies

To help prevent or address the effects of drought, we assist states and tribes in preparing drought contingency plans and vulnerability assessments to help prevent or mitigate adverse effects from future drought events. We hold internal and external workshops on integrating drought planning into reservoir operations and resource allocation. We also develop and communicate decision-making tools for our managers on drought issues.

Reclamation represents the Interior Department on the National Drought Policy Commission, which includes the Department of Agriculture, Army Corps of Engineers, Small Business Administration, Federal Emergency Management Agency, and the Department of Commerce. The Commission develops consistent practices for dealing with drought, shares information and techniques, and leverages resources to increase the impact of mitigation efforts and reduce future impacts of drought.

### Goal Description

Under this goal, Reclamation identifies and addresses adverse impacts on the quality of the waters managed or directly affected by its projects to assure the sustainability and availability of water for multiple uses. To identify water quality improvement and protection needs, managers need to assess the condition of their project waters. Reclamation's project waters encompass approximately 348 reservoirs, 250 diversion dams, 16,000 miles of canals, and 17,000 miles of drains. Additionally, irrigation waters cover over 10 million acres of project lands that can contribute to non-point source water pollution.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, promote the efficient use of water supplies by responding to requests for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.

**Report:** Exceeds Target

Reclamation exceeded its FY 2001 goal by responding to requests for emergency assistance within 60 days 100 percent of the time. In FY 2001, Reclamation also accomplished the following related Drought Program activities:

### *Emergency Activities*

- Assistance to states, localities and Indian Tribes for well installation.
- Assistance to the Kickapoo Tribe in Kansas to temporarily raise their diversion dam to address drought impacts.
- Provided water from the Columbia Basin Project into the State of Washington's Temporary Trust Water Right Program.
- Water acquisitions for fish and wildlife needs in both the Rio Grande and Pecos River in New Mexico and the Klamath Project in Oregon.

### *Planning Activities*

- Drought mitigation plans were completed by: the Hopi Tribe, San Juan County, Utah; and the States of Hawaii, New Mexico, and Utah.

**DATA VERIFICATION AND VALIDATION  
DROUGHT**

Baseline	FY 2000 - 90 percent
Data Validation	In times of serious drought, the response time to a request for assistance is critical so the irrigator or district may prepare to address the condition or look elsewhere for funding. This goal is one of the Commissioner's priority and measures aspects of the emergency assistance program and good customer service. The goal can be tracked and quantified.
Data Verification:	The Reclamation Drought Coordinator within the Water Resources Office tracks the number and date of requests received and reports on the percent of the requests for which there was an adequate response. All drought emergency assistance requests will be reviewed within 60 days after receipt.
Data Source:	The Reclamation Drought Coordinator keeps records of requests for emergency assistance and responses signed by the Commissioner.
Data Limitations:	The goal measures the efficiency in which we respond to request for emergency drought assistance. However, it does not measure the impacts of the funding.
Planned Improvements:	BOR is assessing whether or not a more outcome-oriented goal can be measured.

## LONG-TERM OUTCOME - ADDRESS PROJECT IMPACTS TO WATER QUALITY

### Long-Term Goal 2.5

By 2005, protect water quality by addressing Reclamation project impacts and working with tribes, states and local watershed groups to identify and implement efforts to improve water quality.

### FY 2003 Annual Goal 2.5.01 - Improve Water Quality

In FY 2003, Reclamation will conduct water quality assessments at 22 Reclamation stream segments or Reclamation reservoirs and implement 5 operational changes or structural modifications, to address impacts to water quality.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of reservoirs and streams segments with on-going and new water quality assessments	5 (new monitoring)	6	19 (new and ongoing)	26	28 (new and on-going)	22
Number of operational changes initiated and structural modifications completed <sup>4</sup>	---	---	9	7	5	5

Reclamation's monitoring efforts are relatively new. In FY 2001 and FY 2002, Reclamation plans to conduct monitoring on over 20 separate projects. Reclamation's FY 2003 goal is to increase the number of areas being monitored so that Reclamation increases its understanding of the state of its project waters. Assessment of the majority of its waters will take many years.

Reclamation has been working with United States Geological Survey, Environmental Protection Agency and states to conduct water quality assessments. These assessments help Reclamation prioritize and schedule water quality improvements. Examples are operational and structural changes to water projects that have modified the temperature and flow of water releases, or reduced the salinity and toxicity of drain water. Since many factors outside of its control affect water quality, partnering and technical assistance are key components to protecting and improving the quality of our project waters.

### Means and Strategies

Reclamation monitors stream segments and water bodies for a variety of variables that have impacts on water quality such as temperature, metals, salinity, total organic compounds, bromide, and turbidity. It has implemented a project to expand water quality data into a Geographical Information System (GIS) database. This database will be used to access information on reservoir physical characteristics, past and current reservoir uses, and existing water quality. This effort also emphasizes efficiency and streamlining by providing access to Reclamation's reservoir data and linking to other information sources that are available on the Internet. By identifying differences and similarities between reservoirs, existing sources of information, and the success of past management activities, Reclamation's managers will be able to seek optimal solutions for sound reservoir management in an efficient manner.

Reclamation will seek resources and partnerships to continue to increase the number of monitoring efforts in

<sup>4</sup> To streamline the number of goals, this indicator combines two separate indicators from FY 2002 to implement: 1) operational changes and 2) structural improvements.

order to determine project impacts on water quality and solutions. Across the Western states, Reclamation is 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. Reclamation supports research in the areas of reservoir water quality, non-point source pollution, pollutant mapping, and the development of methods to

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, Reclamation will conduct water quality assessments at 19 Reclamation reservoirs and stream segments, and implement 8 operational changes, 1 structural modification, and provide 20 technical assistance efforts to states and local watershed groups.

**Report:** Exceeds Target for assessments  
Below Target for operational changes and structural modifications  
Exceeds Target for technical assistance

Reclamation exceeded target for the first performance measure by conducting 26 new and ongoing water quality monitoring efforts. Reclamation worked with partners to conduct studies on nutrient loading, oxygen demand, nitrogen supersaturation, temperature and sediment effects on water quality, among others.

During FY 2001 we also completed seven out of the nine operational changes and structural modifications planned. In the Pacific Northwest, we implemented flow augmentation at Grand Coulee Dam to cool water temperature and velocity, which will benefit anadromous fish, and provided timed releases to address temperature, velocity and other issues at the Yakima project. In the Lower Colorado region, Reclamation modified the drainage flow patterns to improve water quality flows to the Southern International Boundary. At the Klamath facility in

California, Reclamation's offices addressed a biological opinion and closed A Canal gates to maintain lake elevations to protect endangered fish. Other operational changes occurred at the Flaming Gorge facility, Colorado River Storage Project; and the Jordanelle facility, Bonneville Unit Project in Utah. Reclamation also implemented improvements to the Ashley Valley Wastewater Treatment plant, which is part of the Colorado River Water Quality Improvement Program.

We are slightly below target for this performance indicator because two operational changes were not completed. Completions were delayed slightly due to the need for further testing and construction modifications. The operational changes are scheduled for completion during FY 2002. Reclamation continues to work with its program staff and management to improve target setting, but occasionally unforeseen issues develop.

By completing 25 technical assistance activities in water quality, Reclamation slightly exceeded its goal to complete 20 technical assistance efforts. Technical assistance included support in modeling, water quality monitoring and assessment of the impacts of water quality improvement actions to assist customers and stakeholders in water management. Because technical assistance is often for water quality monitoring and overlaps with efforts counted under the performance indicator to measure water quality monitoring, it is not being measured in FY 2003 and future performance plans in order to continue to streamline goals.

**DATA VERIFICATION AND VALIDATION  
WATER QUALITY MONITORING**

Baseline	FY 1999 - 5 assessments. The target is to continually increase the number of areas being monitored in order to have good baseline data on the condition of our reservoirs and down-stream areas.
Data Validation	Reclamation's water quality team and management have determined that there is a need to set baseline data on the water quality condition of our reservoirs. Obtaining water quality data through special ongoing assessments provides useful information to help determine strategies and solutions to improving water quality. Without this activity, Reclamation would have no basis to judge whether or not the quality of water related to its projects is adequate and if Reclamation is effective in achieving its long-term goal to protect water resources.
Data Verification:	New studies and assessments are counted in the year that data are documented and reported to management and/or the public. Ongoing monitoring may be counted each year until such monitoring is complete. Since the goal is to increase the number of streams and reservoirs assessed over time, the total is cumulative from year to year unless a monitoring/assessment project ends. Monitoring data is collected in accordance with EPA quality assurance requirements. The data is not stored in a central database, but is kept in a variety of data systems at the regional, area or local office level.
Data Source:	Water Quality Reports prepared by Reclamation offices, often in conjunction with USGS.
Planned Improvements:	To compile data, Reclamation is building a database to store water quality data on project reservoirs. Regional data is being added and should be complete in FY 2002. Updates of water quality data will be ongoing.

**DATA VERIFICATION AND VALIDATION  
WATER QUALITY MODIFICATIONS**

Baseline	FY 2000 - 0 modifications.
Data Validation	Completion of structural and operational changes is Reclamation's primary means of addressing project impacts on water quality. Management has also determined that this is one of the only measures within its control and authority. These efforts are documented and tracked and are measurable and can be quantified.
Data Verification:	Completed modifications are verified through annual water quality reports, budget documents, and scheduled Maintenance/operational items.
Data Source:	Documentation of structural and operational changes is 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 data-bases.
Data Limitations	The goal will measure the completion of the modification only. Reclamation is assessing whether it is possible to measure an outcome goal that it impacts and that is within its control. There may be inconsistent interpretations on the types of modifications for water quality purposes.
Planned Improvements:	None at this time.

**IMPROVE WATER QUALITY IN THE COLORADO RIVER BASIN STATES**

**Long-Term Goal 2.6**

By 2005, improve water quality in the Colorado River Basin States by adding new projects to control an additional 150,000 tons per year of salt at a cost not to exceed \$50/ton from a 1995 baseline rate of 371,000 tons per year as reported in the 1999 Triennial Review.

**FY 2003 Annual Goal 2.6.01 - Remove Colorado River Salt**

In FY 2003, improve water quality in the Colorado River Basin States by adding new projects to control an additional 25,000 new tons of salt at a cost not to exceed \$50/ton.

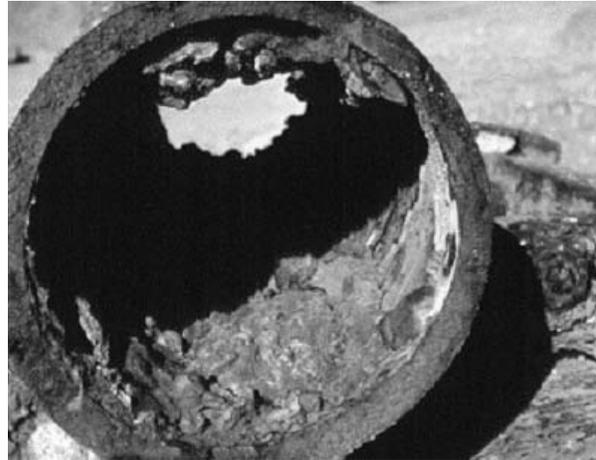
Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
New tons of salt eliminated at a cost no greater than \$50 per ton, on average	26,300	31,086	25,000	36,437	25,000	25,000

enhance water quality.

### Goal Description

The Colorado River and its tributaries provide municipal and industrial water to about 27 million people and irrigation water to nearly 4 million acres of land in the United States. The river also serves about 2.3 million people and 500,000 acres in Mexico. The threat of salinity is a major concern in both the United States and Mexico. Salinity affects agricultural, municipal, and industrial water users. Salinity can cause corrosion and clogged pipes in water delivery systems and adversely affect crop germination and reduce crop yields. Damages in Mexico are unquantified, but damages in the United States are presently about \$330 million per year. Title II of Colorado River Basin Salinity Control Act seeks to prevent salts from polluting the river at far less cost than traditional desalination technologies (\$30/ton prevention vs. +\$300/ton for treatment).

In 1995 Public Law 104-20 authorized an entirely new way of implementing salinity control projects. Reclamation's "Basin wide Salinity Control Program" opens the program to competition through a "Request for Proposal" process, which has greatly reduced the cost of salinity control. The average cost of salinity control measures has dropped from about \$70 per ton to \$30 per ton. The program is heavily cost shared (30 percent) by the Basin States through a surcharge on power produced at Reclamation facilities within the Basin. Local cost sharing and implementation of projects also help to extend the effectiveness of the program. Over the past three years the program has been able to consistently exceed its goal by 50%, almost completely eliminating the backlog of work that accumulated between the completion of the old program and the startup of the new Basin wide Program. To date the program has been able to reduce salinity of the river by about 10 percent (800,000 tons per year), nearly enough to match the impacts of continuing water development.



*Salinity damages to municipal water pipe.*

The GPRSA salinity goal measures efforts to prevent further water quality degradation in the Colorado River Basin. The goal to implement, on average, at least 25,000 tons per year of new controls (the total is cumulative with new projects each year) 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 43 cents in cost sharing from the Colorado River Basin States.

### Means and Strategies

Reclamation operates several programs with the main purpose of reducing salinity. For example, Reclamation is implementing low cost methods such as canal and lateral piping to allow highly efficient sprinkler systems to be used, and to reduce salinity and other contaminants, such as trace metals and organics in water. Reclamation is also advancing methods to improve water releases using selective withdrawal structures and is developing tools to predict 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 (1999 Triennial Review). Reclamation conducts research on desalinization methods and technology transfer.

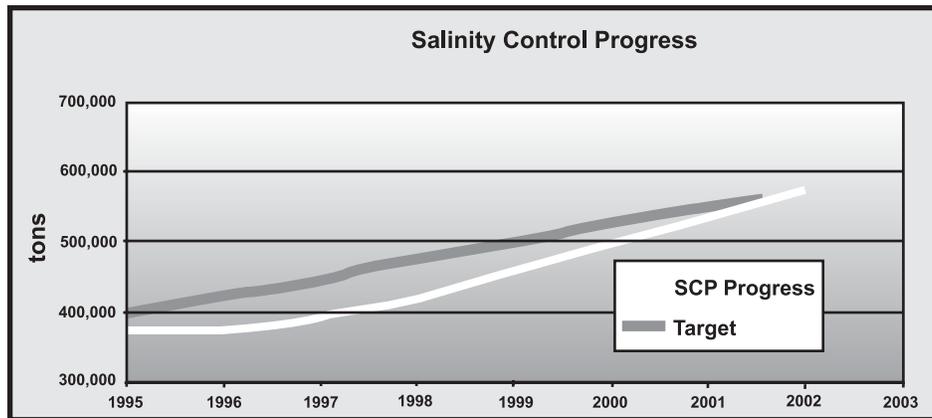
## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, improve Colorado River water quality by removing at least 25,000 new tons of salt at a cost not greater than \$50 per ton.

