

# RECLAMATION

## *Managing Water in the West*

<i>Action Item</i>	<i>Action Item Description</i>	<i>Task ID</i>	<i>Task Summary</i>	<i>Responsible Deputy Commissioner/Director</i>	<i>Implementation Task Status</i>	<i>Click Link Below for More Information</i>
1	<b>Strengthen Relationships with Customers and Other Stakeholders</b>	DCEIA-4	Develop an award for Reclamation employees to recognize excellence in building working relationships--internally and externally	Deputy Commissioner, External and Intergovernmental Affairs/Deputy Commissioner, Policy, Administration, and Budget	<b>COMPLETED</b> Reclamation has developed a new award, the John W. Keys, III Award, for Building Partnerships and Strengthening Relationships.	<a href="#">Commissioner's Decision Memo for Action Item 1</a>
		DCPAB-7	Develop a policy that establishes a general expectation of effective communication and collaboration with customers and stakeholders.	Deputy Commissioner, Policy, Administration, and Budget	<b>COMPLETED</b> Follow link at right to read the policy.	<a href="#">Communication and Collaboration with Customers and Stakeholders Related to the Bureau of Reclamation's Mission CMP P08</a>
		DCPAB-8	Implement Benchmark Supervisory Performance Standards for 2008 rating period.	Deputy Commissioner, Policy, Administration, and Budget	<b>COMPLETED</b> Modified benchmark supervisory performance standards that address customer service have been put into effect for the 2008 rating period.	
2	<b>Ensure availability of the Reclamation Manual</b>	DCEIA-1	Send memo to employees concerning Reclamation Manual	Deputy Commissioner, External and Intergovernmental Affairs	<b>COMPLETED</b> On May 30, 2006, the Acting Commissioner sent a memo to all Reclamation employees to communicate improvements to the Reclamation Manual web site.	<a href="#">Commissioner's Decision Memo for Action Item 2</a>  <a href="#">May 30, 2006 memo to all employees</a>
		DCEIA-2	Send letter to stakeholders and other external offices concerning Reclamation Manual	Deputy Commissioner, External and Intergovernmental Affairs	<b>COMPLETED</b> On May 31, 2006, the Acting Commissioner sent a letter to Reclamation stakeholders announcing improvements to the Reclamation Manual web site.	<a href="#">May 31, 2006 letter to stakeholders</a>
		DOPPS-1	Launch new Reclamation Manual web site	Director, Office of Program and Policy Services	<b>COMPLETED</b> A new Reclamation Manual web site was launched May 31, 2006.	<a href="#">Reclamation Manual web site</a>

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2	<b>Ensure availability of the Reclamation Manual</b>	DOPPS-2	Ensure future Reclamation Manual improvements are coordinated by OPPS and consider stakeholder suggestions	Director, Office of Program and Policy Services	<b>COMPLETED</b> The Reclamation Manual web site now invites the public to provide comments and gives directions to those who wish to receive a response. Reclamation will respond to any comments and will explain how suggestions are being addressed.	
		RD-1	Send letter to region-specific stakeholders and other external offices concerning Reclamation Manual	All Regional Directors	<b>COMPLETED</b> Reclamation has sent letters to numerous stakeholders concerning changes to the Reclamation Manual. Follow the link at right to see an example. Reclamation will continue to distribute these letters to additional stakeholders.	<a href="#">Example of a letter sent to stakeholders</a>
3	<b>Revise policy development to consider transparency and value added</b>	DOPPS-3	Issue specified temporary Reclamation Manual releases	Director, Office of Program and Policy Services	<b>COMPLETED</b> Follow the links at right to see the specified Reclamation Manual releases.	<a href="#">Commissioner's Decision Memo for Action Item 3</a> <a href="#">Mandatory Reclamation-wide Requirements (RCD P03)</a> <a href="#">Managing the Reclamation Manual (RCD 03-01)</a> <a href="#">Requests for Waiver of a Reclamation Manual Requirement (RCD 03-03)</a>
		DOPPS-4	Issue specified permanent Reclamation Manual releases	Director, Office of Program and Policy Services	<b>COMPLETED</b>	<a href="#">Bureau of Reclamation's directives and standards directives system (the Reclamation Manual (RM))</a>
4	<b>Identify decision-making process gaps</b>	All-1	Communicate decisions that have Reclamation-wide implications	All Directors	<b>COMPLETED</b> On June 2, 2008, the Commissioner reaffirmed that Reclamation identifies decision documents of value to the public and thus eligible for broad dissemination. In a April 22, 2008 memo, the Commissioner reaffirmed that all significant internal	<a href="#">Commissioner's Decision Memo for Action Item 4</a>
		COS-1	Communicate role of Reclamation Leadership Team (RLT) to Reclamation staff	Chief of Staff	<b>COMPLETED</b> On June 7, 2007, the Commissioner informed all Reclamation employees of the revised RLT charter and new RLT web site. The internal Reclamation web site addresses the role of the RLT, members, meeting schedules, and other information.	<a href="#">June 7, 2007 memo to all employees</a>

