



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, D.C. 20240

IN REPLY REFER TO:

96-00000
ADM-1.10

MEMORANDUM

To: Managing for Excellence Team 12 Leads
Attn: 86-68300 (Hensley), GP-3000 (Macartney)

From: Maryanne C. Bach *Maryanne C. Bach*
Acting Deputy Commissioner - Operations

Subject: Transmittal of Workload Report, Managing for Excellence – Team 9

The attached report entitled "Evaluation of Historical and Near-Term Workload" is the final product of Team 9 in the Managing for Excellence effort. The product is being provided to you as one of several inputs you will receive to aide you in your task of completing a right-sizing process. It is intended that you and your team members thoroughly read and understand the information contained in the report to support your efforts in completing the task of Team 12.

By copy of this memorandum, I authorize the subject report to be posted as a final document on the Managing for Excellence internet website.

Attachment

cc: 91-00000 (Collier), 91-10000, 92-00000 (Burman, Brown), 94-00000, 94-30000 (Wolf, Smith),
96-00000
84-20000 (Harrison, Moon), 84-40000 (Achterberg, Rudd), 84-50000 (Gonzales, Pratt)
86-00000 (Beek, Muller, Medina)
PN-1000 (McDonald, Kaley), MP-100 (Rodgers, Schlucter), LC-1000 (McDonald, Ruiz),
UC-100 (Gold, Shockey), GP-1000 (Ryan, Blankenship)

**Evaluation of Historical and Near-Term Workload
Managing for Excellence
Action Item No. 9**

Executive Summary

The primary objective of this report on Action Item No. 9 of Reclamation's Managing for Excellence Action Plan is to provide factual information on the historic and near-term workload associated with Reclamation's engineering and design services including design, estimating, and construction management activities. This workload information is intended to be one of many factors to be considered in the Managing for Excellence Initiatives to develop proposals for efficiently and effectively obtaining the technical services needed to carry out Reclamation's mission objectives.

Action Item No. 9 is included in the functional area of Engineering and Design Services of the Reclamation Managing for Excellence Action Plan and specifically states:

“Conduct a comprehensive evaluation of historical and near-term workload in this area, including all design, estimating, and construction management work from the TSC, regions, and area offices.”

A Reclamation team consisting of representatives from each of the five Regional offices and the Technical Service Center (TSC) was appointed to perform this workload evaluation and document their findings which can be summarized as:

- Reclamation presently outsources on the order of 40 percent of its technical workload to supplement existing in-house capacity.¹
- Reclamation has experienced a significant decrease in technical staff since the early 1990s, which coincides with the agency's transition from water resources development to water resource management.
- Specialized technical workload is performed in the TSC and broader application workload is performed in the regional and field offices.

Workload Definition

To establish the scope of technical activities to be included in the workload evaluation, the team interpreted the National Research Council (NRC) report findings as intending to address the full range of Reclamation's construction activities into the 21st century. Since these activities extend far beyond the traditionally recognized functions of design, estimating and construction management, the scope of the workload evaluation included the full range of engineering and scientific support activities such as data collection, environmental compliance and concept engineering associated with the planning aspects of a project. However, the workload did not consider the day-to-day operations and maintenance of transferred (facilities owned by Reclamation and operated/maintained by

¹ Outsourced workload is in addition to work already being performed by project beneficiaries at transferred works. Outsourced work includes technical services supporting engineering, design, and construction management which differs from the outsourcing requirement of Section 208 of PL 108-7, the FY 2003 Energy and Water Development Appropriations Act.

project beneficiaries) or reserved works (facilities owned and operated/maintained by Reclamation).

The scope of the workload evaluation was further refined to focus on the technical workload performed in support of Reclamation’s core mission objectives to manage, develop, and protect water and related resources. Thus work performed by Reclamation’s technical staff in support of other government entities was excluded from the workload considered in this evaluation.

Workload Evaluation

Once the scope of the technical workload activities was established, the associated workload information was extracted from Reclamation’s existing project accounting systems. While Reclamation’s traditional accounting structures were not designed to isolate and separately track the technical work associated with a project, they did provide a starting point for collecting workload information. The technical workload was identified by tracking the actual cost charged by the technical staff performing this work (see Appendix A for a graphical summary of the distribution of Reclamation’s technical staffing). These costs were then screened using the Department of the Interior Activity Based Costing (ABC/M) system classifications (see Appendix B for specific details of this process) to extract the specific costs associated with only the technical workload performed in support of Reclamation’s construction/modification activities for specific ABC/M categories. The resulting technical workload is therefore expressed as the total cost (labor plus indirect cost) to accomplish the work.

The DOI ABC/M costing system was implemented in Reclamation in recent years and there are only a few years of information available. However, with some interpretation, reasonable data was available for fiscal years FY 2003 through FY 2005. This duration was considered sufficient to establish a representative perspective of both the existing and near-term projected workload trends. The following table shows a summary of labor costs for the technical workload performed by Reclamation’s work force for each of the three past fiscal years.