**Report:** Exceeds Target.

In FY 2001, Reclamation facilitated the initiation of projects that will remove over 36,000 tons of salt, on

average. In addition to projects already implemented, Reclamation estimates that these new projects will help prevent a total of 550,000 tons of salt per year from entering into the Colorado River. The project has been in effect since FY 1995 and has fully met and now is exceeding the salinity control goals. The following chart shows the Salinity Program's progress in reducing the amount of salinity from 1995 to the present.



## DATA VERIFICATION AND VALIDATION SALINITY

Baseline	FY 1998 - 18,600 tons of salt removed annually.
Data Validation	This goal, as constructed, best measures our efforts to facilitate the reduction of salt in order to improve water quality in the Colorado River Basin.
Data Verification:	Post project monitoring/verification studies for the unit areas are conducted for the BOR by the USGS. The entire river system is monitored at 20 key locations throughout the Basin by the USGS. Results are documented in USGS publications.
Data Source:	Contract agreements, reports, and monitoring results.
Data Limitations:	The reported salt load reductions are typically based on modeling and government planning studies. Sometimes the actual reductions fluctuate slightly from the estimates due to environmental or operational factors.
Planned Improvements:	None at this time.

## LONG-TERM OUTCOME - INCREASE TRIBAL OPPORTUNITIES TO DEVELOP, MANAGE AND PROTECT THEIR WATER RESOURCES

### Long-Term Goal 2.7

By 2005, increase tribal opportunities to develop, manage, and protect their water resources.

### FY 2003 Annual Performance Goal 2.7.01 - Provide technical assistance to tribes

In FY 2003, complete 30 technical assistance activities that will increase tribal opportunities to develop, manage, and protect their water resources.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of technical assistance activities completed	---	---	30	38	34	30

### Goal Description

Most Western Indian tribes have a critical need to develop and manage their water resources to sustain their livelihood and growing populations, a problem exacerbated by a lack of infrastructure to manage water resources. Additionally, many Western tribes with strong fishing traditions have an important need for restoring and managing instream fisheries. 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.

Over 290 tribes fall within our jurisdiction. Through our Native American Program, Reclamation supports projects and help 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. Additional assistance is provided through its water resource, water quality, and fish and wildlife programs. Reclamation's goal measures the technical assistance provided that enhances the tribes' capacity to manage its water resources.

### Means and Strategies

Technical assistance activities completed each year would include studies or other assistance that make significant progress toward enabling tribes to benefit from our program. Such studies or assistance counted under this goal will also do one of the following: a) provide an Indian tribe sufficient technical data to determine the need for a feasibility study under Reclamation law; b) support the Department's water rights settlement program, c) enable a tribe to construct, operate or maintain its water system and related facilities, or d) advance efforts to restore, manage, and protect water, riparian and instream tribal trust resources. Federal funding for this program comes from the Native American Affairs Program, other programs such as Water Management and Conservation, and Drought Emergency Response and Planning, and specific project authorities such as the Central Arizona Project. Many technical assistance efforts have cost-sharing components that leverage funds to achieve greater benefits. Most projects are identified and managed at the area office level.

Reclamation provides technical and financial assistance to Indian tribes, institutions of higher education, national Indian organizations, and tribal organizations to increase opportunities for Indian tribes to develop,

manage and protect their water resources. Program activities include: assisting tribes to better understand their water related needs; developing water resources, including rural water supplies on Indian reservations, through traditional and innovative technologies; and entering into partnerships with educational institutions for the training of Indian students in areas of water resources management. Along with other Interior

bureaus, Reclamation provides technical expertise and resources to Departmental Indian water rights settlement activities. Research activities facilitate water management and planning for tribes. Through cooperative work with BIA and Indian Health Service, Reclamation also supports training and technical assistance for tribes.

### FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, complete at least 30 technical assistance activities that will increase tribal opportunities to develop, manage and protect their water resources.

**Report:** Exceeds Target

Reclamation assisted 38 tribes in FY 2001. The assistance counted under this goal is intended to: provide an Indian tribe sufficient technical data to determine

the need for a feasibility study under Reclamation law; support the Department's water rights settlement program; enable a tribe to construct, operate or maintain its water system and related facilities; or advance efforts to restore, manage, and protect water, riparian and instream tribal trust resources. For example, in FY 2001 Reclamation worked with Native American Indian Tribes to improve drinking water systems, install well and stock tanks to increase water availability, assess water intake for fish hatcheries, conduct ground water studies, and implement water conservation practices.

### DATA VERIFICATION AND VALIDATION TRIBAL TECHNICAL ASSISTANCE

Baseline	FY 2000 - 0. New goal in 2001.
Data Validation	The Reclamation Native American Affairs Coordinators have determined that technical assistance to tribes reflects the level of effort in this program.
Data Verification:	Those Candidate projects carried out under the NAA Program are reviewed, prioritized and authorized by the Regional Native American Program managers. Area Office Coordinators report on completion of technical assistance requested and received by the tribes. As a group, the NAA Office and the Regional Native American Program managers have established a definition of technical assistance to try to achieve consistent reporting for GPRA.
Data Source:	Assistance agreements and annual reports.
Planned Improvements:	Improved communication of goal definitions within 3 years.

# GPRA PROGRAM ACTIVITY - LAND MANAGEMENT AND DEVELOPMENT

## LONG-TERM OUTCOME - PROVIDE QUALITY RECREATION

### Long-Term Goal 2.8

By 2005, Reclamation will improve the quality of its recreation areas by completing recreational management reviews at 172 recreation areas and implementing corrective actions to address deficiencies.

### FY 2003 Annual Goal 2.8.01 - Assess recreational site needs

By the end of FY 2003, increase the quality of recreation areas by completing recreation management reviews at approximately 101 recreation areas (the total includes the number of reviews completed between FY 2000-2002) on Reclamation project lands; in FY 2003 ensure compliance for 80 percent of the corrective actions scheduled for FY 2003 identified in previous reviews.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of completed Recreation Management Reviews (cumulative)	---	64	97	93	125	176
Percent of completed corrective actions scheduled for completion in FY 2003	---	---	10%	32%	75%	80%

### Goal Description

There are more than 300 recreation areas totaling 8.6 million acres of land associated with Reclamation's projects land and waters. These sites provide outdoor recreation opportunities, such as fishing, boating, swimming, hiking, biking, and picnicking. Reclamation manages recreation at these locations through a combination of direct management, contracts with concessionaires, and partnerships with state and local governments, the private sector, and other agencies; Reclamation directly manages approximately one-sixth of the recreation areas.

The desired outcome of this goal is to provide quality recreational experiences and facilities for public use on Reclamation's 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 that its recreation areas provide quality services. This goal ensures that

recreational sites managed by Reclamation and its partners are reviewed for compliance with standards and policies. Reclamation's FY 2005 long-term goal is to complete at least 172 reviews, or almost 60 percent of the recreation areas.

### Means and Strategies

The direction of Reclamation's overall recreation program may require cooperative work with many governmental and non-governmental entities. The National Park Service, BLM, USDA Forest Service, and state recreation agencies manage over 80 percent of Reclamation-owned recreation facilities. For example, eight western states' National Recreation Areas (NRA) involve Reclamation's 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.

Reclamation will work with its 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.

#### FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** By 2001, increase the quality of recreation areas by completing 97 recreation compliance reviews and 67 recreation action plans at Reclamation and non-federal areas, and implementing 10 percent of the corrective actions identified in the action plans.

**Report:** Below Target for reviews  
Exceeds Target for action plans  
Exceeds Target for corrective actions

Reclamation is slightly below target in completing recreation reviews because a number of reviews were delayed to address public comments on the Resource Management Plans (RMPs) associated with the recreation area. Reclamation expects to complete the RMP for these areas in the third quarter of FY 2002. Three of the reviews will not be forwarded and completed in FY 2002 as they have been postponed until negotiations with the managing partners are complete.

Reclamation exceeded target in completing 83 action plans. Starting in FY 2002, completion of recreation reviews and action plans will be combined into one performance indicator since they are often completed at simultaneously.

Reclamation also exceeded target by completing 32 percent of the identified corrective actions. Some examples of the corrective actions identified and implemented to improve recreation areas include:

- Erosion control work along the bank of Colorado River
- Replacement and improvement of informational/educational signs
- Improved or replacement of boat docks
- Accessibility improvements
- Storm water drainage work
- Improvements to potable water delivery systems and public toilets

Since a number of the corrective actions must be implemented by managing partners, and therefore, are out of Reclamation's control, in FY 2002 Reclamation will begin measuring the percent of actions completed out of those scheduled for that fiscal year. In doing so, Reclamation will work with and be informed about the actions the managing partners plan to implement. Also, the name of the goal will be changed to better reflect the focus of the reviews, which is "management" of recreation areas.

**DATA VERIFICATION AND VALIDATION  
RECREATION REVIEWS**

Baseline	FY 2000 - 64 recreation reviews.
Data Validation	Reclamation's Recreation Team and management have determined that this goal is necessary to identify and correct deficiencies at recreation areas and set baseline data on the condition of its recreation facilities. There is a relationship between corrected deficiencies, facility condition, and the recreation user's experience. Reviews can be easily targeted, tracked and measured.
Data Verification:	Reviews are documented and filed, and then the action plan is developed.
Data Source:	Recreation review reports, action plans, and schedules to address deficiencies.
Data Limitations:	Data limitations could include inconsistency in recreation reviews and action plan development.
Planned Improvements:	Develop a goal to measure recreation facility conditions.

**FY 2003 Annual Goal 2.8.02 - Increase Public Access to Recreation Areas.**

By the end of FY 2003, provide access for the disabled by ensuring that 27 percent of Reclamation's recreation and public areas meet accessibility standards.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent of recreation/public sites that meet accessibility standards	---	---	---	---	---	27%

**Goal Description**

One of the Administration's top priorities is to increase access to public and recreation areas for people with disabilities. Our FY 2003 recreation accessibility goal ensures that access to public places and recreation areas supports Reclamation's Policy on Equal Accessibility and Equal Opportunity for People with Disabilities. By meeting this goal, Reclamation will make progress towards meeting its customers' needs by providing access to its recreation areas.

The completion of reviews and action plans was undertaken in previous years and served as mea-

surements for this goal. Beginning in FY 2003, the result of these activities, which is the percent of sites that are accessible, will be measured.

**Means and Strategies**

This goal will be measured through evaluations that determine the number of recreation sites that are in compliance with accessibility standards. The goal will also include those sites, or components of sites, that have been retrofitted to meet accessibility standards.

**FY 2001 PERFORMANCE REPORT**

**Goal:** By the end of FY 2001, provide access for the disabled by evaluating sites for accessibility at 52 percent of Reclamation's public use sites; achieve compliance or complete action plans for 22 percent of the sites; and achieve compliance or implement corrective actions for 10 percent of sites.

**Report:** Exceeds Target.

In FY 2001, Reclamation completed accessibility reviews at 64 percent of recreation areas. Because recreation compliance reviews and accessibility reviews are often conducted by the same personnel, more recreation accessibility reviews were completed due to efficiencies gained in combining the reviews. To measure the outcome of this effort, in FY 2002 we will measure the percent of sites that are accessible.

**DATA VERIFICATION AND VALIDATION  
ACCESSIBILITY**

Baseline	The baseline is being set in FY 2002 and is unknown at this time.
Data Validation	Accessibility is required by law and is a priority. The percent of sites that are accessible can be quantified and measured. The goal indicator directly relates to the goal to achieve facility accessibility.
Data Verification:	Regional 504 Coordinators, contractors, or the Technical Service Center Teams conduct the evaluations. The Accessibility Data Management System (ADMS) is used to evaluate, manage, and verify this goal.
Data Source:	Accessibility Data Management System and regional inventories completed in ADMS by National and Regional 504 Coordinators, action plans, and documentation of retrofits.
Data Limitations:	Data collected will continue to change until the identification of deficiencies and the development of action plans is fully complete in FY 2005. As action plans are completed, retrofits are scheduled which sometimes require multiple years to complete due to budgeting for major capital improvement items. Therefore, percent of sites accessible will change on an irregular basis as scheduled retrofits are accomplished.
Planned Improvements:	None.

**LONG-TERM OUTCOME - PROTECT PROJECT LAND RESOURCES**

**Long-Term Goal 2.9** By 2005, Reclamation will maintain protection of project land resources by completing resource management plans, and surveying and verifying real property asset data.

**FY 2003 Annual Goal 2.9.01 - Complete resource management plans**

In FY 2003, improve land stewardship by completing 11 Resource Management Plans.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Resource Management Plans completed	---	4	15	6	14	11

**Goal Description**

Through the land resources management program, Reclamation manages our project lands consistent with authorized project purposes, while balancing a variety of land uses. For example, Reclamation's lands not only support authorized uses such as water and power development, recreation, and flood control, but also include American Indian sacred sites, fish and wildlife habitat, wetlands, cultural resources, timber and grazing resources, and mineral production. Often, the demands on Reclamation's project lands far exceed the land use capacity. Therefore, it is important that it develop long-lasting strategies to protect these resources while maintaining project purposes.

Public Law 102-575 authorizes Reclamation to develop Resource Management Plans (RMPs). RMPs are important tools in land use decision-making as they act as a road map for land managers by identifying preferred land uses and the strategies for sustaining them. RMPs are often developed for land areas with significant demands and conflicts over critical resources. RMPs include an inventory of the resources on the selected land area such as soil, wildlife, recreation, cultural sites, and economic resources, and the strategies to balance use of these resources. RMP development is also a public process where divergent

interests have a voice in the development of land use alternatives. This goal measures our ability to complete RMPs for selected land areas each year.

**Means and Strategies**

Managers determine the areas for RMP development. RMPs are usually developed for land areas with significant demands and conflicts over critical resources. RMPs are initiated with an inventory of all of the resources on the selected land area; for example: soil, wildlife, recreation, cultural sites, and economic resources. Through a public scoping process, alternative land management strategies are proposed and assessed. The RMP is considered complete once a Record of Decision (ROD) or Finding of No Significant Impact (FONSI) on the selected preferred alternative use(s) is finalized and the RMP document is finalized. The RMP is then used to implement land management programs and activities and often to seek funding for land management improvements.