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4	<b>Identify decision-making process gaps</b>	DOPPS-5	Evaluate potential for incorporating specified Departmental guidance into Reclamation Manual and participate in any effort to address this subject in the Departmental Manual.	Director, Office of Program and Policy Services	<b>COMPLETED</b> In a May 28, 2008 memo to the Department, Reclamation expressed interest in efforts to incorporate this guidance into the Departmental Manual and provided a contact for the Department. Reclamation will participate in any such effort as approp	
5	<b>Revise delegations of authority</b>	DOPPS-6	Finalize temporary delegations of authority	Director, Office of Program and Policy Services	<b>COMPLETED</b> Reclamation has consolidated this task with Task DOPPS-7, below. Rather than putting temporary delegations of authority into place, Reclamation is working to finalize permanent delegations of authority.	<a href="#">Commissioner's Decision Memo for Action Item 5</a>
		DOPPS-7	Finalize permanent delegations of authority	Director, Office of Program and Policy Services	Final delegations of authority will be posted on the Reclamation Manual web site. Follow the link at right to see the complete timeline. This task is scheduled to be completed June, 2009.	<a href="#">Timeline</a>
		DOPPS-8	Provide training on delegations of authority	Director, Office of Program and Policy Services	Reclamation has developed a training module and will develop a schedule for training by July 2009. Follow the link at right to see the complete timeline.	<a href="#">Timeline</a>
6	<b>Identify policy gaps</b>	DOPPS-10	Maintain inventory of policy gaps	Director, Office of Program and Policy Services	<b>COMPLETED</b> Reclamation maintains an inventory of policy gaps on its web site, where the public is invited to review and comment on Reclamation's current policy development efforts. Follow the link at right to see the inventory of policy gaps.	<a href="#">Commissioner's Decision Memo for Action Item 6</a> <a href="#">Inventory of policy gaps</a>
		DOPPS-11	Coordinate schedule for completion of highest priority Policy and Directives and Standards (D&S)	Director, Office of Program and Policy Services	<b>COMPLETED</b> Follow the link at right to see the inventory of policy gaps, which includes schedules for the completion of each Policy and D&S and opportunities for review/comment. Reclamation continues to coordinate the schedule on an ongoing basis.	<a href="#">Inventory of policy gaps</a>

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6	<b>Identify policy gaps</b>	DOPPS-9	Facilitate expedited release of highest priority Policy and D&S.	Director, Office of Program and Policy Services	<b>COMPLETED</b> Reclamation continues its ongoing work to facilitate release of these products. Reclamation Manual releases on Cost Estimating, DEC, and Title XVI are now in place. Follow the links at right for timelines for each high priority Policy and D&S.	<a href="#">Cost Estimating Policy, FAC P09 FAC 09-01 and FAC 09-02, FAC 09-03</a> <a href="#">DEC Policy and D&amp;S</a> <a href="#">Program &amp; Budget Policy</a> <a href="#">Timeline for Planning D&amp;S</a> <a href="#">Report Certification Temporary Releases 22 and 23</a> <a href="#">O&amp;M Cost Allocation Policy PEC P07</a> <a href="#">Title XVI D&amp;S</a>
7	<b>Expedite policy development for identified gaps</b>	DOPPS-19	Incorporate requirement to post draft Policy and D&S on web site	Director, Office of Program and Policy Services	<b>COMPLETED</b> Reclamation has incorporated the requirement for 30-day external review into the Reclamation Manual process. See Paragraph 4.C. of RCD P03 and Paragraph 6 of RCD 03-01 (links at right).	<a href="#">Commissioner's Decision Memo for Action Item 7</a> <a href="#">RCD 03-01</a> <a href="#">RCD P03</a>
		DOPPS-20	Identify responsibilities for posting draft Policy and D&S.	Director, Office of Program and Policy Services	<b>COMPLETED</b> Responsibilities and procedures for posting drafts can be found in Paragraph 3 of RCD P03 and Paragraph 6 of RCD 03-01 (links at right).	<a href="#">RCD 03-01</a> <a href="#">RCD P03</a>
		DOPPS-21	Use TRMR-15 to develop high priority Policy and D&S in Action Item 6.	Director, Office of Program and Policy Services & Director, Technical Resources	<b>COMPLETED</b> Follow the links at right to see complete timelines for release of each high priority Policy and D&S.	<a href="#">Cost Estimating Policy, FAC P09 FAC 09-01 and FAC 09-02, FAC 09-03</a> <a href="#">DEC Policy and D&amp;S</a> <a href="#">Program &amp; Budget Policy</a> <a href="#">Timeline for Planning D&amp;S</a> <a href="#">Report Certification Temporary Releases 22 and 23</a> <a href="#">O&amp;M Cost Allocation Policy PEC P07</a> <a href="#">Title XVI D&amp;S</a>