**SUMMARY OF LABOR FOR
TECHNICAL RESOURCES - RECLAMATION-WIDE USING
ACTIVITY BASED COSTING CATEGORIES**

	Technical Workload
Fiscal Year `03	\$105,500,000
Fiscal Year `04	\$116,613,000
Fiscal Year `05	\$124,331,000
Average :	\$115,481,000

Detailed graphical representations of the data for each Region and the TSC are shown in Appendix B.

To determine the total technical workload performed in support of Reclamation’s mission, it is necessary to identify and account for the technical work Reclamation

directly outsourced to the private sector or was performed directly for Reclamation by other entities. This information was obtained by sorting Reclamation’s existing financial databases by object code to identify all work performed by others. The data were filtered to remove costs for work funded by policy and administration (P&A), or working capital, (examples would be phone services or information technology contracts), or where the funding was provided by other agencies (an example would be construction management for the National Park Service). The technical workload outsourced by Reclamation is shown in the following table.

SUMMARY OF OUTSOURCED TECHNICAL WORKLOAD

	Technical Workload
Fiscal Year `03	\$65,864,000
Fiscal Year `04	\$71,792,000
Fiscal Year `05	\$75,458,000
Average :	\$71,038,000

The total technical workload performed in-house and contracted for fiscal years FY 2003 through FY 2005 by Reclamation to accomplish its mission objectives is summarized in the following table.

**RECLAMATION TECHNICAL WORKLOAD
In-house plus outsourced workload**

	Total Technical Workload
Fiscal Year `03	\$171,364,000
Fiscal Year `04	\$188,405,000
Fiscal Year `05	\$199,789,000
Average :	\$186,519,000

Appendix C provides a detailed summary of the **total** in-house and outsourced technical **workload** for each Region and the TSC.

To address the near-term future workload, the team looked at Reclamation’s total appropriated budget as a principal indicator of future workload. The following table summarizes Reclamation’s appropriated budget for fiscal years 2003 through the 2007 budget currently before Congress for consideration.

Fiscal Year	Budget Status	Budget*	Technical Workload	Technical As a Percent of Budget
2003	Enacted	\$971,797,000	\$171,364,000	17.6
2004	Enacted	\$995,519,000	\$188,405,000	18.9
2005	Enacted	\$1,020,968,000	\$199,789,000	19.6
2006	Enacted	\$1,058,941,000	-----	-----
2007	House	\$941,000,000	-----	-----
2007	Senate	\$1,060,000,000	-----	-----

* Enacted budget data obtained from *Budget Justification and Performance Information Report* for Fiscal Years 2005, 2006, and 2007. Budget for 2007 obtained from House and Senate Appropriation Bill websites for 2007 appropriations.

While specific information for fiscal years 2008 through 2010 is not yet available, there is no expectation of significant changes given current information.

Findings

Based on an evaluation of the workload and associated technical staffing data, the team developed three principal findings.

Contracting for Technical Services. - As shown in the above summary table, the average total technical workload (as defined for this effort) for the latest three fiscal years (for which complete data are available) was \$186,519,000. This represents approximately 20 percent of Reclamation's total average appropriated funds for the same period. To accomplish this workload, Reclamation supplemented the capacity of its existing technical staff by contracting an average of \$ 71,038,000 (approximately 40 percent of the total technical workload) to the private sector and other government agencies.

Staffing Levels. - From 1992 to 2002, Reclamation's overall staff decreased from approximately 8000 to 5900 and was approximately 5750 in March 2006. As shown graphically in Appendix D², which portrays the staff by occupational series, Reclamation's staffing decreased by over 1000 engineers. During the same period, the rest of the technical workforce, (biological, physical and social scientists) remained relatively constant. The data shows that the majority of Reclamation's recent technical workload has been in the area of water resources management. This is evidenced by the much smaller portion of workload expended on new projects than workload associated with dam safety, environmental compliance, and the repairs that are committed to sustaining water delivery and power generation from existing projects.

Centralization of Specialized Functions.-The distribution of technical workload in Reclamation as presented in the graphs of Appendix B is generally indicative of an increasing level of specialization starting in the Area Offices and progressing through the Regional Offices to the TSC. This is largely reflective of the need to provide prompt action to a wide variety of technical issues at the local level associated with the operation and maintenance of Reclamation facilities. Routine maintenance, repairs and many of the other day to day technical activities essential to the timely operation of Reclamation's

² 2004-2008 Workforce Plan

facilities are performed at the local office level. Many of the technical activities performed in support of the planning efforts for Reclamation projects such as data collection and scoping-level studies are also performed at the local and regional office levels.

Increasingly specialized aspects of the technical workload associated with larger more complex projects or issues are generally performed with increasing support from the Regional Offices and the TSC. Regional offices provide development of designs and specifications for major contracts, support for planning studies and peer review of technical work performed in area offices. Technical work that is centrally performed in the TSC includes state-of-the-art dam safety related analysis and design, seismic structural analysis and design of buildings, design of major power and pumping plants, design of large complex canal, pipeline and tunnel systems, major fish facilities, and power systems evaluation. Further, the specialized technical staffing and equipment needed to perform laboratory research, testing, and advanced model studies are centrally maintained in the TSC.