On average, RMPs can take two years to complete. Reclamation's goal is to complete RMPs for the most critical areas first, implement the recommended actions, and monitor progress in achieving the intended land management identified in the RMPs.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, improve land stewardship by completing 15 Resource Management Plans that cover 300,000 acres of project lands.

**Report:** Below Target.

In FY 2001, Reclamation completed the development or revision of 6 RMPs for the:

- Rockport Reservoir, Weber Basin Project, Utah;
- Ender Reservoir, Frenchman-Cambridge Division, Nebraska;
- Swanson Reservoir, Frenchman-Cambridge Division, Nebraska;
- Medicine Creek Reservoir/Harry Strunk Lake, Frenchman-Cambridge Division, Nebraska;
- Red Willow Reservoir/Hugh Butler Lake, Frenchman-Cambridge Division, Nebraska;
- Banks Lake, Columbia River Basin Project, Washington.

Completion of a number of RMPs was delayed mostly due to the scheduling and completion of required actions associated with the Environmental Impact Statement (EIS) process, especially the public comment process. In a number of cases, public comments were significantly more extensive and controversial than anticipated. This required additional resources and time to address the issues.

Reclamation is behind target for the performance measure to complete RMPs covering 300,000 acres of land since the acres cannot be included as a goal accomplishment until the RMPs are complete. Reclamation anticipates completing the delayed RMPs in FY 2002. This performance indicator does not continue because management determined it was not useful as a separate goal and could be reported as supplemental information with the goal to complete RMPs.

**DATA VERIFICATION AND VALIDATION  
RMPS**

Baseline	FY 2000 - 14 RMPs.
Data Validation	Reclamation Recreation and Land Management Team have determined that RMPs are a tool in managing land resources. Completion of RMPs ensures that certain management activities - inventories, public outreach, and development of strategies - have taken place. RMPs are easily tracked and quantified.
Data Verification:	Offices ensure that RMPs are completed and that they are forwarded to the Regional Director and/or Area Manager for approval.
Data Source:	Resource Management Plans (RMPs).
Data Limitations:	Completion of the plans occurs when management approves the environmental compliance finding or decision document. However, RMPs are improved and revised over time as issues arise or problems are resolved.
Planned Improvements:	Reclamation has developed a handbook on preparing Resource Management Plans that will be used to ensure a comprehensive and consistent approach. The goal has been simplified to measure only completion of the RMPs; this will also strengthen the outcome orientation of the goal. However, Reclamation recognizes that completion of RMPs is an output measure and is exploring other possible indicators of successful land management.

**FY 2003 Annual Goal 2.9.02 - Verify lands asset data**

In FY 2003, improve land stewardship by updating and completing lands asset data and reconciling it to financial records at 39 percent of project lands.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent of projects with updated, complete, and financially reconciled lands asset data (partial completions allowed)	---	---	10%	13%	33%	39%

**Goal Description**

There is a significant amount of property associated with Reclamation's project lands. Reclamation manages or owns much of the property on this land and must keep track of the type and amount of land and of its property, condition, and value to meet appropriate accounting and financial practices and ensure good management.

**Means and Strategies**

On a project-by-project basis, Reclamation will ensure that it has complete and accurate data on its lands. Lands asset data/land inventory data includes the location and acreage of fee-title land, withdrawn land, and permanent easements; mineral rights; acquisition contract reference number; and hard costs. These data will be input into a tracking system developed by GSA - Foundation Information for Real Property Management (FIRM)

- that Reclamation installed in early FY 2000. To validate its land assets, Reclamation will need to complete data on location and acreage of fee-title land, withdrawn land, permanent easements, mineral rights, acquisition contract reference numbers, and hard costs to reconcile these data with its 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.

**Program Evaluations**

The OIG reviewed our FY 1999 financial statement and found a material weakness with respect to its land inventory and financial records. This goal is related and will help to address the OIG recommendations.

<p><b>FY 2001 ANNUAL PERFORMANCE REPORT</b></p>	<p><b>Report:</b> Exceeds Target.</p>
<p><b>Goal:</b> Update and complete 10 percent of lands asset data and reconcile it to financial records.</p>	<p>Reclamation exceeded its FY 2001 target by updating and completing land asset data and reconciling it to financial records for 14% of Reclamation's lands assets. Land asset data for over 40 projects have now been updated and verified.</p>

**DATA VERIFICATION AND VALIDATION  
LAND ASSETS**

Baseline	FY 2000 - 0 percent verified asset data.
Data Validation	The OIG has raised management of lands assets as a management issue that Reclamation must improve upon.
Data Verification:	Reclamation Area Offices and/or Regional Offices with inventory lands asset data will reconcile the data to financial records. Data are verified by comparing Area and Regional Office documentation with the FIRM database.
Data Source:	FIRM databases and land plat books.
Planned Improvements:	Reclamation will continue to address the OIG audit recommendations and improve land asset data in the FIRM database.

# GPRA PROGRAM ACTIVITY - FISH AND WILDLIFE HABITAT MANAGEMENT AND DEVELOPMENT

## LONG-TERM OUTCOME ENHANCE FISH AND WILDLIFE HABITAT

### Long-Term Goal 2.10

By 2005, Reclamation will protect and enhance fish and wildlife habitat by preserving, restoring and establishing wetlands and instream or riparian habitat affected by our projects.

### FY 2003 Annual Goal 2.10.01 - Enhance fish and wildlife habitat

In FY 2003, provide approximately 2.5 million acre-feet of water to conserve threatened or endangered species; protect and maintain, establish, restore or enhance over 9,776 acres of wetlands and/or riparian habitat and 50 miles of instream and/or riparian habitat.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Water in acre feet (000) provided by Reclamation for ESA purposes and other project benefits requiring instream enhancement	---	1.9 million	900,000	1.7 million	2.5 million	2.5 million
Acres of wetlands and/or riparian habitat protected and maintained, established, restored or enhanced	---	7,187	1,000	6,212	9,600	9,776
Miles of instream and/or riparian habitat protected or maintained, established, restored and enhanced	---	---	40	72	37	50

### Goal Description

Reclamation maintains and improves fish and wildlife habitat within watersheds that affect or are affected by its projects. These efforts will ensure that Reclamation complies with the Endangered Species Act, Migratory Bird Treaty Act and other legal requirements and minimize the impact of its projects and facilities on fish and wildlife habitat. Through improved water resource

planning, Reclamation I seeks to meet water and power contracts, while balancing the many needs for water resources. As part of this goal, Reclamation will continue efforts to ensure that it meets 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 Memoranda of Agreement, Reclamation negotiates and implements minimum flow requirements from water storage facilities such as the Flaming Gorge, Navajo, and Glen Canyon dams to preserve instream habitat and protect downstream species. Reclamation's reservoirs also provide water to downstream non-Reclamation reservoirs such as the W.C. McConaughy Lake 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. Irrigation waters, covering approximately 11.6 million acres of project lands, can contribute to non-point source water pollution. Through the National Irrigation Water Quality Program (NIWQP), Reclamation works with other Interior bureaus to evaluate irrigation projects, which are primarily constructed by it, to identify drain water contamination and related impacts to endangered species or migratory birds; and develop and implement remediation alternatives.

Reclamation also conducts research about improving environmental resources such as fisheries protection, wetlands development, invasive species management, and habitat evaluations and improvements for endangered species. Research efforts are underway to develop 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 Reclamation's facilities.

Through partnerships, agreements, and grants, Reclamation consults with stakeholders and participates on watershed councils or similar groups. Reclamation provides technical and financial assistance to states and tribes, and negotiates and implements habitat conservation activities. For example, Reclamation has 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 Reclamation is working with Wyoming, Colorado, and Nebraska to develop an agreement to improve and conserve habitat for threatened and endangered species. Similarly, the multi-species conservation plan for the Lower Colorado River involves four other Federal agencies, the States of Arizona, California, and Nevada, five tribes, and 18 water and hydropower management agencies. Reclamation manages the NIWQ program that includes participation from the United States Geological Survey, Fish and Wildlife Service, and the Bureau of Indian Affairs.

## Program Evaluations

Reclamation participates in annual and semi-annual bureau-wide meetings to evaluate its 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 the National Fish and Wildlife Foundation and Wetland Mitigation and Restoration. Through these evaluations, managers can determine how well Reclamation implements its conservation and mitigation efforts and determine how to improve its performance.

This document presents the FY 2003 annual goals and FY 2001 performance results together to show current goals and the corresponding past performance results. However, some FY 2002 goals under Mission Goals 1 and 2 do not continue in FY 2003. Reclamation continues to improve, streamline, or eliminate goals that are difficult to measure or which are not significant indicators of performance. The discontinued FY 2000 goals and the performance results are listed below. Performance results for these goals are also summarized in Appendix 1.

### FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** In FY 2001, provide approximately 900,000 acre feet of water to conserve threatened or endangered species; preserve, restore, or establish at least 1,000 acres of wetlands habitat and 40 miles of instream or riparian habitat.

**Report:** Exceeds Target

Reclamation exceeded all aspects of its FY 2001 goal to provide water for ESA purposes and preserve, enhance, restore or establish wetland and riparian habitat. Water for endangered and threatened species was provided by Reclamation projects throughout the western United States. For example, over 114,000 acre-feet of water was provided under the San Joaquin River Agreement to implement aspects of the Vernalis Adaptive Management Program (VAMP), which mandates flow objectives on an annual basis to respond to the needs of Chinook and spring-run salmon and other species within the Central Valley, California. Over 1.2 million acre-feet of water was provided through the Grand Coulee, Hungry Horse, Banks Lake, and Upper Snake River projects for endangered and threatened species within the Columbia River Basin. In the

Rocky Mountain region, approximately 423,000 acre-feet of water was provided to benefit species in the Rio Grande, Pecos, Green, Provo, Gunnison, and San Juan rivers. Through the Fryingpan-Arkansas Project in Colorado, Reclamation also delivered approximately 20,000 acre feet of water to 15 miles of riparian habitat in the Colorado River designated "critical" under the ESA. This effort is part of the Upper Colorado River Basin Endangered Species Recovery Program.

As a whole, Reclamation provided more water than anticipated because low precipitation and snow pack resulted in reduced natural stream flow. In order to maintain flows to meet critical ESA needs, Reclamation released additional supplemental water from its facilities.

To protect fish and wildlife, Reclamation also preserved, enhanced, restored or established over 6,000 acres of wetlands and approximately 70 miles of instream or riparian habitat in FY 2001. Reclamation exceeded the target because work accomplished exceeded the initial estimates. It often worked with partners on these activities, making it difficult to predict the funding availability and exact amount of habitat to be addressed prior to implementation.

**DATA VERIFICATION AND VALIDATION  
WATER FOR ESA**

Baseline	FY 2000 - 1,900,000 total acre-feet of water for ESA purposes.
Data Validation	Management has determined this goal to be an appropriate measure of Reclamation's ability to address ESA issues impacted by its projects.
Data Verification:	To determine acre-feet of water for ESA, Reclamation negotiates Memoranda of Agreements (MOAs) with states, local, and other Federal agencies to set minimum flow requirements and regimens for endangered species and other species. Amounts of water verified through operational water records, and in some cases, water levels are monitored.
Data Source:	MOAs, operational records, and water level monitoring reports.
Data Limitations:	Flows of water provided are estimates and are subject to the accuracy of monitoring equipment.
Planned Improvements:	Some offices are improving their tracking of water releases through real-time monitoring systems.

**DATA VERIFICATION AND VALIDATION  
WETLANDS/RIPARIAN HABITAT**

Baseline	FY 2000 - 7,187 for wetlands, 0 for riparian habitat
Data Validation	Management has determined that this is an appropriate measure of protecting fish and wildlife habitat.
Data Verification:	<p>The amount of wetlands and instream or riparian habitat restored is often initiated as a result of a Record of Decision or Biological Opinion. The efforts must be agreed upon and implementation must be tracked and reported. A more exact amount of wetlands and stream miles restored or enhanced may be found in after action reports describing the accomplishment. However, these reports are not always required or may be completed well after the year in which the wetland or stream mile was restored or enhanced and reported under this goal. If this is the case, the program contact estimates the acres or stream miles of habitat created or enhanced based on documents and contract agreements.</p> <p>Scientists can evaluate the condition of wetlands and success of restoration and enhancement efforts by periodically conducting biological and functional assessments, such as the hydrogeomorphic approach for assessing wetland functions. There are a variety of field methods that can be used to conduct biological assessments to determine the condition of the biota and if a wetland or other area is being degraded by any chemical, physical, or biological stressors.</p> <p>These definitions can be applied to other fish and wildlife habitats as well, such as, restoring aquatic habitat for recovery of certain species of fish by acquiring water for more instream flows; or changing the timing and rate of releases from dams to mimic the natural hydrograph of the river.</p>
Data Source:	Record of Decision or Biological Opinion.
Data Limitations:	The acres of habitat or miles of stream improved can be validated by RODs or biological opinions, but the amounts will be estimations.
Planned Improvements:	None at this time.

## DISCONTINUED FY 2001 GOALS:

This document presents the FY 2003 annual goals and FY 2001 performance results together to show current goals and the corresponding past performance results. However, some FY 2001 goals under Mission Goal 1 do not continue in FY 2003.

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

**Report** - Below Target. Reclamation's Phoenix, Boulder Canyon Operations, Provo, and Montana area offices completed management plans in FY 2001. The management plans are intended to be working documents between the Area Managers and their respective Regional Director are used to communicate the high priorities, issues and management strategies to Area Office staff and managers. Two offices delayed completion of the plans to address higher priorities. For example, extreme drought conditions and the lack of a permanent area manager delayed completion of the management plan for Klamath. Now that a permanent area manager is on board, the plan should be completed in FY 2002.

Management has determined to discontinue measuring the goal in FY 2003 because the offices with high priority issues will have completed their

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

### DESCRIPTION

There is more and more evidence that organizations need to balance their focus on programs and outputs with efforts to ensure a productive workforce and satisfied customers. Reclamation has included Mission Goal 3 - Advance Reclamation's Organizational Effectiveness - to recognize the importance of a productive and effective organization and customer satisfaction in achieving its organizational goals and mission. Mission Goal 3 focuses on customers that Reclamation serves, the

plans. Also, Reclamation continues to reduce the number of output goals to focus on outcomes.

The following performance indicators are also being discontinued and not reported after FY 2002. These indicators did not measure the intended results to conserve water, improve water quality and improve land stewardship and were not found to be useful to management. Reclamation will continue to measure the number of entities assisted in water conservation activities to improve water quality, and the number of Resource Management Plans completed.

Performance results for these discontinued performance indicators have been provided in the previous section with the related FY 2003 goal.