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7	<b>Expedite policy development for identified gaps</b>	DOPPS-22	Ensure release of six high priority Policies and D&S	Director, Office of Program and Policy Services & Director, Technical Resources	<b>COMPLETED</b> Follow the links at right to see complete timelines for release of each high priority Policy and D&S.	<a href="#">Cost Estimating Policy, FAC P09 FAC 09-01 and FAC 09-02, FAC 09-03</a> <a href="#">DEC Policy and D&amp;S</a> <a href="#">Program &amp; Budget Policy</a> <a href="#">Timeline for Planning D&amp;S</a> <a href="#">Report Certification Temporary Releases 22 and 23</a> <a href="#">O&amp;M Cost Allocation Policy PEC P07</a> <a href="#">Title XVI D&amp;S</a>
8	<b>Analyses of alternative scenarios for future infrastructure management</b>	DOPPS-23	Make report available to RLT	Director, Office of Program and Policy Services	<b>COMPLETED</b> The report entitled "Analysis of Alternative Scenarios for Future Infrastructure Management" was transmitted to the RLT on May 25, 2007.	<a href="#">Commissioner's Decision Memo for Action Item 8</a> <a href="#">May 25, 2007 memo to transmit report to RLT</a>
9	<b>Evaluate engineering and design services workload</b>	T9	Forward report to Team 12		<b>COMPLETED</b> On October 19, 2006, the Acting Deputy Commissioner -- Operations transmitted the report entitled "Evaluation of Historical and Near-Term Workload" to Team 12 Leads.	<a href="#">October 19, 2006 memo to transmit report.</a>
10	<b>Evaluate workload (identified by Team 9) in terms of Commercial, Commercial Core, and Inherently Governmental</b>	T10	Evaluate and classify workload		<b>COMPLETED</b> On November 30, 2006, the Director, Technical Resources transmitted the report entitled "FAIR Act Classification" to Team 12 Leads.	<a href="#">November 30, 2006 memo to transmit report</a>
11	<b>Analyze the costs of in-house performance of the commercial workload vs. outsourcing</b>	T11	Forward report to Team 12		<b>COMPLETED</b> On January 29, 2008 the report titled "Cost Comparison of Engineering Work Performed In-House Versus Outsourcing" was provided to Team 12.	<a href="#">January 29, 2008 memo to transmit report</a>
12	<b>Complete a right-sizing process</b>	T12	COG	Deputy Commissioner, Operations	The Coordination and Oversight Group (COG) has been formed. A timeline for implementation of Team 12 recommendations is being prepared.	<a href="#">Commissioner's Decision Memo for Action Item 12</a> <a href="#">Temporary Reclamation Manual Release 19</a>

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14 /15	<b>Implement design engineering estimate oversight functions and establish policies and procedures for the oversight of design and construction estimates</b>	DTR-1	Issue specified temporary Reclamation Manual releases for Design, Estimate and Construction (DEC) and Cost Estimating.	Director, Technical Resources; Director, Office of Program and Policy Services	<b>COMPLETED</b> Follow the links at right to see Reclamation Manual releases.	<a href="#">Commissioner's Decision Memo for Action Item 14</a>  <a href="#">DEC Policy</a>  <a href="#">DEC D&amp;S</a>  <a href="#">Cost Estimating Policy</a>  <a href="#">Cost Estimating D&amp;S</a>  <a href="#">Construction and Project Cost Estimates D&amp;S</a>  <a href="#">Representation and Referencing of Cost Estimates D&amp;S</a>
		DTR-2	Complete package of projects for review and exception requests	Director, Technical Resources	<b>COMPLETED</b> On January 18, 2007, Director, WO Operations notified Regional Directors and Director, Technical Resources of the projects approved for DEC review.	<a href="#">January 18, 2007 memo on projects approved for DEC review.</a>
		DTR-3	Implement decision-making process for DEC review recommendations	Director, Technical Resources and Regional Directors for UC and MP	<b>COMPLETED</b> The decision-making process for DEC review recommendations is being implemented as part of ongoing DEC activities.	
16	<b>Analyze engineering standards</b>	DTR-11	Reaffirm role of Director, Technical Service Center in developing policies and standards related to design and engineering	Director, Technical Service Center	<b>COMPLETED</b> The Commissioner's January 5, 2007 memo on Action Item 16 reaffirmed the role of the Director, Technical Service Center in developing and implementing design standards related to design and engineering.	<a href="#">Commissioner's Decision Memo for Action Item 16</a>
		DTR-12	Supplement the "Final Design Process" with a Communications Plan between stakeholders, Reclamation, and design providers	Director, Technical Service Center	<b>COMPLETED</b> A Communications Plan supplements the "Final Design Process" to ensure critical stakeholder input can be integrated into the development of designs.	
		DTR-13	Evaluate more efficient methods to produce Reclamation designs	Director, Technical Service Center	A draft report that contains a list of project features and components, including discussion of approaches to design, is being developed and will be made available for review and comment at this website.	
		DTR-14	Develop a process to collect and record the costs for performing designs.	Director, Technical Service Center	<b>COMPLETED</b> Implementation of this task is being accomplished as part of Task DTR-16 (Development of close-out questionnaire), below.	