The majority of the technical work related to environmental enhancements is performed at the local and regional offices. However, many of the more complex analyses associated with environmental enhancement and water management such as fish habitat modeling and water treatment applications are performed in the TSC.

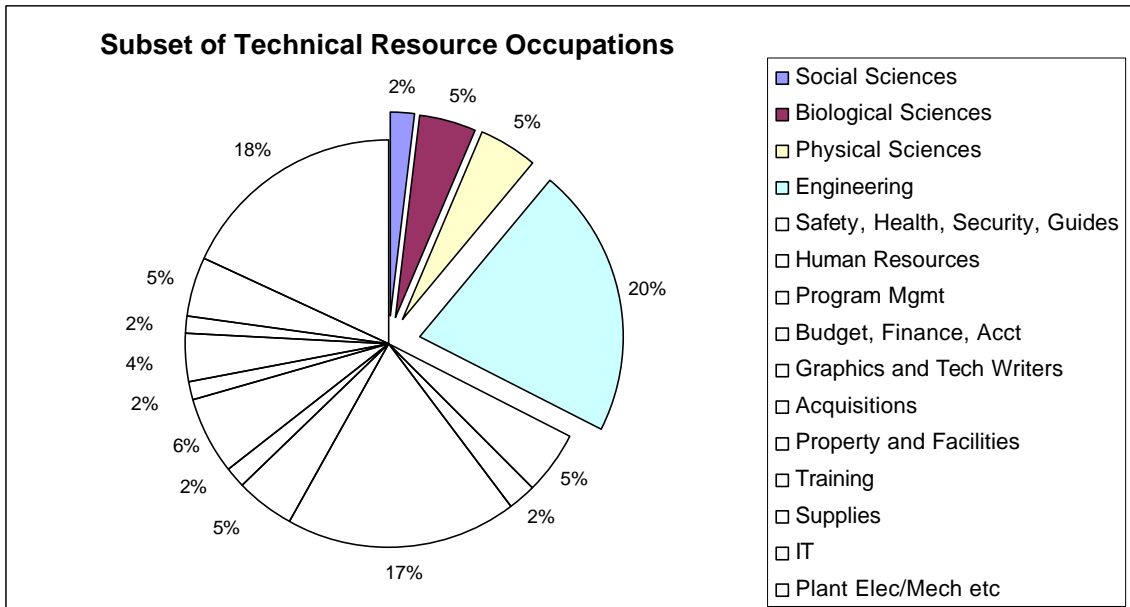
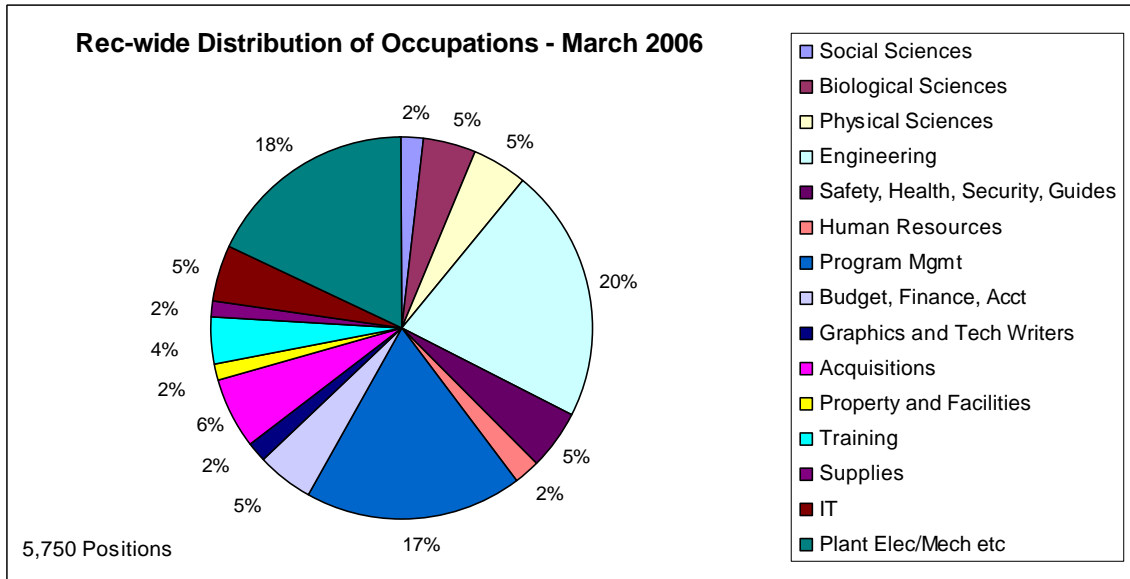
Team's Summary

Following are the major points that the team gleaned from the workload data. Other teams using this data for analysis, recommendations, and/or decisions are welcome to evaluate the data and draw conclusions relative to the needs of their teams.