**Acres of Lands and Population Served Under Water Conservation Plans.** Work with districts to complete water conservation plans, covering at least 5,000,000 acres.

**Provide Technical Assistance in Water Quality.** Provide 20 technical assistance efforts to states and local watershed groups.

**Acres of Land Covered Under Resource Management Plans.** In FY 2001, improve land stewardship by completing Resource Management Plans that cover 300,000 acres of project lands.

business practices we implement, and the people and resources that make the organization work effectively. Under this mission goal, Reclamation will improve services provided to customers by surveying customer satisfaction and continued benchmarking to search out the best business practices. Reclamation will also expand communications by providing timely information about its business decisions, resources management issues, and the regulations that govern its work. Reclamation will strengthen business practices and

financial accountability by continuing title transfer of facilities to capable partners so that facilities are owned and managed at the local level. Reclamation will continue to improve the way it manages incidental revenues. Additionally, Reclamation will maintain a diverse and capable workforce by continually assessing the expertise and experience of its workforce while implementing the workforce restructuring directives of the Administration.

#### **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. Appealing non-government career opportunities and negative opinions about government employment both affect its ability to attain and retain a diverse workforce. Finally, in certain specific situations, such as completion of title transfers, there must be willing, capable parties and congressional authorization.

#### **FY 2003 ANNUAL GOALS**

##### **Annual Performance Goal 3.11.01 - Customer Service Benchmarking**

In FY 2003, attain a (not measured) customer satisfaction rating.

##### **Annual Performance Goal 3.12.01 - Transfer Project Titles to Interested and Capable Parties**

In FY 2003, Reclamation will facilitate the title transfer of 4 projects or parts of projects to local non-federal entities that are authorized by Congress.

##### **Annual Performance Goal 3.13.01 - IT Security**

In FY 2003, continue implementation of an IT security program to assure Reclamation IT assets are managed in a consistent, secure manner by reducing the number of computers that are directly accessible from the Internet (i.e. are protected by a security device) by 75 percent and implementing 10 IT security directives. This is a cumulative goal.

##### **Annual Performance Goal 3.14.01 - Increase Workplace Accessibility**

By the end of FY 2003, provide access for the disabled by ensuring that 27 percent of Reclamation's places of employment meet accessibility standards.

##### **Annual Performance Goal 3.14.02 - Workforce Representation**

Reclamation will show a 10 percent improvement in the representation of its workforce from a base-line of 9/30/99 to achieve the representation of like occupations in the relevant civilian workforce.

#### **MISSION GOAL 3 BUDGET**

Mission goal 3 measures organizational effectiveness goals that directly or indirectly support the Mission Goals 1 and 2. Funding for these goals comes from Reclamation's Policy and Administration appropriation and overhead or program funds from the other mission goals. Therefore, Reclamation does not associate dollars with this goal. P&A funds cover mostly salaries and policy programs and are prorated across the other two mission goals.

#### **PROPOSED LEGISLATION**

None.

## GPRA PROGRAM ACTIVITY - FUNDS ARE NOT LINKED TO THIS ORGANIZATIONAL GOAL

### LONG-TERM OUTCOME - IMPROVE CUSTOMER SERVICE

#### Long-Term Goal 3.11

By 2005, achieve a measurable customer satisfaction level rating of 85 percent.

#### FY 2003 Annual Goal 3.11.01 - Customer Service Benchmarking

In FY 2003, attain a (not measured) customer satisfaction rating.

Performance Measure	1998 Actual	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Customer Satisfaction rating (% response to "Always/Often Satisfied")	65%	Not measured	Not measured	Not measured	Not measured	75% (follow-up survey)	Not reported
Number of completed improvement in customer service business practices	---	---	5	5	5	1 (11 total)	Will be determined for FY 2004 based on results of survey

#### Goal Description

The purpose of Reclamation's goal is to periodically survey customers and report satisfaction ratings. This goal is partially based on Executive Order 12862 - Setting Customer Service Standards (issued in 1993) - which called for federal agencies to identify customers, periodically measure the level of customer satisfaction, and make needed improvements to increase satisfaction.

Reclamation first surveyed customers to determine the level of satisfaction with its services in 1998. The results indicated a 65 percent level of satisfaction, which Reclamation used as our baseline from which to measure progress. Reclamation followed this survey with an internal survey in 1999 to further determine areas for improvement. Both surveys helped it to determine internal and external customer service goals and customer service business practices for improvement. Reclamation customer service goals focus on:

- 1) identifying the kinds and quality of service being provided and gauging the level of customer satisfaction based on the 1998 baseline; and
- 2) maintaining a standard of quality service provided to the public that is the best in the business by implementing 11 customer service business practice improvements.

Reclamation has already implemented the customer information system, conducted program evaluations, and identified areas for benchmarking best practices by working with representatives from agencies and the private sector at its Benchmarking Conference in June 1999. Reclamation formed a Benchmarking Study Team to focus on improving internal business processes by working with other agencies to evaluate their practices and identifying and implementing improvements. Following acceptance of

the Benchmarking Study Team's recommendations, Reclamation identified business practices for improvement to help reach its goal to attain an overall 85 percent customer satisfaction rating by 2005. Reclamation committed to implement five improvements in FY 2000 and five in FY 2001. It is meeting this goal by increasing customer outreach; providing timely responses and consistent information; developing resources and tools; and improving written communication. Reclamation is also ensuring that 90 percent of staff that deal with customers possesses needed customer service skills by the conclusion of Fiscal Year 2002.

Some of the specific examples of the types of activities undertaken to accomplish this goal include: ensuring a point of contact for specific programs; using Customer Service Boards; using technology such as e-mail, voice mail, and cell phones to provide access to points of contact; assuring a live voice for published telephone numbers; keeping customers informed; and monitoring communication performance.

By the end of 2002, Reclamation will have implemented a total of 11 best business practices to realize improved service to customers. Additionally, Reclamation will have completed a survey of its customers to determine the level of satisfaction and to assist in identifying other business practice improvement areas. Reclamation's goal is to achieve a 75 percent level of customer satisfaction by 2002, a 9.5 percent improvement from FY 1998. Although this goal is not measured in FY 2003, the survey information will be interpreted and used to identify additional improve-

ments in business practices to increase customer satisfaction.

### **Means and Strategies**

During FY 2002, Reclamation will conduct an OMB approved survey using the same 1998 customer service survey methodology and questions, which established the 65.5 percent satisfaction baseline, for 17 attributes. The survey will be of random distribution. Collection and analysis will be conducted with contractor assistance.

Research plays a significant role in determining benchmarking initiatives. Reclamation researched efforts by other organizations to improve customer service business practices. It completed 23 interviews at internal area and regional program and customer service offices, and with members of the USDA Service Center Implementation Team, USDA State Offices, and USDA Service Center agencies in North Dakota, South Dakota, Idaho, Montana, Colorado, New Mexico, Utah, California, Nevada, and Wyoming.

Employees are essential to delivering consistent, high quality service to customers and stakeholders. To assist its staff in providing quality service, a corporate web-based database, called the Customer Information System, was implemented in 2000. This system helped us identify and simplify access to its customers by consolidating over 45 separate data lists into a shared corporate base available to all employees. Currently, 21,000 customers, partners, and stakeholders are identified in the Customer Information System.

In addition, as a direct result of the 1999 employee survey, Reclamation implemented a Reclamation-wide customer-service training program and will continue to conduct training to meet the goal of providing quality customer service.

During FY 2003, Reclamation will continue to make progress toward the business practice improvements identified during the 1998 and 1999 surveys and the benchmarking effort. While progress in these areas will not be measured as GPRA goals, Reclamation recognizes that in order to improve customer service on a corporate level,

it must continue to give serious consideration to these business practice improvements so they become institutionalized.

### **Program Evaluations**

Reclamation has conducted surveys and benchmarking to evaluate customer satisfaction. The goal to implement improvements in 11 business practices resulted from the survey feedback obtained from customers and employees and during the 1999-2000 benchmarking study. To ensure that its services meet the public's needs, Reclamation will again solicit feedback from customers in FY 2002.

## FY 2001 PERFORMANCE REPORT

**Goal:** In FY 2001, at least five customer service business practice process improvements were implemented 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.

**Report:** On Target.

Our FY 2001 goal was to implement additional improvements in five business areas. Those areas and the accomplishments are summarized below.

- Ensure a point of contact (POCs) focus throughout Reclamation. Individual offices identified POCs in FY 2000. To ensure that these contacts were knowledgeable about Reclamation's programs, assigned subject areas, customer service practices, and communication skills, Reclamation offices conducted customer service workshops for POCs. Other "learning" opportunities were conducted as well. For example, the Pacific Northwest Region conducted a 5-week tour of their regional projects to increase POC knowledge of regional activities, programs, and issues. This will improve POC ability to communicate with stakeholders.
- Communicate effectively with customers. All regional and program offices have implemented customer service communication protocols. Reclamation-wide guidance for external communication is also being developed to ensure that customer-oriented practices become regular business practices and are conducted in a consistent manner. Additionally, Reclamation has eased the process by which customers provide feedback to Reclamation by implementing e-mail links on websites for comments and having feedback sessions at conferences and meetings.
- Successfully work with customer groups. Reclamation regions and offices have developed various tools and methods to maintain regular contact with customer groups. For example, Reclamation managers and POCs attend water user meetings, environmental forums, federal water and power agency meetings, and internal and external "listening tours". Reclamation also participates in partnerships and provides technical experts and well as managers to these groups.
- Customer service training module. In FY 2000, Reclamation completed pilot testing of customer service training. During FY 2001, Reclamation's goal was to complete development of the training course and certify internal trainers. Reclamation's FY 2002 goal is to train 1000 staff and managers. Approximately 350 employees have already been trained.
- Tools and resources. This business area focuses on using e-government and other technologies to improve customer service. Reclamation's FY 2001 goal in this area included completing an assessment of e-government opportunities. Regions and offices proposed and are beginning to use the Internet to post contract bid specifications and other contract related information. Websites have been upgraded to provide more relevant information to customers on projects and links to other information sources such as [www.recreation.gov](http://www.recreation.gov). Reclamation's data systems have also become more accessible to the public. Hydromet/Agrimet data can provide customers with useful information on reservoir levels, weather and crop production.

As the goal of GPRA is to measure outcome and results, in FY 2002, Reclamation will again survey customers to determine their level of satisfaction with our services. Reclamation will conduct periodic customer service surveys every few years to gauge progress.

**LONG-TERM OUTCOME 3.12 - IMPROVE FINANCIAL BUSINESS PRACTICES**

**Long-term Goal 3.12** - By 2005, improve financial business practices by transferring 19 facilities to willing partners.

**FY 2003 Annual Goal 3.12.01 - Transfer Project Titles to Interested and Capable Parties**

In FY 2003, Reclamation will facilitate the title transfer of 4 projects or parts of projects to local non-federal entities that are authorized by Congress.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Number of titles transferred	1	1	4	5	1	4

**Goal Description**

Reclamation will improve business practices by working with local entities and Congress to transfer ownership of certain of its facilities, which no longer have national significance, to non-federal interests under the appropriate terms and conditions. Such facility transfers can play an important role in promoting greater local control to the users and allowing us to focus its staff and resources on higher priority activities. In doing so, it can help to fulfill the objectives that government can work better and cost less. Reclamation will complete transfer negotiations and attempt to complete at least one title transfer for facilities each year in cases where a project could be more efficiently managed by non-federal entities while protecting the public interest.

**Means and Strategies**

In most cases where a title transfer is proposed, the process of analyzing, negotiating and completing a title transfer consists of three distinct phases: 1) negotiation of the process, identification of roles and responsibilities and establishment of a mutual understanding of the steps that are required to complete the transfer; 2) negotiation of the details - the terms and conditions - of the transfer, which must then be authorized by Congress; and 3) Congressional legislation authorizing the transfer. Successful completion of each step will result in the actual transfer of title. Each of these steps is difficult and when completed, represents a major step towards transfer, which may take several years to complete.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** 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 four terms and conditions agreements with districts interested in owning and managing projects, and will transfer four titles authorized by Congress.

**Report:** Below Target for process agreements  
Exceeds Target for transfer agreements  
Exceeds Target for title transfers

Reclamation worked with the following districts to complete process agreements to transfer titles:

- Forest Hills Irrigation District for the Sugar Pine Dam in Placer County, California
- Carlsbad Irrigation District for the Carlsbad Project, New Mexico
- Lavaca-Navidad River Authority for the Palmetto Bend Project, Texas

Reclamation is below target because the transferee interested in the Pitman-Bypass project determined that the project was no longer viable.

Completion of transfer agreements is the next stage of the process and lays out the details of the transfer. Congress approves transfer agreements developed by Reclamation and its partners, but can also pass legislation approving title transfer outside of Reclamation's process. In these cases, legislation may first be passed and then the title transfer agreements are developed. During FY 2001, transfer agreements were completed for the Robert B. Griffith Project, Nevada; Wellton-Mohawk Project,

Arizona; Cachuma Project (Carpenteria Valley Water District), California; Cachuma Project (Montecito Water District) California; the Carlsbad Project, New Mexico; and the Palmetto Bend Project, Texas. Reclamation exceeded its target because the Robert B. Griffith project transfer activities took place earlier than anticipated.

The FY 2001 goal to complete four transfers was exceeded when Reclamation transferred title of five projects to willing districts. Examples of the benefits of some of the title transfers completed are highlighted below.

- **Nampa & Meridian Irrigation District (NMID) Facilities, Boise Project.**

Reclamation officially transferred title to portions of the distribution, conveyance and drainage systems within District boundaries in Idaho to NMID as part of an initiative to transfer title to facilities that can be effectively managed by non-Federal entities. Commissioner John W. Keys attended the title transfer ceremony on August 14, 2001.

- **Palmetto Bend Project.** Near Corpus Christi, Texas, this project was transferred from the United States to the Lavaca-Navidad River Authority (LNRA) on June 26, 2001 at a signing ceremony in Austin, Texas. Public Law 106-512, enacted November 13, 2000, authorized the discounted prepayment of the district's repayment obligation and the transfer of title to LNRA. Prior to signing the conveyance document, a discounted payment of over \$49 million was made to satisfy the State's remaining financial obligation to the United States. Facilities transferred included Palmetto Bend Dam, Lake Texana, and associated recreation facilities.

continued....