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16	Analyze engineering standards	DTR-15	Develop Directives & Standards (D&S) for close-out process	Director, Technical Service Center	Comment period ended on draft D&S, now undergoing finalization.	
		DTR-16	Develop web-based close-out questionnaire	Director, Technical Service Center	A preliminary web-based questionnaire was developed and will be available once the underlying database is in place.	
		DTR-17	Finalize design data collection guidelines.	Director, Technical Service Center	<b>COMPLETED</b> Data collection guidelines have been finalized. See attached memo. RDCCT has determined that no additional training is necessary.	<a href="#">November 1, 2007 Memo</a>
		DTR-4	Provide Team 16's report to Team 12	Director, Technical Resources	<b>COMPLETED</b> Team 16's report was posted on the M4E web site along with the Commissioner's January 5, 2007 memorandum announcing the completion of the report and endorsement of its recommendations.	
		DTR-5	Assemble team to review specified design standards	Director, Technical Service Center	<b>COMPLETED</b>	
		DTR-6	Develop a process that ensures design standards are reviewed and updated as necessary subject to budgetary constraints; that allows for internal and external input; that includes formal announcement of decisions on design standards.	Director, Technical Service Center	The draft process for review and update of design standards is currently under development. Draft products for updated or developed standards will be posted for public review and comment. Memos will document scope of work, schedule, and budget.	
		RD-2	Assign design data collection responsibilities to appropriate offices within each region.	All Regional Directors	A final report to assign data collection responsibilities is currently under development.	
		RD-3	Determine capabilities of area and field offices to coordinate with stakeholders	All Regional Directors	The Team 16 Implementation Project Management Team and the RDCCT are currently coordinating to complete this task.	

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16	Analyze engineering standards	RD-4	Ensure appropriate dialog between producers and recipients of design standards	All Regional Directors	The Team 16 Implementation Project Management Team and the RDCCT are currently coordinating to complete this task.	
		RD-5	Assign one individual in each region to input responses on close-out questionnaire into database	All Regional Directors	The Team 16 Implementation Project Management Team and the RDCCT are currently coordinating to complete this task.	
		RDCCT	Develop guidelines and/or standards for close-out process that involves users of designs	Director, Technical Service Center	Reclamation has developed an implementation plan for this task.	
17	Seek/Obtain legislative authority for loan guarantees to facilitate private financing	DOPPS-12	Provide Reclamation Leadership Team draft guidelines for loan guarantee program	Director, Office of Program and Policy Services	<b>COMPLETED</b> Follow the link at right for the November 6, 2006 memo used to transmit the draft guidelines to the RLT.	<a href="#">Commissioner's Decision Memo for Action Item 17</a>
		DOPPS-13	Develop necessary forms for loan guarantee program	Director, Office of Program and Policy Services	<b>COMPLETED</b>	<a href="#">November 9, 2006 memo on loan guarantee program</a>
		DOPPS-14	Prepare for implementation of loan guarantee program	Director, Office of Program and Policy Services	<b>COMPLETED</b> The proposed rule for loan guarantee was published in the Federal Register on October 6, 2008. Reclamation will respond to public comments and, if necessary, revise the rule prior to re-submitting it in final form to the Federal Register for pu	<a href="#">Press Release for the Loan Guarantee Program.</a>
18	Develop processes & measuring tools to determine the need for major repairs	DCPAB-6	Consider advisability of combining some facility reviews	Director , Washington Office Operations; Director, Safety, Security, and Law Enforcement; Director, Office and Program and Policy Services	<b>COMPLETED</b> On May 13, 2008, the "Reclamation Facility Review Resource Matrix" was transmitted to Regional Directors and Area Managers for use in determining opportunities to combine site-specific and program reviews at the facility level.	<a href="#">Commissioner's Decision Memo for Action Item 18</a> <a href="#">May 13, 2008 Memo</a>
		DOPPS-15	Revise D&S to address customer representation in facility review teams	Director, Office of Program and Policy Services	Revisions to the Reclamation Manual Directives and Standards FAC 01-04, FAC 01-07, and FAC 04-01 are underway and scheduled to be finalized by February 2009.	