- 1) Workload as measured by funds expended on technical activities indicates that Reclamation's technical workload is greater than that which is accomplished with Reclamation staff alone. Reclamation utilizes outside technical resources to supplement its staff, outsourcing approximately 40% of the technical workload over the past 3 completed fiscal years. The technical workload has a slight increasing trend as a percentage of the Reclamation appropriations.
- 2) Reclamation has been adjusting its staffing to account for changes in the nature of its workload. This management practice has resulted in a net reduction of more than 2000 positions over the past 15 years which represents a 25% reduction in staff over that time period. During the past 15 years, engineering positions have accounted for the majority of this reduction.
- 3) Technical workload is performed by different segments of the organization with the more specialized technical workload being performed in the TSC and broader application workload performed in the regional and the field offices.

Appendix A - Technical Staff

To evaluate the workforce that provides the planning, research, analysis, engineering, estimating, and construction management, an overall picture of Reclamation's workforce was obtained by occupational series through the Federal Personnel Processing System (FPPS). Of the approximately 5,750 people employed at Reclamation (in March 2006), about one third (roughly 1,900) of the positions are classified as either an engineer, scientist (either physical, biological, or social scientist), or technicians supporting engineering or scientific activities.



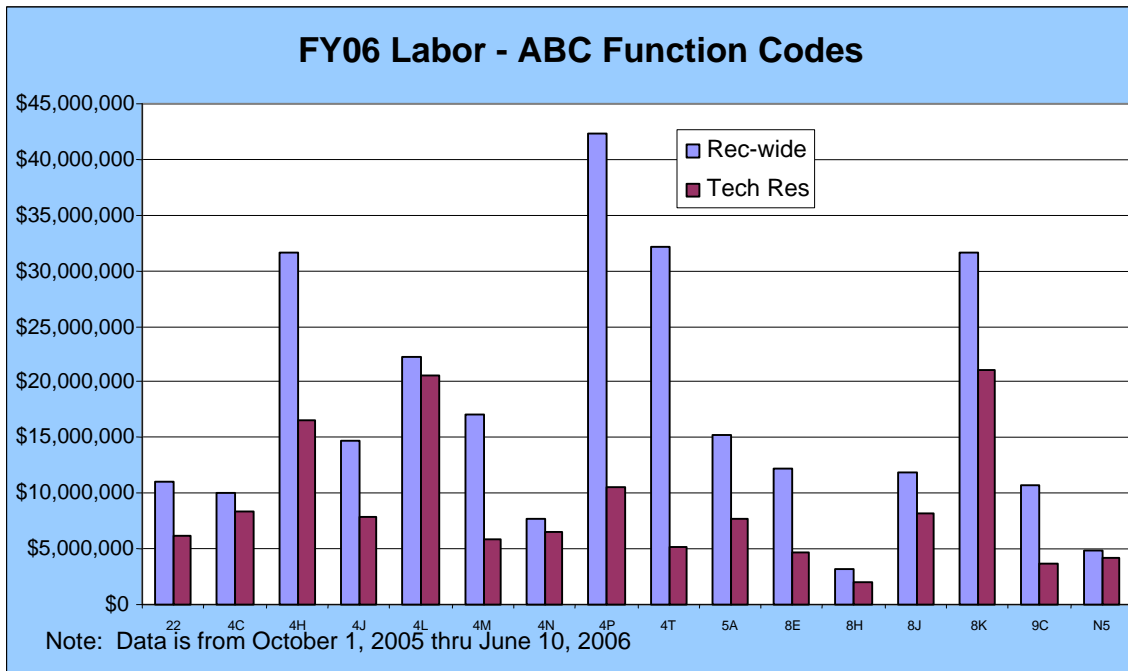
Appendix B - ABC/M

General

Beginning in fiscal year 2004, the Department of the Interior (DOI) initiated Activity Based Cost/Management (ABC/M) and required the bureaus within the Department to develop and track information in this new manner. Activity Based Costing is a management reporting system that focuses on the costs of the work activities associated with operating a business in lieu of the standard cost centers (e.g., lump sum salaries and fringe benefits) in the traditional cost accounting structure. The purpose of ABC/M within the DOI is to provide visibility into the cost and performance of DOI-wide processes and outputs, as well as provide individual Bureau program and financial managers with consistent information, training, and tools to apply and use ABC/M information to improve business operations. Reclamation has been refining the manner in which ABC/M data are collected and reported using a separate database system from the Federal Finance System (FFS).

The workload performed by the technical staff was developed using the ABC/M activity categories and assessing the labor costs assigned to each project. Data were developed for the current fiscal year and each of the three previous fiscal years for all of the occupational series of interest in each office in Reclamation. The project costs charged were sorted by the ABC/M categories associated with those projects to determine how much work was being performed under the different categories. There are presently a total of 38 ABC/M categories used by Reclamation to differentiate the work. Therefore, for each occupational series of interest, costs could be assigned to any of the 38 categories.