## FY 2001 ANNUAL PERFORMANCE REPORT (CON'T)

- **Robert B. Griffith Project.** On July 3, 2001, Reclamation transferred title for the Robert B. Griffith water project in southern Nevada to the project operation, the Southern Nevada Water Authority. In completing the title transfer, Reclamation received \$121 million from the State of Nevada for project repayment. In addition, the transfer relieved Reclamation of the responsibility and liability for the facilities and appurtenant lands. Nevada taxpayers saved \$13 million in project repayment costs, and the water authority gained the ability to more effectively manage the system and perform routine system operations and maintenance activities without having to first obtain Reclamation's permission.
- **Clear Creek Distribution System, Central Valley Project.** The Original Distribution system of the Clear Unit, Central Valley Project in California, was transferred in May 2001. This is the first title transfer to have

gone through Reclamation's title transfer "Framework" process. Reclamation and the district completed all terms and conditions of the transfer agreement, including compliance with the National Environmental Policy Act, prior to consideration of the proposal by Congress. As a result, there were few issues and uniform support for the legislation when it was introduced in Congress.

- **Carlsbad Project.** Certain lands and distribution facilities of the Carlsbad Project in New Mexico were transferred to the Carlsbad Irrigation District in July 2001. This transfer also included the mineral rights associated with the transferred lands. The Project was paid out - in that the District had fulfilled its financial obligation for construction costs associated with these lands and facilities.

The process and title transfer agreements performance measures will not continue to be measured beyond FY 2002 in order to include less process/activity measures in the plan and to focus more on outcomes.

**DATA VERIFICATION AND VALIDATION  
TITLE TRANSFER**

Baseline	FY 2000 - 9 process agreements, 3 terms & condition agreements, and 1 title transfer
Data Validation	The Administration, Commissioner and customers have determined that title transfer is a high priority. Title transfer agreements and final transfers are quantifiable, and a direct measure of goal attainment.
Data Verification:	Process and transfer agreements are documented and signed by the parties. For final transfer, legislation is introduced in Congress, which ratifies the final agreement reached between Reclamation and the water user or issuance of correspondence documenting analysis and negotiation for the potential transfer.
Data Source:	Title transfer is documented in public records, agreements, legislation, correspondence, and title documentation.
Data Limitations:	None known.
Planned Improvements:	None known.

**LONG-TERM OUTCOME - IMPROVE INFORMATION TECHNOLOGY MANAGEMENT**

**Long-Term Goal 3.13**

(To be developed as a long-term goal in the FY 2003-2008 Strategic Plan once program goals are better defined.)

**FY 2003 Annual Goal 3.13.01 - Information technology (IT) security**

In FY 2003, continue implementation of an IT security program to assure Reclamation IT assets are managed in a consistent, secure manner by reducing the number of computers that are directly accessible from the Internet (i.e. are protected by a security device) by 75 percent and implementing 10 IT security directives. This is a cumulative goal.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent of computers, in Reclamation offices, that are not directly accessible from the Internet (i.e., are protected by a security device)	N/A	N/A	N/A	N/A	50%	75%
Number of completed IT Security Directives and corresponding implementation strategies	N/A	N/A	N/A	N/A	6	10

### Goal Description

This goal is partially based on OMB Circular A-130, Appendix III, "Security of Federal Automated Information Systems" and the Computer Security Act of 1987, which requires agencies to assure that Reclamation's information technology systems are secure. Its IT Security goals focus on: 1) The importance of IT systems to the accomplishment of Reclamation's mission, 2) the management of electronic information as a Reclamation-wide asset, and 3) the use of configuration management practices to assure reliability. In FY 2000, Reclamation conducted an IT Security Risk Assessment to identify vulnerabilities in its current systems and practices. The assessment indicated the need for the development of policies and directives and other changes in business practices to address those vulnerabilities. The recommendations and policy led to a security architecture design, which will be implemented Reclamation-wide. Reclamation's FY 2003 goal measures the IT Security actions to improve the reliability and integrity of our IT assets.

### Means and Strategies

A significant part of the IT Security program is the policy, directives, and IT Security Architecture design. In FY 2003, Reclamation will be implementing directives at all levels of the organization. Several items must be completed for it to accomplish this goal:

- The IT Security Policy and Directives must be approved

- The Network security architecture design must be completed
- Assessments of the remaining 6 Supervisor Control and Data Acquisition (SCADA) sites must be completed

The development of a network security perimeter that identifies authorized users and implements appropriate protective procedures to prevent unauthorized use is also scheduled for completion in FY 2001. Additional aspects of the IT Network Security architecture and other directives will be implemented in FY 2002.

Employee compliance is essential to the success of an IT Security program. Therefore, Reclamation will continue to improve IT security awareness and technical training for users, system administrators and security personnel.

### Program Evaluations

The Security Risk Assessment was an important step in identifying vulnerabilities and actions needed to ensure protection of Reclamation's data and resources. The IT workforce is implementing recommendations from that assessment.

#### FY 2001 ANNUAL PERFORMANCE REPORT

IT security was not measured as a goal in FY 2001.

**DATA VERIFICATION AND VALIDATION  
IT SECURITY**

Baseline	FY 2001 - 0. New goal in FY 2002.
Data Validation	An evaluation conducted by Sandia National Labs indicated the need for IT security policies and directives. Inclusion of IT directives in Reclamation's manual will provide direction for managers on IT areas to address and ensure that its offices are taking a consistent approach to IT security. Access to computers from the Internet is a high priority security item. Both indicators are well understood and are measurable. Reclamation phases in measurement of the status of IT security in future performance plans.
Data Verification:	The number of computers that are not directly accessible to the Internet will be tracked and verified by the IT group. The IT will verify this through testing. IT security directives will be implemented at the program and office level. The IT Security Program will track progress and results and consolidate that information Reclamation-wide in a report to management. The results of implementation of planned improvements will also be documented. The CIO's staff will verify information for the management reports.
Data Source:	IT reports.
Data Limitations:	None known.
Planned Improvements:	None.

**LONG-TERM OUTCOME - CREATE A CAPABLE AND DIVERSE WORKFORCE AND ENVIRONMENT**

**Long-Term Goal 3.14** - Increase Workplace Accessibility and Diversity. Ensure work, administrative and public facilities provide adequate access for the disabled c.

**FY 2003 Annual Goal 3.14.01 - Increase Workplace Accessibility**

By the end of FY 2003, provide access for the disabled by ensuring that 27% percent of Reclamation's places of employment meet accessibility standards.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent of employment sites that meet accessibility standards			---	---	17%	27%

### Goal Description

The FY 2003 goal states that Reclamation's administrative offices and places of employment must meet its Policy on Equal Accessibility and Equal Opportunity for People with Disabilities. This goal will be measured through evaluations that determine the number of places of employment that are in compliance with accessibility standards. The goal will also include those sites, or components of sites, that have been retrofitted to meet accessibility standards. By meeting this goal, Reclamation will make progress towards supporting a work place that is accessible to all people and attract and maintain diverse employment candidates.

The completion of reviews and action plans were measured in previous years during the start of this program. In FY 2003 and beyond, Reclamation will measure the result of these activities, which is the percent of sites that are accessible.

### Means and Strategies

An internal goal was approved to fully complete facility accessibility evaluations by 2003, action plans for identified deficiencies by 2005, and all retrofits of deficiencies identified by 2010. Hence, Reclamation has set a goal to have all sites accessible by 2010, where deemed feasible or appropriate by management.

To complete this goal, Reclamation will assess the degree to which its workplace and recreational sites comply with current accessibility standards and regulations. Area and Regional Accessibility Coordinators inventory sites, identify structural barriers, and propose and implement corrective actions. The number of sites that require action plans and retrofits may continue to increase each year as more sites are included in the inventory and more deficiencies are identified. The final goal will only be realized if the deficiencies are budgeted and funded.

### FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** By the end of FY 2001, provide access for the disabled by evaluating accessibility at 52 percent of Reclamation's sites; achieve compliance or complete action plans for 22 percent of the sites; and achieve compliance or implement corrective actions for 10 percent of sites.

**Report:** Below Target for reviews for administrative offices and places of employment  
Below Target for action plans  
Exceeds Target for corrective Actions

Reclamation completed accessibility reviews at 50 of its administrative sites and places of employment in FY 2001. Reclamation is slightly below target because the events of September 11 affected travel of technical staff to area and field offices to complete the reviews. Most of the "below target" reviews have been completed in the first quarter of FY 2002. Reclamation also completed accessibility reviews at

64 percent of recreation areas. Because recreation compliance reviews and accessibility reviews are often conducted by the same personnel, more recreation accessibility reviews were completed due to efficiencies gained in combining the reviews. Reclamation is below target for completing action plans by 1 percent.

At the beginning of FY 2001, Reclamation had identified approximately 1,600 specific actions needed to address accessibility deficiencies. Reclamation exceeded target by completing over 380, or 23 percent, of the identified deficiencies.

To streamline the number of goals and focus on outcome- rather than output - goals, in FY 2002 Reclamation will only measure the percent of sites that are accessible out of the total number of Reclamation sites. The activity measures will be tracked internally through the Accessibility Data Management System (ADMS) database.

**DATA VERIFICATION AND VALIDATION  
WORKPLACE ACCESSIBILITY**

Baseline	
Data Validation:	Accessibility is required by law and is a priority. The percent of sites that are accessible can be quantified and measured. The goal indicator directly relates to the goal to achieve facility accessibility.
Data Source:	Accessibility Data Management System and regional inventories completed in ADMS by National and Regional 504 Coordinators, action plans, and documentation of retrofits.
Data Limitations:	Data collected will continue to change until the identification of deficiencies and the development of action plans is fully complete in FY 2005. As action plans are completed, retrofits are scheduled which sometimes require multiple years to complete due to budgeting for major capital improvement items. Therefore, percent of sites accessible will change on an irregular basis as scheduled retrofits are accomplished.
Planned Improvements:	None.

**FY 2003 Annual Goal 3.14.02 - Workforce Representation**

By the end of FY 2003, Reclamation will show an improvement in the representation of its workforce as compared with the diversity for these occupations in the relevant civilian workforce from a 9/30/99 baseline.

Performance Measure	1999 Actual	2000 Actual	2001 Plan	2001 Actual	2002 Plan	2003 Proposed
Percent improvement in representation (this is a cumulative goal)	---	-.45%	10%	6.4%	10%	10%

## Goal Description

As local communities and economies served by Reclamation's projects grow more diverse culturally, economically, and socially, it must also be diverse to have open, effective lines of communication with its 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 its organization. The desired outcome is to align more closely with the communities and economies Reclamation serves.

Forty-two percent of its employees are age 50 or over, which indicates Reclamation is an aging workforce. In Reclamation's mission-critical occupations in the engineering series of GS-810, 830, and 850, the average age is 46. The average age of our mission-critical trade occupations is 48.3 years.

Reclamation's newly appointed Commissioner's goal is to seek to bring new energy into Reclamation by recruiting young people who have scientific, engineering, and organizational expertise to ensure that Reclamation maintains its effectiveness in meeting the contemporary challenges in the West. He is also committed to working toward a diverse and representative workforce. This goal directly measures improvement in diversity by comparing current levels of diverse employees with a baseline of 2,788 diverse employees on September 30, 1999.<sup>11</sup>

## Means and Strategies

Reclamation is aggressively recruiting minorities and women, particularly for those occupations, that are severely underrepresented in its workforce. Any turnover in the workforce presents an opportunity to increase the representation of these groups, and Reclamation will continue to focus on student employment, restructuring of jobs from the journey level where appropriate, and widely advertising opportunities among diverse communities.

Reclamation hired a contractor in 1999 to assess the diversity program and make recommendations for improvement. The contractor conducted on-site visits to each of the five regions to determine individual progress and provided feedback on areas in which Reclamation could make improvements. The contractor has also worked with Reclamation to create site-specific plans to improve diversity and has worked with each region to assure that the strategies outlined during the design stage translated into specific strategies, benchmarks, time lines and assessments. As a result of the assessment and other initiatives, Reclamation has implemented specific strategies and continues to add to the number of strategies, to improve workforce representation.

- "corporate approach" exists for outreach and recruitment. Initial efforts began in October 1999 with the establishment of a Reclamation-wide Outreach and Recruitment Team, which included additional program partners from Job Corps, Public Affairs, and Regional Partnership Councils. A corporate approach appears to meet the current expectations of the Office of Management & Budget's Workforce Planning and Restructuring Initiative. Up-to-date tools were and continue to be developed to enhance outreach and recruitment, including a recruitment brochure, Reclamation's exit interview survey, a recruitment website, partnership agreements with minority-serving institutions, an annual outreach and recruitment calendar, kiosks, a recruitment handbook, a student employment handbook, and a student employment brochure.
- The goal of Reclamation's educational partnerships is to attract women and minority students to majors in engineering and natural resources and, ultimately, to encourage them to seek employment with Reclamation. Partnerships have been established with Southern University, Langston University, New Mexico Highlands University, and Cal State University at San Bernadino, Southwestern Indian Polytechnic Institute, Arizona State University's Indian Legal Program, and Central Washington University's Natural & Cultural Resource Program.

<sup>11</sup> The baseline for FY 2001 and FY 2002 has been changed from FY 1997 to FY 1999 to consider or account for the impacts of transferring a division of 175 employees to the Department in 1999.

- The Department of the Interior, Reclamation, and ParadigmWorks, Inc., are working together to achieve a common vision of the Department's workforce becoming a reflection of the nation at all levels, in all occupations. The goal of this partnership is to increase the diversity of personnel in underrepresented job types, increase community awareness of the Department and Reclamation as a viable option for employment, and develop and maintain an extensive, diverse pool of qualified applicants to fill Department and Reclamation vacancies. This partnership began in April 2001. Accomplishments will be monitored and tracked and, should the outcome/results prove to be successful, the partnership can be extended for up to two years.
- Reclamation is conducting a Women's Retention Study - data collected over the past four years (1997 - 2000) indicates that women are leaving Reclamation at a higher rate than men. In addition, it is estimated that 24 percent of women in Reclamation will retire in the next five years, thus resulting in a skills gap.
- Reclamation's "Exit Interview" provides a process to establish, gather, and analyze information, to evaluate trends and employee perceptions, and to address retention issues within Reclamation. The data will be used in the analysis of future workforce planning efforts to develop and maintain a diverse workforce

through retention and improved working environment and quality of work life for Reclamation employees.

- Reclamation will continue to make better use of existing hiring authorities and not treat every position the same. It encourages selecting officials to look at other viable options prior to advertising vacancy announcements.
- In an effort to improve the severe under representation of African Americans, a 12-month initiative was established and monitored monthly. In addition, the "Eliminating Barrier's Initiative" was established and is currently being monitored. Data from this initiative will determine if its recruitment efforts are increasing diversity in Reclamation's applicant pools. Initiatives like these that prove to be successful may be re-instituted or continued in a similar form or fashion.
- Reclamation will continue to have ongoing training on the topic of Diversity, e.g., the Diversity Dialogue Series, special emphasis program observances sponsored throughout the year, and annual mandatory training (4 hours of Equal Employment Opportunity and Diversity).
- Reclamation formed Diversity Management Councils in all Regions and Denver/Washington (CO/DO). They are chartered to advise and assist management in promoting and improving diversity.