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18	Develop processes & measuring tools to determine the need for major repairs	RD-6	Ensure facility review process for major repairs is documented and includes opportunities for stakeholder involvement	All Regional Directors	UC Region -- In Reclamation's UC Region, a plan for implementation is undergoing internal review.	
				All Regional Directors	PN Region -- <b>COMPLETED</b> In Reclamation's PN Region, all Area Offices have developed a documented process.	<a href="#">Detailed status</a>
				All Regional Directors	MP Region -- <b>COMPLETED</b> In Reclamation's MP Region, all area offices have adopted Team 18's template as their process. Follow the link at right for details.	<a href="#">Detailed status</a>
				All Regional Directors	LC Region -- <b>COMPLETED</b> In Reclamation's LC Region, an implementation plan has been developed for this task. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>
19	Develop processes to add value to major repair projects	DCO-1	Ensure customer involvement in project management	Deputy Commissioner, Operations	<b>COMPLETED</b> This task has been incorporated into Task DOPPS-16 (Team 20-23), which includes development of Directives & Standards on project management process and training.	<a href="#">Commissioner's Decision Memo for Action Item 19</a>
				Deputy Commissioner, Operations	<b>COMPLETED</b> This task has been addressed as part of the efforts of Team 12 (Right-Sizing).	
				Deputy Commissioner, Operations	<b>COMPLETED</b> This task is being addressed by providing guidance to Reclamation's Budget Review Committee during annual deliberations.	
				Deputy Commissioner, Operations	<b>COMPLETED</b> Sample IDIQs can be found at on Reclamation's Acquisition Assistance Website under "Resources". Select "Reclamation Wide Indefinite Delivery Indefinite Quantity (IDIQ) Contracts". A memo from the Deputy Commissioner, Operations will provide di	<a href="#">Acquisition Assistance Website</a>

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19	Develop processes to add value to major repair projects	DCO-5	Develop guidebook for major repair projects	Deputy Commissioner, Operations	<b>COMPLETED</b> Implementation of Project Management will add value to major repairs. See team's report "Appendix B - Tools/measures to be used in justifying major repairs to or rehabilitations of Reclamation facilities" for a list of related resources.	<a href="#">Team 19 Final Report</a>
		DCO-6	Identify methods to add value to project management processes	Deputy Commissioner, Operations	<b>COMPLETED</b> This task has been incorporated into Task DOPPS-16 (Team 20-23), which is the development of the project management process and training directive and standard.	
		DCO-7	Develop presentation on improving Reclamation performance on major repairs	Deputy Commissioner, Operations	<b>COMPLETED</b> Implementation of Project Management will add value to major repairs. See team's report "Appendix B - Tools/measures to be used in justifying major repairs to or rehabilitations of Reclamation facilities" for a list of related resources.	<a href="#">Team 19 Final Report</a>
		DCO-8	Develop, maintain, and expand partnerships on major repairs	Deputy Commissioner, Operations	<b>COMPLETED</b> Reclamation is currently building on core partnership agreements with TVA, the Army Corps of Engineers and others. Workshops and partnership activities continue on an ongoing basis.	
20 -23	Implement a project management process and training	All-2	Begin implementation of the specified recommendations immediately.	All Directors	As Reclamation finalizes its Policy and D&S, steps are being taken to implement a Project Management process in each directorate. See the list at right of actions being taken.	<a href="#">Commissioner's Decision Memo for Action Item 20-23</a> <a href="#">Project Management Implementation by Office</a>
		DOPPS-16	Develop and issue appropriate Project Management Policy and Directives & Standards	Director, Office of Program and Policy Services	The comment period for the draft Policy and D&S closed October 31, 2008. Policy and D&S are currently being finalized, including revisions based on comments received.	
24	Establish and maintain a central contracting repository	DA-4	Post web site for acquisition and assistance	Director, Administration	<b>COMPLETED</b> Follow the link at right to view Reclamation's Acquisition and Assistance Management Division web site.	<a href="#">Commissioner's Decision Memo for Action Item 24</a> <a href="#">Reclamation's Acquisition and Assistance web site</a>

