



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



IN REPLY REFER TO:

JAN 14 2008

84-40000
ADM-1.10

MEMORANDUM

To: Deputy Commissioner – Operations
Deputy Commissioner – Policy, Administration and Budget

From: Robert W. Johnson
Commissioner

Subject: Decisions Related to *Managing for Excellence* Recommendations – Action Items 32-33
(Laboratory Services)

The team addressing action items 32 and 33 has completed its task. The Action Item 32 and 33 Team Report and decision document are attached for your information and use in implementing the recommendation listed in the decision document.

Please contact Mr. David Achterberg, Director, Security, Safety, and Law Enforcement telephonically at 303-445-3736 or via electronic mail at dachterberg@do.usbr.gov should you have any questions.

Attachments – 2

cc: 91-00000 (Collier), 91-10000, 92-00000 (Polly, Brown), 94-00000 (Todd, Oates), 94-30000 (Wolf, Smith), 96-00000 (Wirkus), 96-40000 (Quint)
84-20000 (Beckmann, Moon), 84-21000 (Feuerstein, Wendling), 84-27000 (Harrison, Mattingly), 84-40000 (Achterberg), 84-56000 (Byers), 86-60000 (Gabaldon, Medina), 86-68000 (Pimley, Weitkamp)
PN-1000 (McDonald, Kaley), MP-100 (Davis, Schlueter), LC-1000 (Gray, Ruiz), UC-100 (Walkoviak, Daly), GP-1000 (Ryan, Parish)
(w/att to each)

MANAGING FOR EXCELLENCE RECOMMENDATIONS – TEAM 32-33

Research and Laboratory Services

Executive Sponsor: David Achterberg

Team Members: Cliff Pugh, Monte McClendon, Pablo Arroyave, Mike Norris, Angela Adams, Nathan Myers, Bill Kepler, Tony Wahl, John LaBoon

Key Organizations Function Interfaces: Reclamation-wide technical services.

Action item statement from the Managing for Excellence Action Plan:

Action Item 32 - Determine where opportunities exist for use of federal and non-federal lab services.

Action Item 33 - Determine where opportunities exist for retaining, consolidating and/or eliminating lab services within the TSC and regions.

Scope Statement from Managing for Excellence Project Management Plan: Identify existing Reclamation lab services, the scope of current lab services being performed, and clients for those services. Propose opportunities for retaining, consolidating, eliminating, and or outsourcing lab services in a manner that most effectively supports the design, research, planning, cost estimating and construction management activities critical to the success of Reclamation's mission. An implementation plan will be developed to achieve the appropriate resource staffing levels and distribution of lab services within Reclamation.

Approach and Methodology: This study provides a framework for evaluating Reclamation's laboratories today and into the future. Key tasks undertaken were to:

- Identify and evaluate lab services and related technical services provided by Reclamation's internal laboratories. For each laboratory identified, characterize the workload of that laboratory from 2004 to 2006. This serves to describe the role of each laboratory within Reclamation and provides an indication of potential future workload.
- Identify external laboratories that could potentially be utilized by Reclamation and could be considered in an evaluation of a specific laboratory.
- Recommend decision evaluation tools that can be used to evaluate opportunities for retaining, consolidating or eliminating lab services provided by specific internal Reclamation labs.

Deliverables:

- **Report** which presents a description of the types of laboratory services needed to carry out Reclamation's mission, an inventory of existing laboratories and capabilities, and a decision tree for determining how to best meet Reclamation's laboratory services needs on a case-by-case basis. The report documents a number of findings about the ongoing efforts of Reclamation to effectively manage their laboratory resources. The report also notes the integration of laboratory activities with day to day water management, design, and construction management activities within Reclamation. Decision making about laboratory resources must continue to be integrated with these essential functions as they evolve in the future. This report is available to Reclamation to provide information about Reclamation and non-Reclamation laboratory resources and to enhance the future management of laboratory resources.
- **Power point presentations** for stakeholder meetings in Las Vegas, Salt Lake City, and Sacramento.

Recommendation:

The Deputy Commissioner, Operations, in conjunction with the Director, Technical Resources will consolidate selected laboratory groups in the Technical Service Center (TSC) in Denver. The Geotechnical Laboratory and Concrete Laboratory groups have been consolidated to form one combined Materials Engineering and Research Laboratory. With this consolidation, the Technical Services Center will maintain all concrete, soils and rock testing capabilities, but at a reduced capacity and with a reduced space requirement. The Director, Technical Services, will consolidate space. The Deputy Commissioner, Policy, Administration and Budget, will negotiate consolidation cost savings with the General Services Administration.

Submitted by:

Clifford A. Pugh

12-13-2007

Clifford A. Pugh, Team Leader

Date

David G. Achterberg

12/13/07

David Achterberg, Executive Sponsor

Date

Larry T. Todd

1/4/08

Larry Todd, Deputy Commissioner, PAB

Date

Concur:

Robert W. Johnson

1/14/08

Robert W. Johnson, Commissioner

Date