## FY 2001 ANNUAL PERFORMANCE REPORT

**Goal:** Reclamation will show a 10% improvement in the representation of its workforce as compared with the diversity for these occupations in the national civilian workforce.

**Report:** Below Target.

Reclamation achieved approximately 70 percent of its FY 2001 goal. Reclamation increased minority populations by +4.53 percent and women by +1.86 percent. Because Reclamation lost a number of women employees during FY 2001, the percent improvement was not as large as anticipated.

Although Reclamation has not yet obtained its performance target, it believes 10 percent is the appropriate goal to strive for and will maintain a 10 percent target for FY 2002. Reclamation implements the following strategies to improve workforce diversity: a corporate approach to outreach and recruitment, a recruitment website, a recruitment brochure, partnership agreements with Minority-Serving Institutions, implementing Department/Reclamation initiatives such as "Eliminating Barriers" and the "African American Initiative," an annual outreach and recruitment calendar, and kiosks at various colleges and universities.

**DATA VERIFICATION AND VALIDATION  
DIVERSITY**

Baseline	To be determined.
Data Validation:	Diversity is a Department and Administration priority. The performance indicator directly measures improvement in diversity. It is well understood and measurable.
Data Verification:	Reclamation uses the DOI Equal Employment Opportunity Reports (EEOR) system to generate data for reporting and tracking workforce statistics. The specific report used is called the E-Standard Change. The Change report is used to measure changes in representation over a period of time. It provides counts and percentages for each race/national origin(RNO)/gender group as of the selected start and end dates. The change in number between the two dates is calculated, along with the changes in population and representation percentages. The two dates we use are 09/30/99 (the baseline date) and the date at the end of each quarter ( i.e., March 31st, June 30th, September 30th, and December 31st ). For example, to report on Reclamation's progress in increasing workforce representation for the first quarter in FY 2001, Reclamation's measures the status on 12/31/00 and compares the changes to a baseline on 9/30/99. Reclamation uses a common definition of diversity established by the Equal Employment Opportunity Commission based on a standard demographic groups and names called "Race and National Origin" (RNO). RNO data/groups are based on the most current Census information.
Data Source:	DI-1935 Application Background Survey, EEOR & FPPS systems.
Data Limitations:	None known.
Planned Improvements:	To be determined by systems owner (i.e., DOI).

## DISCONTINUED FY 2001 GOALS

This document presents the FY 2003 annual goals and FY 2001 performance results together to show current goals and the corresponding past performance results. However, some FY 2001 goals under Mission Goal 3 do not continue in FY 2003. Reclamation continues to refine, streamline, or eliminate goals that are difficult to measure or that do not measure significant indicators of performance, or which have measured activities already completed.

The discontinued FY 2001 goals and the performance results are listed below. Performance results for these goals are also summarized in Appendix 1.

**Goal** - In FY 2001, solicit feedback from 230 customers on Reclamation's Operations and Maintenance (O&M) program to assist Reclamation in identifying issues and resource needs.

**Report** - Exceeds Target. Reclamation met with over 390 customers during FY 2001 to discuss Reclamation issues and O&M program priorities and needs. The increased number results from internal efforts to increase interactions with customers to share information and seek feedback on critical program issues. The goal is being discon-

tinued because it does not provide Reclamation's management with useful information on the effectiveness of working with its stakeholders.

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

**Report** - On Target. In FY 2000, Reclamation developed Standard Practice of Costing guidelines to address IG recommendations. All regions and offices have put 100 percent of these practices in place during FY 2001. The goal is complete and does not continue in FY 2002.

**Goal** - In FY 2001, complete an evaluation of Reclamation's current and future capability in all disciplines.

**Report** - On Target. As required by the Administration, Reclamation submitted its workforce-restructuring plan to the Department and OMB in August 2001. An analysis of Reclamation's current workforce demographics, changes in program functions, and the skills needed for the next five years was part of the plan and meets the goal. The Department has developed a goal to complete workforce plans for by the end of FY 2003. Reclamation will report directly to the Department on accomplishment of this goal.

## Section III

### *Other GPRA Requirements*

#### **3.1 CUSTOMER SERVICE**

OMB A-11 guidance requires that agencies describe their goals and strategies for improving customer service and how customer service impacts goal achievement. Reclamation periodically assesses customer satisfaction and implement projects to improve service to customers.

For example, Reclamation engages customers in discussions about its operation and maintenance program priorities as one way to improve its operations and maintenance program. Such discussions also lead to better understanding by both Reclamation and the customers. The FY 2003 customer service goals are listed below.

#### **FY 2003 GOALS IN SUPPORT OF CUSTOMER SERVICE**

##### **Goal 2.4.02 - Facilitate Water Use Efficiency**

In FY 2003, promote the efficient use of water supplies associated with Federal water projects by assisting additional 283 entities in water conservation planning and management.

##### **Goal 2.4.04 - Mitigate Potential Impacts of Drought**

In FY 2003, respond to requests for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.

##### **Goal 2.7.01 - Provide Technical Assistance to Tribes**

In FY 2003, complete 30 technical assistance activities that will increase tribal opportunities to use their water resources.

##### **Goal 2.8.02 - Increase Public Access to Recreation Areas**

By the end of FY 2003, provide access for the disabled by ensuring that 27 percent of Reclamation's recreation and public areas meet accessibility standards.

##### **Goal 3.11.01 - Customer Service Benchmarking**

In FY 2003, attain a (not measured) customer satisfaction rating.

#### **3.2 CROSS-CUTTING ISSUES**

Reclamation works with many partners on crosscutting programs and promotes and facilitates partnerships to create sustainable solutions, leverage resources, and learn from others. Where applicable, the FY 2001 goal description includes a section on its crosscutting efforts and relationships. A summary of Reclamation's partners and activities are included in the following table. Additionally, the Department of the Interior Overview contains a table that outlines crosscutting relationships between each bureau and other federal agencies on each of the Department's five priority GPRA Program Activities/ Mission Goals.

Reclamation's Mission Goals	Activities	Partners
<p>01. 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>• <b>Water Conservation</b> <ul style="list-style-type: none"> <li>- Conservation plans</li> <li>- Conservation projects</li> </ul> </li> <li>• <b>Water Quality</b> <ul style="list-style-type: none"> <li>- Decrease salinity</li> <li>- Non-point source</li> <li>- Remediation</li> <li>- Clean Water Action Plan</li> <li>- Water Quality Assessments</li> </ul> </li> <li>• <b>Tribal Technical Assistance and Trust Responsibilities</b> <ul style="list-style-type: none"> <li>- Training</li> <li>- Technical assistance</li> <li>- Resources</li> <li>- Settlements</li> </ul> </li> <li>• <b>Fish and Wildlife Habitat</b> <ul style="list-style-type: none"> <li>- Colorado River Recovery Implementation Program</li> <li>- Platte River Recovery Implementation program</li> <li>- Multiple species habitat conservation</li> </ul> </li> <li>• <b>Recreation</b> <ul style="list-style-type: none"> <li>- National Lakes Study Commission</li> <li>- Non-Reclamation managed facilities</li> <li>- Projects in state recreation areas</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Geological Survey (USGS)</li> <li>• USDA Natural Resource Conservation Service</li> <li>• EPA, BLM, and the Colorado River Basin States</li> <li>• Federal agencies, states, tribes, and stakeholders</li> <li>• FWS</li> <li>• The USDA Forest Service</li> <li>• USGS</li> <li>• Natural Resource Performance Management Forum</li> <li>• BIA</li> <li>• Indian Health Service</li> <li>• Departmental Indian water rights settlement program.</li> <li>• States such as Wyoming, Colorado, Nebraska, Arizona, California, and Nevada tribes</li> <li>• Water and hydropower management agencies</li> <li>• National Park Service</li> <li>• BLM</li> <li>• USDA Forest Service</li> <li>• State recreation agencies</li> </ul>
<p>02. Operate and maintain facilities safely, reliably, and efficiently to provide project benefits.</p>	<ul style="list-style-type: none"> <li>• <b>Hydropower production benchmarking</b></li> <li>• <b>Dam Safety</b> <ul style="list-style-type: none"> <li>- Federal Guidelines for Dam Safety</li> <li>- Department's Inventory of Dams and Dam Safety Priority database</li> </ul> </li> <li>• <b>Site Security</b> <ul style="list-style-type: none"> <li>- Interagency group on security</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Corps of Engineers and comparable power producers</li> <li>• Department on the Interagency Committee on Dam Safety</li> <li>• National Dam Safety Review Board</li> <li>• The Corps of Engineers, the Tennessee Valley Authority, the Bonneville Power Administration, and the Federal Bureau of Investigations</li> </ul>
<p>03. Advance Reclamation's organizational effectiveness</p>	<ul style="list-style-type: none"> <li>• <b>Customer Service</b> <ul style="list-style-type: none"> <li>- Benchmarking</li> </ul> </li> <li>• <b>Workforce Skills and Capabilities</b> <ul style="list-style-type: none"> <li>- Recruiting</li> <li>- Educational curricula for water resource management and engineering programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• USDA Service Centers <ul style="list-style-type: none"> <li>- Farm Service Agency</li> <li>- Rural development</li> <li>- Natural resources conservation service</li> </ul> </li> <li>• Interior bureaus, state agencies, and universities</li> </ul>

### 3.3 MANAGEMENT ISSUES

The following management issues have been either identified by the OIG and GAO or have been identified as a finding during an internal management review. The first three issues described are included as goals in our Strategic Plan and this FY 2003 Annual Performance Plan. Other issues are not included as a goal, but our actions are described below.

#### **Incidental Revenue Collection**

In response to findings of management control reviews and an OIG audit, Reclamation 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. Internal reviews in FY 2002 and future years will focus on specific types of revenues to determine compliance with existing laws, policy, and guidance.

#### **Irrigation of Ineligible Lands**

In FY 1994, the OIG found that Reclamation had not given significant priority to identifying and resolving

instances of Federal water being delivered to ineligible lands on a number of projects in the Western states. They concluded that, as a result, the Federal government provided unintended benefits to water users who did not pay full cost of supplying the water used to irrigate ineligible lands. In responding to the audit, Reclamation agreed to take certain actions, but found that they were not cost effective considering the benefits achieved. Reclamation has been working with the OIG and SOL to resolve the issues and to create alternative plans of action. Reclamation has also conducted an internal assessment of unauthorized use of BOR project water that identified programs where additional policy was required to cost-effectively deal with this issue.

### 3.4 PROGRAM EVALUATIONS

GPRA requires that agencies conduct performance evaluations to determine whether programs are meeting intended goals and objectives. Evaluations can also help to determine strategies to achieve objectives and new goals and performance measures. The following table summarizes the evaluations occurring in FY 2003 that relate to or impact goal areas. The evaluations range from internal management reviews to determine program effectiveness to GAO and OIG audits to assess compliance with laws and regulations to benchmarking studies.

**TABLE: PLANNED FY 2002 - 2003 PROGRAM EVALUATIONS**

<b>Evaluation</b>	<b>Scope</b>	<b>Methodology</b>	<b>Related Goal</b>
Alternative Management Control Review (AMCR) on the Associated Facility Rehabilitation, Operation and Maintenance (RO&M) Program	Assessing the effectiveness of BOR's oversight of non-dam water facilities.		All O&M goals
Critical Infrastructure Assurance Program	DOI's planning and assessment programs for protecting physical infrastructure	Four phase review process to look at the assessment, planning and identification process to minimize physical or cyber-based threats.	Reduce Risks - Dam Safety modifications and Site Security Improvements
Controls over Cyber-Based Energy and Water Critical Infrastructure Systems	BOR' Cyber-Based infrastructure and related systems	Surveys will be conducted to determine if BOR's security controls are in place to ensure integrity, confidentiality, authenticity, and availability of information and information systems and will include assessment of adequate security policies, procedures, and control techniques.	IT Security
Assessment of BOR's Workforce Diversity Plan	Workforce Diversity planning efforts in BOR	An outside contractor has performed an assessment in two phases: 1) assessed the progress in implementing workforce diversity goals and ID challenges towards meeting the goals; and 2) ID practices and strategies needed to reach goals.	Workforce Diversity
CFO Audit	Financial Statements for FY 2000 and 2001	This is an annual audit required by the CFO act and completed by the IG. The objective of the audit is to determine if the financial statement fairly represents BOR's financial position	DOI's goal to achieve unqualified clean audit opinions

**3.5 INFORMATION TECHNOLOGY INTEGRATION**

The Department of Interior is undertaking an effort to improve the Information Technology Architecture by assuring that information technology principles, practices, and products support organizational missions and goals. Reclamation is involved with and supportive of this effort. As a first step, Reclamation's IT architects will review its Strategic and Annual Performance Plan to relate IT efforts to the broader goals of the organization. The next step calls for the IT Architects to design IT strategies to support the organizational goals. They will then implement actions to address IT needs.

**3.6 CAPITAL ASSETS/CAPITAL PROGRAMMING**

Capital asset planning ensures that Reclamation's projects and improvements are well planned, reviewed periodically and that funds are used efficiently. Reclamation is completing a number of capital asset plans (300B Exhibits) for FY 2003. The following table includes both new and ongoing projects that are considered to be capital assets and their related mission goals for FY 2003:

Reclamation Capital Asset Projects			
Project	On-going	New	Related Mission Goal(s)
Glen Canyon Dam Temperature Controls	X		1
Safety of Dams Program, Horsetooth Reservoir	X		1
Clear Lake Dam Modification	X		1
Animas La Plata Project	X		1
Tracy Fish Test Facility	X		1
Keechelus Dam	X		1
Wickiup Dam Modifications	X		1
Program and Budget System (PABS)	X		3

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

Reclamation's 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.