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24	Establish and maintain a central contracting repository	DA-5	Maintain acquisition and assistance web site	Director, Administration	<b>COMPLETED</b> A process for maintaining and updating Reclamation's Acquisition and Assistance Management Division web site has been implemented. The web site will be maintained as necessary.	
25	Improve financial status reporting	DCPAB-1	Establish team to finalize the requirements and format of the Statement of Project Construction Cost and Repayment (SPCCR) report	Deputy Commissioner, Policy, Administration, and Budget / Director, Administration	<b>COMPLETED</b> A new Reclamation Manual release (FIN 06-02) was posted on September 28, 2007. Follow the links at right to see the Reclamation Manual entry and the timeline.	<a href="#">Commissioner's Decision Memo for Action Item 25</a>
		DCPAB-2	Prepare and implement Facility Condition & Investment Summary report and assess results.	Deputy Commissioner, Policy, Administration, and Budget / Director, Office of Program and Policy Services	<b>COMPLETED</b> A memo to Regional Directors and Area Managers, concerning discretionary use of FC&IS report was sent Oct. 14, 2008.	<a href="#">Reclamation Manual Entry on SPCCRs (FIN 06-02)</a> <a href="#">Timeline</a>
		DCPAB-3	Review process for reporting incidental revenues and develop Incidental Revenue report	Deputy Commissioner, Policy, Administration, and Budget / Director, Administration; Director, Office of Program and Policy Services	<b>COMPLETED</b> A Reclamation team has developed the Incidental Revenues report format. The report format is planned to be available to customers in FY 2008.	<a href="#">Detailed status</a>
		DCPAB-4	Establish a team to develop Financial Management Training for managers and customers	Deputy Commissioner, Policy, Administration, and Budget / Director, Administration	<b>COMPLETED</b> Training has been developed and piloted to managers and customers. On May 28, 2008, training materials and a template for development of a training schedule were transmitted to Regional Directors.	<a href="#">November 5, 2007 Memo</a> <a href="#">May 28, 2008 Memo</a>
		DCPAB-5	Develop and/or revise financial management Policy and Directives & Standards as appropriate	Deputy Commissioner, Policy, Administration, and Budget / Director, Office of Program and Policy Services	<b>COMPLETED</b> Reclamation has determined that no revisions to existing Policy and Directives & Standards are necessary.	

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25	Improve financial status reporting	RD-10	Continue to provide project customers with O&M budget and cost reports	All Regional Directors	MP Region -- <b>COMPLETED</b> Reclamation's MP region will continue to provide O&M budget and cost reports on an ongoing basis.	<a href="#">Detailed status</a>
				All Regional Directors	LC Region -- <b>COMPLETED</b> Reclamation's LC Region will continue to provide project customers with O&M budget and cost reports on an ongoing basis. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	GP Region -- <b>COMPLETED</b> Reclamation's GP Region will continue to provide budget and financial information to meet the needs of customers. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	PN Region -- <b>COMPLETED</b> Reclamation's PN Region will continue to provide information to customers responsible for O&M of reserved works. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	UC Region -- <b>COMPLETED</b> Project customers within the Region are provided O&M budget and cost reports on a regular basis.	
		RD-11	Incorporate recommendations into meetings with project customers	All Regional Directors	UC Region -- <b>COMPLETED</b> In Reclamation's UC Region, processes are in place to meet regularly with customers.	
				All Regional Directors	GP Region -- <b>COMPLETED</b> Reclamation's GP Region will continue to provide budget and financial information to meet Reclamation Manual requirements. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	PN Region -- <b>COMPLETED</b> In Reclamation's PN Region, each Area Manager will continue to meet with customers and provide information in accordance with Reclamation policy. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	LC Region -- <b>COMPLETED</b> Reclamation's LC Region has processes in place to ensure that the recommendations are incorporated into customer meetings. Follow the link at right to see detailed status.	<a href="#">Detailed status</a>

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25	Improve financial status reporting	RD-11	Incorporate recommendations into meetings with project customers	All Regional Directors	MP Region -- <b>COMPLETED</b> Reclamation's MP region will meet with customers as required to explain project financial information.	<a href="#">Detailed status</a>
		RD-12	Require financial management training for managers and appropriate staff	All Regional Directors	Follow the link at right to see current training schedule.	<a href="#">Financial Management training schedule.</a>
		RD-13	Provide financial management training for area offices	All Regional Directors	Follow the link at right to see current training schedule.	<a href="#">Financial Management training schedule.</a>
		RD-14	Provide financial management training for customers	All Regional Directors	Follow the link at right to see current training schedule.	<a href="#">Financial Management training schedule.</a>
		RD-15	Provide electronic reporting of financial information when requested	All Regional Directors	MP Region -- <b>COMPLETED</b> Reclamation's MP Region provides electronic statements when requested. Follow the link at right for details.	<a href="#">Detailed status</a>
				All Regional Directors	GP Region -- <b>COMPLETED</b> Reclamation's GP Region will continue to provide budget and financial information to customers in an electronic format. Follow the link at right to view detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	UC Region -- <b>COMPLETED</b> In Reclamation's UC Region, official financial reports extracted from the Federal Financial System are available to customers in an electronic format (PDF). Other budgetary and financial reports are also available.	
		All Regional Directors	PN Region -- <b>COMPLETED</b> In Reclamation's PN Region, Area Managers and staff will continue to work with customers to provide information in a format to meet customer needs as requested. Follow the link at right to view detailed status.	<a href="#">Detailed status</a>		
		All Regional Directors	LC Region -- <b>COMPLETED</b> LC Region provides electronic financial reports to all project customers on a regular agreed upon schedule.			