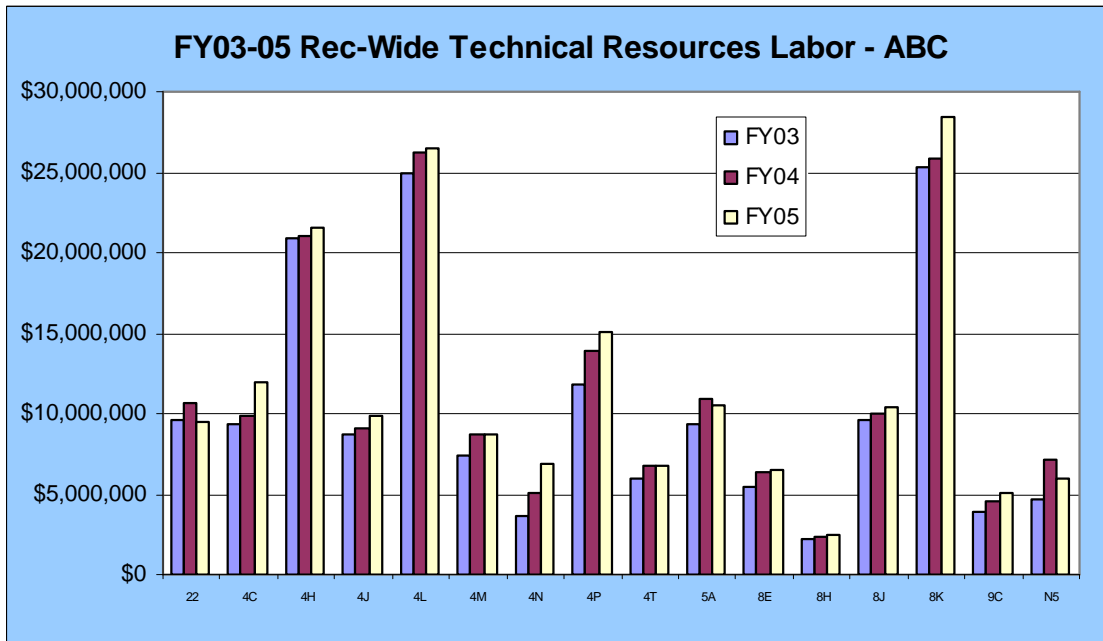
Evaluation of this data across all 38 categories showed that only 16 of the categories account for most of the cost of Reclamation's technical staff. The most significant categories for charges from the technical staff are associated with activities to reduce dam safety risks, implement environmental recommendations, and operating dams/water storage facilities. The remaining major categories distribute significant technical staff charges to planning, construction, operation and maintenance of water storage, water conveyance, or hydropower features. Provided below, is a comparison of Reclamation wide staff charges versus fiscal year 2006 technical staff charges for the 16 ABC/M categories June 10, 2006, or approximately 3/4 of the year. This figure will be updated when final fiscal year 2006 data is available.



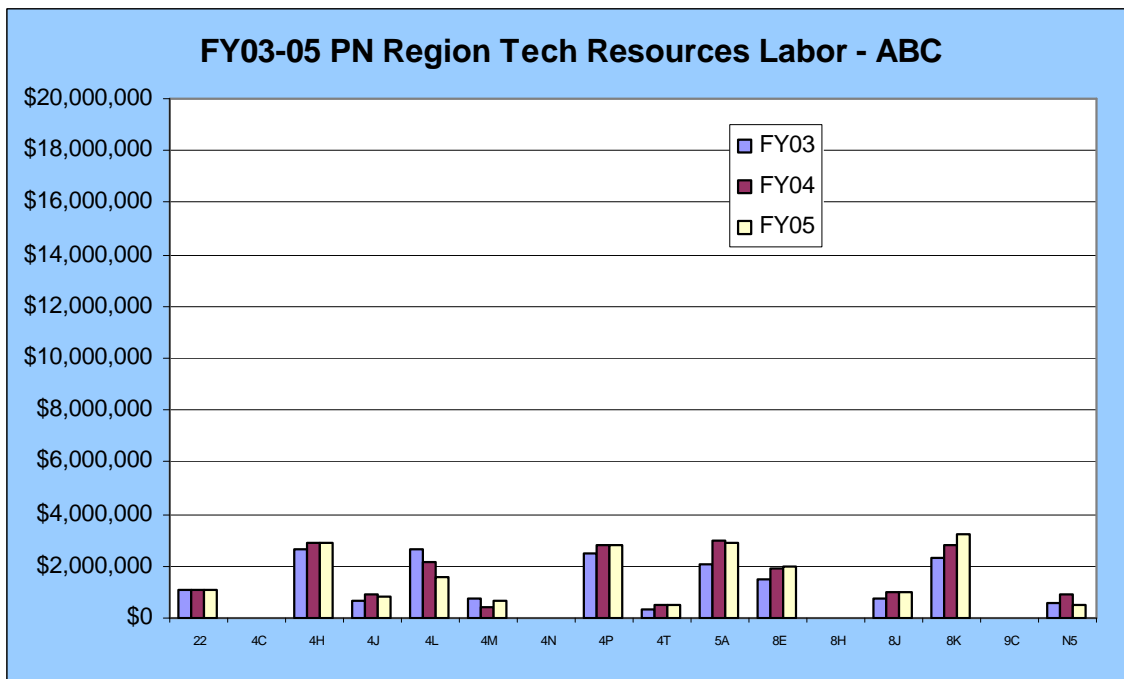
The descriptions for these 16 ABC/M categories are:

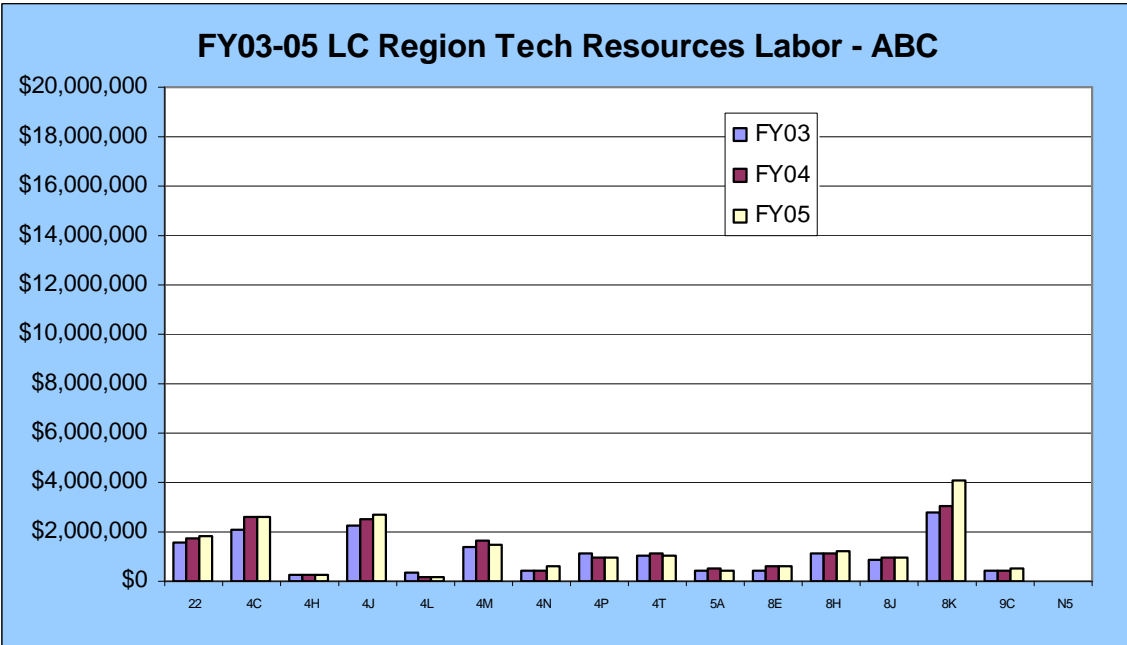
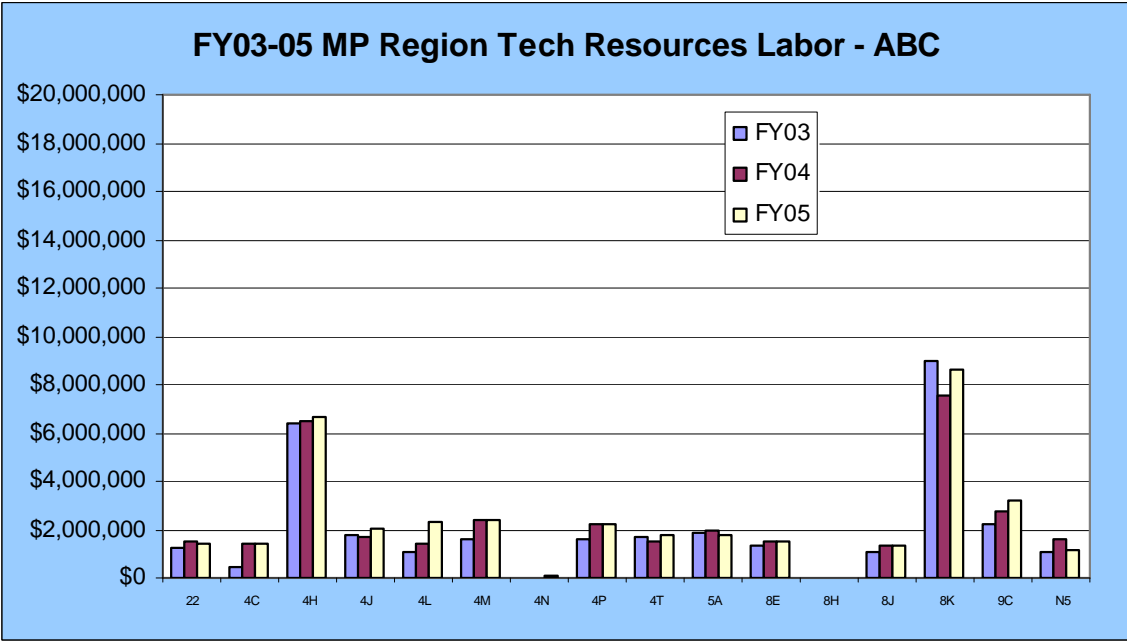
<u>ABC/M Code</u>	<u>Description</u>
22	Plan Water Related Resource Use
4C	Construct Water Conveyance Facilities
4H	Operate Dams/Water Storage Facilities
4J	Operate Conveyance Facilities
4L	Reduce Safety Risks
4M	Maintain Water Conveyance Facilities
4N	Construct Dams/Water Storage Facilities
4P	Maintain Hydropower Facilities
4T	Operate Power Facilities
5A	Maintain Dams/Water Storage Facilities
8E	Manage Project Lands
8H	Reduce Salt Load / Colorado River / Reservoirs
8J	Enhance Water Supply
8K	Implement Environmental Recommendations
9C	Oversee / Administrate Water Service Contracts
N5	Conduct Water Reservoir Development Studies