# Appendix I

## *Summary of the FY 2001 Annual Performance Goal*

Long-Term Goal	Annual Goal
<b>Mission Goal 1: Manage, Develop and Protect Water and Related Resources</b>	
<p><b>Increase Water Availability Through Efficiency and Project Completion</b></p> <p><b>1.1</b> - By 2005, We will increase water use efficiency by completing water delivery and recycling/reuse projects, increasing the acres managed under water conservation provisions, and responding to drought emergency requests.</p>	<p><b>Goal 1.1.01 - Complete Water Delivery and Recycling/Reuse Projects</b> In FY 2001, complete feasibility studies or agreements for water recycling/reuse projects, and increase water availability by 130,000 acre feet by completing 5 water supply, energy, or recycling/reuse projects or parts of projects.</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 entities in water conservation planning and management and drought assistance. Work with districts to complete 100 water conservation plans covering at least 5 million acres.</p>
	<p><b>Goal 1.1.03 - CALFED Bay-Delta Program</b> In FY 2001, establish an Environmental Water Account (EWA) of up to 60,000 acre feet, or equivalent EWA assets, to provide additional water or for fishery purposes beyond the regulatory baseline. Water assets will be acquired by the CALFED agencies, consistent with the goals of the CALFED Water Transfer Program.</p>
	<p><b>Annual Goal 1.1.04 - Mitigate Potential Impacts of Drought</b> In FY 2002, promote the efficient use of water supplies by responding to request for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.</p>

AT-A-GLANCE TABLE - FY 2001 PERFORMANCE REPORT

Performance Indicators	FY 2001 Performance Target Plan	FY 2001 Performance Results	Comment
a) Number of completed feasibility studies and/or cooperative agreements executed for Title XVI recycling/reuse projects. **	5	4	Below Target. Partners terminated work on project.
b) Increase in acre-feet of water due to substantial completion of water supply or energy projects and/or completion of Title XVI recycling/reuse projects.	130,000	117,559	
a) Number of entities receiving Reclamation assistance in water conservation planning and implementation.	200	365	Exceeds Target.
b) Acres of land served by districts under completed water conservation plans.	at least 5,000,000	7,567,449	Exceeds Target.
a) Acre-feet of water provided under the Environmental Water Account	up to 60,000	346,000	Exceeds Target. Results achieved through work with State of CA.
a) Percent of requests for drought emergency assistance adequately responded to or met.	90	100%	Exceeds Target.

Long-Term Goal	Annual Goal
<b>Mission Goal 1: Manage, Develop and Protect Water and Related Resources (Continued)</b>	
<p><b>Address Impacts to Water Quality</b>  <b>1.2</b> - By 2005, protect water quality by addressing Reclamation project impacts and working with tribes, states and local watershed groups to identify and implement efforts to improve water quality<sup>5</sup>.</p>	<p><b>Goal 1.2.01 - Assess and Improve Water Quality</b>            In FY 2001, Reclamation will conduct water quality assessments at Reclamation reservoirs and stream segments, implement operational changes and structural modifications, and provide technical assistance to states and local watershed groups.</p>
<p><b>Protect Water Quality</b>  <b>1.3</b> - By 2005, improve water quality in the seven Colorado River Basin States by eliminating 125,000 new tons of salt from the river at a cost not to exceed \$50/ton from a baseline of 371,000 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 adding new projects to control an additional 25,000 tons per year of salt at a cost not to exceed \$50/ton.</p>
<p><b>Increase Opportunities for Tribes to Develop, Manage and Protect Their Water Resources</b>  <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.</b> In FY 2001, complete 30 technical assistance activities that will increase tribal opportunities to develop, manage, and protect their water resources.</p>
<p><b>Provide Effective Delivery of Water and Power Generation</b>  <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> In FY 2001 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>  <b>1.6</b> - By 2005, Reclamation will improve the quality 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> By 2001, increase the quality of recreation areas by completing recreation compliance reviews at Reclamation and non-federal areas, completing recreation action plans for areas with deficiencies, and implementing 10 percent of the corrective actions identified in the action plans. (<i>this is a cumulative goal</i>).</p>

<sup>5</sup> This long-term goal has been slightly updated from the FY 2000-2005 Strategic Plan.

**AT-A-GLANCE TABLE - FY 2001 PERFORMANCE REPORT (CONTINUED)**

<b>Performance Indicators</b>	<b>FY 2001 Performance Target Plan</b>	<b>FY 2001 Performance Results</b>	<b>Comment</b>
a) Reservoirs and streams segments with on-going and new water quality assessments	19	26	Exceeds Target.
b) Operational changes initiated	8	6	Below Target.
c) Structural modifications completed	1	1	On Target.
d) Technical assistance efforts completed that year.	20	25	Exceeds Target.
a) New tons of salt eliminated at a cost no greater than \$50/ton on average.	25,000	36,437	Exceeds Target.
a) Number of technical assistance activities completed.	30	38	Exceeds Target.
a) Number of area offices with issue management plans completed	6	4	Below Target. Offices needed to postpone due to higher priorities.
a) Number completed Recreation Compliance Reviews (cumulative)	97	93	Below Target. Time to complete the reviews is taking longer than anticipated. Reviews not completed in FY 2001 will be completed in FY02.
b) Number of completed action plans	75	83	Exceeds Target.
c) Percent of corrective actions implemented	10%	32%	Exceeds Target.

Long-Term Goal	Annual Goal
<b>Mission Goal 1: Manage, Develop and Protect Water and Related Resources (Continued)</b>	
<p><b>Protect Project Land Resources</b>  <b>1.7</b> - By 2005, Reclamation will maintain protection of project land resources. This will be done by completing resource management plans and surveying and verifying real property asset data.</p>	<p><b>Goal 1.7.01 - Complete Resource Management Plans</b> In FY 2001, improve land stewardship by completing 15 Resource Management Plans that cover 300,000 acres of project lands.</p> <p><b>Goal 1.7.02 - Verify Lands Asset data</b> In FY 2001, improve land stewardship by updating and completing lands asset data and reconciling it to financial records at 10 percent of projects.</p>
<p><b>Enhance Fish and Wildlife Habitat</b>  <b>1.8</b> - By 2005, Reclamation will protect and enhance fish and wildlife habitat by preserving, restoring, and establishing wetlands and instream or riparian habitat affected by Reclamation projects.</p>	<p><b>Goal 1.8.01 - Enhance Fish and Wildlife Habitat</b>  In FY 2001, provide approximately 900,000 acre feet of water to conserve threatened or endangered species; protect and/or establish over 1,000 acres of wetlands habitat and 40 miles of instream or riparian habitat.</p>
<b>Mission Goal 2. Operate and Maintain Facilities Safely, Reliably, and Efficiently to Provide Project Benefits</b>	
<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> In FY 2001, generate power to meet Reclamation's contractual commitments 100 percent of the time, subject to water availability</p>
<p><b>2.10 Complete Water Contract Renewals</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 Water Contract Renewals</b>  In FY 2001, execute contracts under certain conditions and upon mutually agreeable terms for 100 percent of the water service contracts that will expire in FY 2001.</p>

**AT-A-GLANCE TABLE - FY 2001 PERFORMANCE REPORT (CONTINUED)**

<b>Performance Indicators</b>	<b>FY 2001 Performance Target Plan</b>	<b>FY 2001 Performance Results</b>	<b>Comment</b>
a) Number of additional Resource Management Plans completed	15	6	Below Target due to NEPA public comment process.
b) Acres covered by RMPs	300,000	77,380	
a) Percent of projects with compiled and verified lands asset data (partial completions allowed)	10%	13%	Exceeds Target.
a) Acre-feet of water provided by Reclamation for ESA purposes and other project benefits requiring instream enhancement.	900,000	1,796,970	Exceeds Target.
b) Acres of wetlands protected and maintained, established, restored or enhanced.	1,000	6,212	
c) Miles of instream or riparian habitat protected and maintained, established, restored or enhanced.	40	72	
a) Actual acre feet of water delivered under all contracts (in million acre feet MAF)	28,000,000 (est.)	29.1	Exceeds Target.
a) Number of megawatt hours / number megawatt hours contracted for	100%	100%	On Target.
a) Percent of expiring contracts (interim and long-term) that are renewed.	100%  (60 contracts)	100%	On Target.

Long-Term Goal	Annual Goal
<b>Mission Goal 2. Operate and Maintain Facilities Safely, Reliably, and Efficiently to Provide Project Benefits</b>	
<b>Ensure Effective Operations of Facilities</b> <b>2.11</b> - By 2005, Reclamation will ensure that facilities provide project benefits in a safe and reliable manner.	<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 ( <i>this is a cumulative goal</i> ).
<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 & lowest cost sector of the hydropower industry which rank in the upper 25 percentile.	<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 for cost efficiency for comparable hydropower facilities.
<b>Achieve Cost-effective Power Production</b> <b>2.13</b> - Maximize power generation and enhance revenues by attaining a 3 percent or lower forced outage rate for BOR's hydropower units.	<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.
<b>Ensure Facility Reliability</b> <b>2.14</b> - By 2005, Reclamation will maintain reliability of operations by conducting O&M and facility reviews at all Reclamation water and power facilities, and will implement the scheduled corrective actions identified in the reviews to reduce breakdown incidence.	<b>Goal 2.14.01 - Operations and Maintenance Reviews.</b> In FY 2001, conduct O&M and facility reviews at 135 Reclamation 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.
<b>Reduce Risk to Public Safety</b> <b>2.15</b> - By 2005, Reclamation will reduce risks by completing Safety of Dams modifications and 100 percent of all scheduled site security improvements.	<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 6 dams; and implementing 100 percent of scheduled site security improvements.
	<b>2.15.02 Assess Risks</b> In FY 2001, complete 105 Comprehensive and Periodic Facility Reviews.

**AT-A-GLANCE TABLE - FY 2001 PERFORMANCE REPORT (CONTINUED)**

Performance Indicators	FY 2001 Performance Target Plan	FY 2001 Performance Results	Comment
<b>(Continued)</b>			
a) Percent of facilities with SOPS reviewed and updated.	20%	20%	On Target.
a) Power production costs (\$) / Net generation in Megawatt capacity.	\$7,100 (w/in upper 25%)	\$6,120	Exceeds Target. The cost per megawatt represents the upper 25th or 75th percentile of lowest cost that we need to meet or exceed.
a) Number of hours out of service due to forced outage / 8,760 hours per year	3%	1.59%	Exceeds Target.
a) O&M reviews complete.	135	140	Exceeds Target.
b) Percent of the scheduled and budgeted corrective measures or substitute actions taken *O&M reviews consist of facility reviews, Review of Operations and Maintenance (RO&M), and power O&M facility reviews.	100%	106%	
a) Number of completed Safety of Dams modifications and/or decisions not to complete.	6	4	Below Target. Will be completed in FY02.
b) Number of completed site security improvements / total number of site security improvement that were scheduled and budgeted for FY 2001.	100%	93%	Below Target.
a) Number of completed Comprehensive and Periodic Facility Reviews.	105	107	Exceeds Target.

Long-Term Goal	Annual Goal
<b>Mission Goal 3: Advance Reclamation's Organizational effectiveness (Continued)</b>	
<p><b>Improve Customer Service:</b>  <b>3.16</b> - By 2005, achieve a measurable customer satisfaction level rating of 85%. Meeting or exceeding benchmarks for at least eleven (11) Reclamation business practice improvement recommendations will accomplish improved service delivery.</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>
<p><b>Improve Business Practices:</b>  <b>3.17</b> - By 2005, offer customers the opportunity to provide input into O&amp;M program development; and achieve and maintain consistent accounting and reporting of incidental revenues.</p>	<p><b>Goal 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>Annual 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>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 four terms and conditions agreements with districts interested in owning and managing projects, and will transfer title to four project/facilities that are authorized by Congress.</p>

**AT-A-GLANCE TABLE - FY 2001 PERFORMANCE REPORT (CONTINUED)**

Performance Indicators	FY 2001 Performance Target Plan	FY 2001 Performance Results	Comment
a) Number of approved process improvements to customer service business practices implemented.	5	5	On Target.
a) Number of customers solicited to provide input on Reclamation's O&M program.	230	390	Exceeds Target.
a) Percent indirect costs guidelines implemented in the regional offices.	100%	100%	On Target.
a) Number of projects or parts of projects for which an agreement on goals and process has been completed.  b) Number of projects or parts of projects for which title transfer agreements have been completed.  c) Number of titles transferred	4	3	Below Target.
	4	6	Exceeds Target
	4	5	Exceeds Target

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 it's 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 and support a diverse workforce.</p>	<p><b>Goal 3.19.01 - Evaluate Workforce Capability.</b> In FY 2001, complete an evaluation of Reclamation's current and future capability.</p> <p><b>Goal 3.19.02 - Identify and Address Deficiencies in Facility Accessibility</b> 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>Reclamation will show improvement in the representativeness of its workforce as compared with the diversity for these occupations in the relevant civilian workforce from a 9/30/99 baseline.</p>

**AT-A-GLANCE TABLE - FY 2001 PERFORMANCE REPORT (CONTINUED)**

<b>Performance Indicators</b>	<b>FY 2001 Performance Target Plan</b>	<b>FY 2001 Performance Results</b>	<b>Comment</b>
a) Percent of regions and offices with completed evaluations and subsequent action plans.	100%	100%	On Target
<p>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.</p> <p>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.</p> <p>c) - Percent of action plans completed for the total number of facilities (employment, administrative, and public use areas) with identified deficiencies.</p> <p>d) Percent of sites in compliance or with corrective actions in place</p>	52%	50%	Below Target due to travel restrictions after 9/11/01.
	52%	64%	Exceeds Target.
	22%	21%	Below Target.
	10%	23%	Exceeds Target.
a) Percentage improvement in representation.	10%	6.4%	Below Target.

# Appendix II

## *FY 2002 Final Annual Performance Goals and Targets - At-A-Glance*

### SUMMARY OF CHANGES BETWEEN THE FY 2002 BUDGET AND FINAL ANNUAL PERFORMANCE GOALS AND TARGETS

Long-Term Goal	Annual Goal
<p><b>Increase Water Availability Through Efficiency and Project Completion</b>  <b>1.1</b> - By 2005, Reclamation will increase water use efficiency by completing water delivery and recycling/reuse projects, increasing the acres managed under water conservation provisions, and responding to drought emergency requests.</p>	<p><b>Goal 1.1.01 - Complete Water Delivery and Recycling/Reuse Projects</b> In FY 2002, complete four feasibility studies or cooperative agreements for water recycling/reuse projects, and increase water availability by 33,600 acre feet by completing water supply, energy, or recycling/reuse projects or parts of projects.</p>
	<p><b>Goal 1.1.02 - Facilitate Water Use Efficiency</b>            In FY 2002, promote the efficient use of water supplies associated with federal water projects by assisting 275 entities in water conservation planning and management. Work with entities to complete water conservation plans covering at least 9.1 million acres and serving over 7.5 million people.</p>
	<p><b>Goal 1.1.03 - CALFED Bay-Delta Program</b><sup>6</sup> In FY 2002, provide funds to purchase up to 185,000 acre feet or equivalent Environmental Water Account (EWA) assets to provide additional water for fishery purposes beyond the regulatory baseline. Water assets will be acquired by the CALFED agencies, consistent with the goals of the CALFED Water Transfer Program.</p>
	<p><b>Annual Goal 1.1.04 - Mitigate Potential Impacts of Drought</b>            In FY 2002, respond to requests for drought emergency assistance in a timely manner (within 60 days of receipt) 90 percent of the time.</p>
<p><b>Address Project Impacts to Water Quality</b>  <b>1.2</b> - By 2005, protect water quality by addressing Reclamation project impacts and working with tribes, states and local watershed groups to identify and implement efforts to improve water quality.<sup>7</sup></p>	<p><b>Goal 1.2.01 - Assess and Improve Water Quality</b>            In FY 2002, Reclamation will conduct 28 water quality assessments at Reclamation reservoirs and stream segments, implement 5 operational changes and structural modifications, and provide technical assistance to 29 states and local watershed groups.</p>

<sup>6</sup> A \$60 million budget request was not funded for CALFED in FY 2001. The goal is being included because CALFED partners may provide funding for acquisition of water and Reclamation will administer water delivery. However, the goal may not be accomplished if these alternative funding sources are not available.