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25	Improve financial status reporting	RD-16	Explore ways to report financial information electronically	All Regional Directors	PN Region -- <b>COMPLETED</b> In Reclamation's PN Region, Area Managers and staff will continue seek opportunities to provide information more efficiently to customers and in a mutually agreeable format. Follow the link at right to view detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	MP Region -- <b>COMPLETED</b> Reclamation's MP Region's implementation of this task is ongoing. Activities are to be developed when requested by the customer. Follow the link at right to view detailed status.	<a href="#">Detailed status</a>
				All Regional Directors	LC Region -- <b>COMPLETED</b> In Reclamation's LC Region, processes are in place to communicate with project customers on a regular basis to ensure their needs are being met in obtaining the electronic version of financial reports.	
				All Regional Directors	GP Region -- <b>COMPLETED</b> Reclamation's GP Region will continue to provide budget and financial information in an electronic format. Follow the link at right to view detailed status.	<a href="#">Detailed status</a>
		All Regional Directors	UC Region -- <b>COMPLETED</b> In Reclamation's UC Region, official financial reports extracted from the Federal Financial System are available to customers in an electronic format (PDF). Reports will be provided through e-mail as requested.			
		RD-7	Complete Statement of Project Construction Cost and Repayment (SPCCR) reports	All Regional Directors	<b>COMPLETED</b> This task was implemented using new Reclamation Manual release FIN 06-02, which establishes requirements for SPCCR reports.	
		RD-8	Complete Facility Condition & Investment Summary reports	All Regional Directors	<b>COMPLETED</b> A memo to Regional Directors and Area Managers, concerning discretionary use of FC&IS report was sent Oct. 14, 2008.	
		RD-9	Complete Incidental Revenue reports	All Regional Directors	<b>COMPLETED</b> The FY07 Incidental Revenue Reports have been posted for use by the Regions. Follow the link at right.	<a href="#">Incidental Revenues Website</a>

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26 -27	<b>Determine opportunities for beneficial transfer and/or outsourcing of O&amp;M responsibilities</b>	DCO-10	Establish process to identify opportunities to contract for O&M.	Deputy Commissioner, Operations	<b>COMPLETED</b> This task is being addressed through the implementation of Team 12.	<a href="#">Commissioner's Decision Memo for Action Item 26-27</a>
		DCO-9	Establish process to secure formal O&M transfer agreements.	Deputy Commissioner, Operations	<b>COMPLETED</b> A memo to Regional Directors addressed opportunities for O&M transfer agreements and a process to document results.	
28	<b>Identify opportunities for mutually beneficial title transfers</b>	DCEIA-3	Convene the Title Transfer Program Implementation Team	Deputy Commissioner, External and Intergovernmental Affairs	<b>COMPLETED</b> On June 3, 2008, the Commissioner sent legislation to the Speaker of the House and the President of the Senate to authorize the establishment of a title transfer program within Reclamation.	<a href="#">Commissioner's Decision Memo for Action Item 28</a>
29 -30	<b>Analyze effectiveness of O&amp;M planning and integrate with the budgeting process</b>	DOPPS-17	Improve efficiency and consistency in asset management	Director, Office of Program and Policy Services, or Regional Directors as appropriate	<b>COMPLETED</b> Reclamation is addressing this recommendation as part of its implementation of Task DOPPS-18, below.	<a href="#">Commissioner's Decision Memo for Action Item 29</a>
		DOPPS-18	Convene Implementation Team to address recommendations	Director, Office of Program and Policy Services	PPS has drafted a proposed RAX priority system. It will be available for review at this site.	
31	<b>Benchmark O&amp;M of water storage and distribution facilities</b>			Deputy Commissioner, Operations	<b>COMPLETED</b> Accurate O&M benchmarking of water facilities not feasible because no benchmarks were identified. Memo to Regional Directors encouraged sharing of best practices on a yearly basis.	<a href="#">Commissioner's Decision Memo for Action Item 31</a>
32 - 33	<b>Determine opportunities for use of federal and non-federal lab services and retaining, consolidating, and/or eliminating lab services within the TSC and regions.</b>		Consolidate selected laboratory groups in the TSC and negotiate consolidation cost savings with the GSA.	Deputy Commissioner, Operations and Deputy Commissioner, Policy, Administration, and budget	<b>COMPLETED</b>	<a href="#">Commissioner's Decision Memo for Action Item 32-33</a>