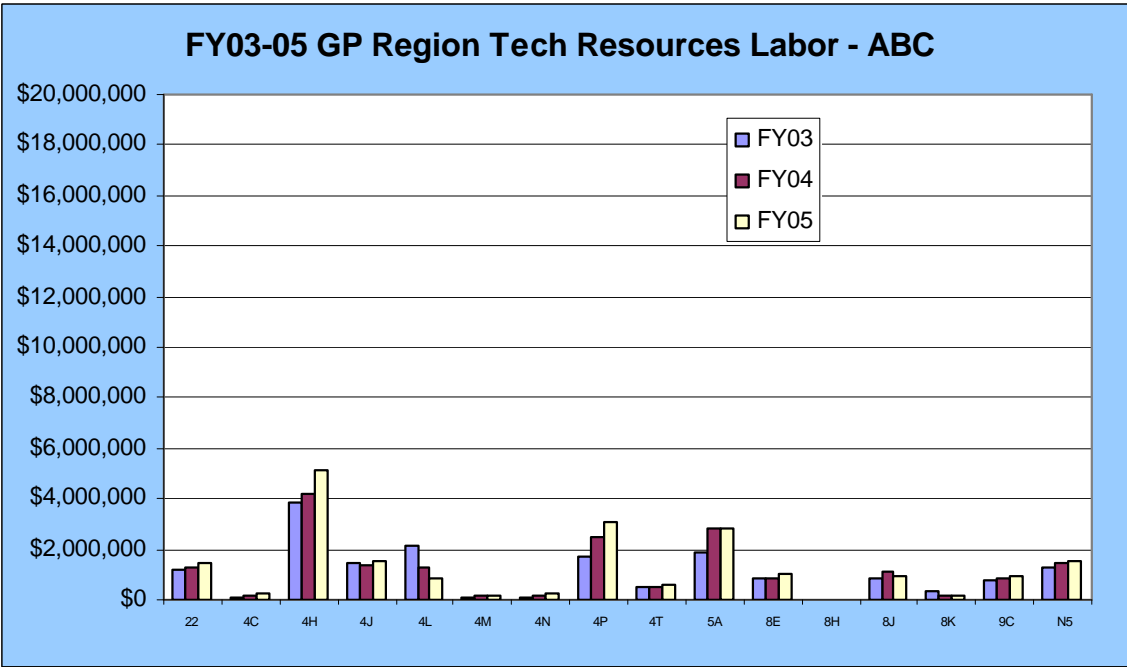
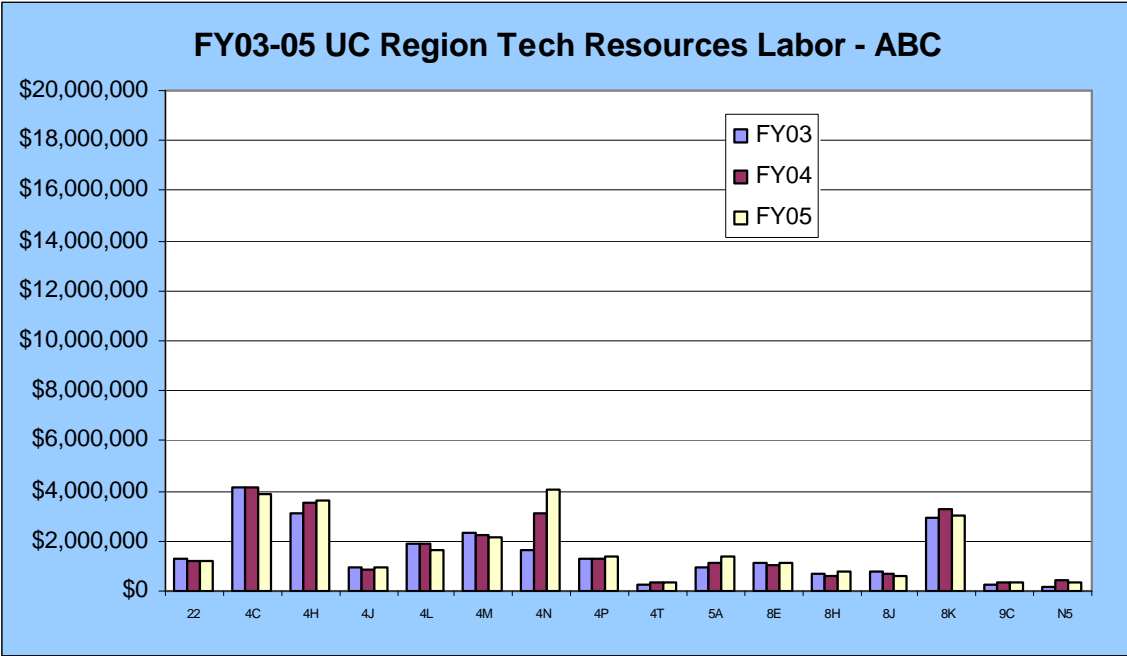
A similar plot showing only the technical resources labor for the same 16 ABC/M categories for fiscal years '03, '04 and '05 shows that the workload defined by these ABC/M codes has remained relatively constant.