<sup>7</sup> This long-term goal has been slightly updated from the FY 2000-2005 Strategic Plan.

Performance Indicators	FY 2001 Performance Target Plan	FY 2001 Performance Results	Comment
a) Number of completed feasibility studies and/or cooperative agreements executed for Title XVI recycling/reuse projects.	2	4	
b) Increase in acre-feet of water due to substantial completion of water supply or energy projects and/or completion of Title XVI recycling/reuse projects.	25,000 (155,000 cumulative total since FY 2001)	33,600	(150,000 cumulative total since FY 2001 - 117,000 actual result)
a) Number of entities receiving Reclamation assistance in water conservation planning and implementation.	180	275	
b) Acres of land served by districts under completed water conservation plans.	at least 5.1 million	9.1 million	
c) Population served under completed water conservation plans.	3 million	7.5 million	
a) Acre feet of water provided under the Environmental Water Account	Up to 72,000	Up to 185,000	
a) Percent of requests for drought emergency assistance adequately responded to or met	90%	90%	
a) Reservoirs and streams segments with on-going and new water quality assessments	12	28	
b) Operational changes initiated Structural modifications complete	3 (2 operational, 1 structural)	5	
c) Technical assistance efforts completed that year.	29	29	

**Long-Term Goal**

**Annual Goal**

**Protect Water Quality**

**1.3** - By 2005, improve water quality in the seven Colorado River Basin States by eliminating 125,000 new tons of salt from the river at a cost not to exceed \$50/ton from a baseline of 371,000 as reported in the 1999 Triennial review.

**Goal 1.3.01 - Remove Colorado River Salt.**

In FY 2002, improve water quality in the Colorado River Basin States by adding new projects to control an additional 25,000 tons per year of salt at a cost not to exceed \$50/ton.

**Increase Opportunities for Tribes to Develop, Manage and Protect Their Water Resources**

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

**Goal 1.4.01 - Provide Technical Assistance to Tribes** In FY 2002, complete 34 technical assistance activities that will increase tribal opportunities to develop, manage, and protect their water resources.

**Provide Effective Delivery of Water and Power Generation**

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

**Goal 1.5.01 - Complete Management Plans.** In FY 2002 five area offices will complete management plans to address critical issues and opportunities associated with their water and related resources.

**Provide Quality Recreation**

**1.6** - 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.

**Goal 1.6.01 - Conduct Recreation Reviews and Implement Corrective Actions** By the end of FY 2002, increase the quality of recreation areas by completing recreation management reviews at approximately 125 recreation areas (the total includes the number of reviews completed between FY 2000-2002) on Reclamation project lands and ensuring compliance for 75 percent of the corrective actions scheduled for FY 2002 identified in previous reviews.

**Protect Project Land Resources**

**1.7** - By 2005, Reclamation will maintain protection of project land resources. This will be done by completing resource management plans and surveying and verifying real property asset data.

**Goal 1.7.01 - Complete Resource Management Plans** In FY 2002, improve land stewardship by completing 14 Resource Management Plans.

**Goal 1.7.02 - Verify Lands Asset Data** In FY 2002, improve land stewardship by updating and completing lands asset data and reconciling it to financial records at an additional 33 percent of projects.

<sup>8</sup> The goal was revised slightly, thus changing the percent target.

FY 2002 FINAL ANNUAL PERFORMANCE GOALS AND TARGETS - AT-A-GLANCE

Performance Indicators	FY 2001 Performance Target Plan	FY 2001 Performance Results	Comment
a) New tons of salt eliminated at a cost no greater than \$50/ton on average.	21,000	25,000	
a) Number of technical assistance activities completed.	20	34	
a) Number of area offices with issue management plans completed	4 (=10 total)	5	
a) Number of completed Recreation Management Reviews (cumulative).  b) Percent of corrective actions implemented scheduled for completion in FY 2002 <sup>8</sup>	160  15%	125  75%	Goal language revised slightly to include clarify that these are "management" reviews and indicator "b" changed to measure completion of actions scheduled for the fiscal year to focus on the actions that can/will be completed
a) Number of additional Resource Management Plans completed	14	14	
a) Percent of projects with compiled and verified lands asset data (partial completions allowed)	20%	33%	

**Long-Term Goal**

**Annual Goal**

**Enhance Fish and Wildlife Habitat**

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

**Goal 1.8.01 - Enhance Fish and Wildlife Habitat.** In FY 2002, provide approximately 2,500,000 acre feet of water to conserve threatened or endangered species; protect and maintain, establish, restore or enhance over 9,600 acres of wetlands and/or riparian habitat and 37 miles of instream and/or riparian habitat.

**Meet Water and Power Contracts**

**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.

**Goal 2.9.01 - Meet Water Contracts** In FY 2002, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than approximately 27 million acre feet.

**Goal 2.9.02 - Deliver Power to Meet Contracts** In FY 2002, generate power to meet Reclamation's contractual commitments 100 percent of the time, subject to water availability.

**Complete Water Contract Renewals**

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

**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 2002.

**Ensure Effective Operations of Facilities**

**2.11** - By 2005, Reclamation will ensure that facilities provide project benefits in a safe and reliable manner.

**Goal 2.11.01 - Develop and implement Standing Operating Procedures**

In FY 2002, review, update and implement changes in SOPs for 40 percent of Reclamation's facilities (*this is a cumulative goal*).

**FY 2002 FINAL ANNUAL PERFORMANCE GOALS AND TARGETS - AT-A-GLANCE**

Performance Indicators	FY 2001 Performance Target Plan	FY 2001 Performance Results	Comment
<p>a) Water in acre-feet provided by Reclamation for ESA purposes and other project benefits requiring instream enhancement.</p> <p>b) Acres of wetlands and/or riparian habitat protected and maintained, established, restored or enhanced.</p> <p>c) Miles of instream and/or riparian habitat protected or maintained, established, restored and enhanced.</p>	<p align="center">1.1 million</p> <p align="center">720</p> <p align="center">350</p>	<p align="center">2.5 million</p> <p align="center">9,600</p> <p align="center">37</p>	<p>First 2 indicators are higher due to better estimates.</p> <p>Last indicator is less because indicator "b" was revised so that riparian acres could be counted. Riparian habitat once converted to miles and targeted under indicator "c" is included under "b".</p>
<p>a) Actual acre feet of water delivered under all contracts (in million acre feet MAF)</p>	<p align="center">28,000,000 (est.)</p>	<p align="center">27,000,000</p>	
<p>a) Number of megawatt hours / number megawatt hours contracted for</p>	<p align="center">100%</p>	<p align="center">100%</p>	
<p>a) Percent of expiring contracts (interim and long-term) that are renewed.</p>	<p align="center">100%</p>	<p align="center">100% (7)</p>	
<p>a) Percent of facilities with SOPs reviewed and updated.</p>	<p align="center">40%</p>	<p align="center">40%</p>	

**Long-Term Goal**

**Annual Goal**

**Achieve Cost-effective Power Production**

**2.12** - Maximize power generation and efficiency by maintaining power production costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry and forced outage below the industry average.

**Goal 2.12.01 - Achieve Cost-effective Power Production.**

In FY 2002, attain power production costs at less than \$7,300 per Megawatt in order to rank in the 75th (upper 25th) percentile for cost efficiency for comparable hydropower facilities

**Goal 2.12.02 - Maintain a Low Forced Outage Rate.** In FY 2002, attain a 3 percent or lower forced outage rate for Reclamation's hydropower units.

**Ensure Facility Reliability**

**2.13** - By 2005, Reclamation will maintain reliability of operations by conducting O&M and facility reviews at all Reclamation water and power facilities, and will implement the scheduled corrective actions identified in the reviews to reduce breakdown incidence.

**Goal 2.13.01 - Operations and Maintenance Reviews\*.**

In FY 2002, conduct O&M and facility reviews at 130 Reclamation 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.

**Reduce Risk to Public Safety**

**2.14** - By 2005, Reclamation will reduce risks by completing Safety of Dams modifications and 100 percent of all scheduled site security improvements.

**Goal 2.14.01 - Reduce Risks**

In FY 2002, reduce risks to the downstream public and resources by completing Safety of Dams modifications at 4 dams and implementing 100 percent of scheduled site security improvements.

**2.14.02 Assess Risks** In FY 2002, complete 81 Comprehensive and Periodic Facility Reviews.

**Improve customer service:**

**3.15** - By 2005, achieve a measurable customer satisfaction level rating of 85%. Meeting or exceeding benchmarks for at least eleven (11) Reclamation business practice improvement recommendations will accomplish improved service delivery<sup>9</sup>.

**Goal 3.15.01 - Customer Service Benchmarking.**

In FY 2002, initiate one additional customer service improvement and attain a 75 percent customer satisfaction rating.

<sup>9</sup> The customer service long-term goal in the FY 2002-2005 Strategic Plan is being updated as this new long-term goal in FY 2002 Annual Performance Plan.

**FY 2002 FINAL ANNUAL PERFORMANCE GOALS AND TARGETS - AT-A-GLANCE**

<b>Performance Indicators</b>	<b>FY 2001 Performance Target Plan</b>	<b>FY 2001 Performance Results</b>	<b>Comment</b>
a) Power production costs (\$) / Net generation in Megawatt capacity.	\$7,300 (within 75%)	\$7,300 (within 75th)	Indicator revised slightly to directly measure the percentile rather than the "upper 25th percentile, which is more difficult to understand
a) Number of hours out of service due to forced outage / 8,760 hours per year	3%	3%	
a) O&M reviews complete.  b) Percent of the scheduled and budgeted corrective measures or substitute actions taken  *O&M reviews consist of facility reviews, Review of Operations and Maintenance (RO&M), and power O&M facility reviews.	135  100%	130  100%	
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 improvement that were scheduled and budgeted for FY 2002.	2  100%	4  100% (174 improvements)	2 additional SOD modifications are carried over from FY 2001
a) Number of completed Comprehensive and Periodic Facility Reviews.	98	81	Facilities are reviewed every 3-6 years depending on type. Not as many scheduled this year as predicted
a) Number of improvements completed  b) Customer Satisfaction 1998 survey baseline ("Always/Often" percentage response, 1998 survey mean = 65.5%)	1 (total of 11)  75%	1  75%	Improvement will be to measure the number of employees trained in customer service practices (goal = 1,000)

Long-Term Goal	Annual Goal
<p><b>Improve financial business practices</b>  <b>3.16</b> - By 2005, improve financial business practices through improved communication with customers on O&amp;M program development, improving management of revenues, and transferring facilities to willing partners.</p>	<p><b>Goal 3.16.01 - Customer Feedback on O&amp;M Program.</b> In FY 2002, solicit feedback from at least 425 customers on Reclamation's Operations and Maintenance (O&amp;M) program to assist Reclamation in identifying issues and resource needs.</p> <p><b>Goal 3.16.03 - Transfer Project Titles to Interested and Capable Parties</b> - In FY 2002, Reclamation will facilitate the title transfer of projects or parts of projects to local non-federal entities by completing 1 title transfer process agreements and 0 terms and conditions agreements with districts interested in owning and managing projects, and will transfer title to 1 projects/facilities that are authorized by Congress.</p>
<p><b>Improve Information Technology Management</b>  <b>3.17</b> [To be developed as a future amendment to the FY 2000-2005 Strategic Plan once program goals are better defined]</p>	<p><b>Annual Performance Goal 3.17.01 - IT Security.</b> In FY 2002, continue implementation of an IT security program to assure Reclamation IT assets are managed in a consistent, secure manner by reducing the number of computers that are directly accessible from the Internet (i.e., are protected by a security device) by 50 percent and implementing 6 IT security directives.</p>
<p><b>Create a Capable and Diverse Workforce and Environment</b>  <b>3.18</b> - By 2002, ensure work, administrative, and public facilities provide adequate access for the disabled and support a diverse workforce.</p>	
	<p><b>Goal 3.18.01 - Identify and Address Deficiencies in Facility Accessibility</b> By the end of FY 2002, provide access for the disabled by retrofitting 17 percent of Reclamation's places of employment and public areas with identified deficiencies.</p>
	<p><b>Goal 3.18.02 - Workforce Representation</b>  Reclamation will show 10 percent improvement in the representativeness of its workforce as compared with the diversity of these occupations in the relevant civilian workforce from a 1999 baseline.</p>

**FY 2002 FINAL ANNUAL PERFORMANCE GOALS AND TARGETS - AT-A-GLANCE**

<b>Performance Indicators</b>	<b>FY 2001 Performance Target Plan</b>	<b>FY 2001 Performance Results</b>	<b>Comment</b>
a) Number of customers solicited to provide input on Reclamation's O&M program.	170	425	Have increased out-reach meetings
a) Number of projects or parts of projects for which an agreement on goals and process has been completed.	2	1	Target is reduced because a number of agreements completed early in FY 2001; some districts decided not to pursue.
b) Number of projects or parts of projects for which title transfer agreements have been completed.	4	0	
c) Number of titles transferred	2	1	
a) Percent of computers, in Reclamation offices that are not directly accessible from the Internet	50%	50%	
b) Number of completed IT Security Directives and corresponding implementation strategies	6	6	
			Goal has been deleted because its been subsumed under the Department's workforce restructuring effort and will be reported directly to the Department
a) Percent of retrofits completed for the total number of facilities with identified deficiencies and related action plans.	15%	17%	
a) Percentage improvement in representation.	10%	10%	



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