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34	Continue implementation of PART goals for R&D			Deputy Commissioner, Operations	<b>COMPLETED</b> The programmatic objectives associated with the PART goals are being addressed by the S&T Steering Team established in Action Item 35.	<a href="#">Commissioner's Decision Memo for Action Item 34</a>
35	Re-evaluate the (S&T) Program Steering Committee's charge	DTR-18	Establish Science & Technology Steering Team and assign representatives	Director, Technical Resources; Director, Office of Program and Policy Services; Director, Security, Safety, and Law Enforcement; All Regional Directors	<b>COMPLETED</b> Membership of the S & T Steering Team has been revised.	<a href="#">Commissioner's Decision Memo for Action Item 35</a>
36	Assess the NAS review of the role of federal desalination R&D and consider recommendations	T36	Address recommendations and findings in the final NAS report on federal desalination R&D.	Deputy Commissioner, Operations	The prepublication version of the NAS report has been reviewed. Reclamation will develop an up-to-date strategic plan for guiding Reclamation's investment in desal and associated research.	<a href="#">Commissioner's Decision Memo for Action Item 36</a>
37	Identify and refine PDs for positions that require collaboration skills	DA-1	Ensure that supervisors identify level of collaborative competency for each employee	Director, Administration	<b>COMPLETED</b> A collaborative competency level for each Reclamation employee has been identified. Follow the link at right to see the complete timeline.	<a href="#">Commissioner's Decision Memo for Action Item 37</a> <a href="#">Timeline</a>
		DA-2	Modify Position Descriptions to include collaborative competency requirement	Director, Administration	<b>COMPLETED</b> Position Descriptions for all Reclamation employees have been modified to include discussion of collaborative competency requirement. Follow the link at right to see the complete timeline.	<a href="#">Timeline</a>
		DA-3	Work with RLT to establish an expectation of collaboration	Director, Administration	<b>COMPLETED</b> On May 23, 2007, the Commissioner sent a memo to all employees concerning the expectation of collaboration in all Reclamation activities and announcing the requirement for collaborative competencies in each employee's position description.	<a href="#">May 23, 2007 memo on collaborative competencies</a>



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38 -39	<b>Create collaborative competency curriculum and ensure inclusion into each employee and manager's skill set</b>	DA-6	Ensure supervisors are in possession of and use the Individual Development Plan (IDP) to improve collaboration skills	Director, Administration	<b>COMPLETED</b> On August 24, 2007, the Director, Administration sent a memo to all Reclamation Human Resources Officers on collaboration competencies and attached an Individual Development Plan template for training on collaboration competency.	<a href="#">Commissioner's Decision Memo for Action Item 38</a>  <a href="#">August 24, 2007 memo on collaboration competencies</a>
		DA-7	Coach supervisors in recruiting for collaborative competencies	Director, Administration	<b>COMPLETED</b> On August 24, 2007, the Director, Administration asked Reclamation Human Resources Officers to develop questions on collaborative competencies for the Quickhire library. Further coaching of supervisors will continue on an ongoing basis.	<a href="#">August 24, 2007 memo on collaboration competencies</a>
		DA-8	Identify opportunities to use the Learning Management System for training on collaborative skills	Director, Administration	<b>COMPLETED</b> On August 24, 2007, the Director, Administration asked Regions to load courses on collaborative skills into the Learning Management System. Further opportunities will be identified on an ongoing basis.	<a href="#">August 24, 2007 memo on collaboration competencies</a>
40	<b>Evaluate the effectiveness of Reclamation's learning and development programs in supporting succession planning, leadership development, and technical training.</b>	DA-11	Develop a process to facilitate a corporate approach to training.	Director, Administration	Implementation of this task is under development. As part of implementation, a new position has been added to Reclamation's Learning and Employee Development Office.	<a href="#">Commissioner's Decision Memo for Action Item 40</a>
41	<b>Incorporate conclusions and decisions into workforce and succession planning</b>	DA-10	Determine timing for next round of workforce planning	Director, Administration	<b>COMPLETED</b> Follow the link at right to see the complete timeline.	<a href="#">Commissioner's Decision Memo for Action Item 41</a>  <a href="#">Timeline</a>
		DA-9	Convene a team to implement Workforce/ Succession plan	Director, Administration	<b>COMPLETED</b> A team was convened in May 2007 and developed an implementation plan for the Workforce/Succession plan. Follow the link at right to see the complete timeline.	<a href="#">Timeline</a>