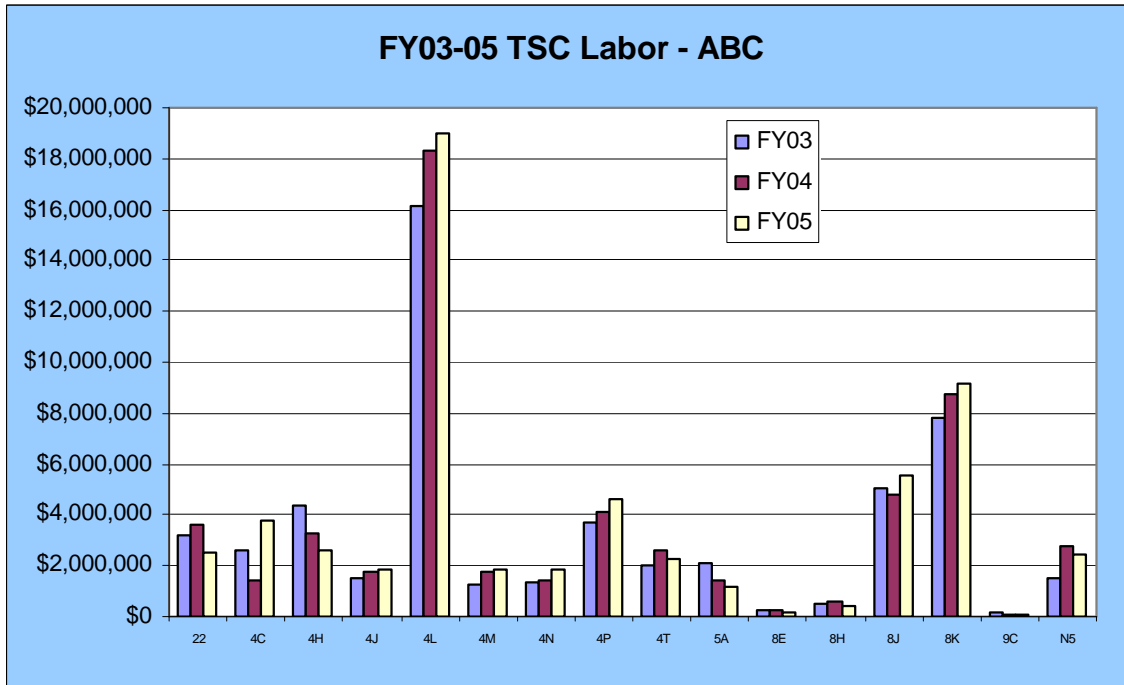


The total technical labor dollars can be further broken down into the labor costs at each of the regions and the TSC as shown in the following 6 graphs:









From the plot of ABC/M category charges for all of Reclamation versus Reclamation’s Technical Resources it can be seen that while Maintaining Hydropower Facilities (4P) is the most significant category for all of Reclamation, Reducing Dam Safety Risk (4L) and Implementing Environmental Recommendations (8K) are the largest single categories of technical work performed in support of Reclamation’s mission. These are followed in succession by Operating Dams and Water Storage Facilities (4H), Maintaining Hydropower Facilities (4P), and Enhancing Water Supply (8J). In general, the 4H activities include the cost to perform day to day operation activities and the 8J activity focuses largely on developing new technologies to more efficiently use or conserve exiting water supplies. As such these activities do not represent a significant contribution to the targeted workload of planning, research, analysis, estimating, engineering, and construction management. Both the 4H and the 8J activities, as are many others in the above plots are provided only to give a more complete picture of the distribution of work performed by the technical resources of the organization and are not included in the summation of the total target workload.

Data from the above plots were screened for ABC/M codes with significant or diverse expenditures and plotted individually by the office location to illustrate the distribution of technical activities performed by Reclamation.

Looking at code 4L, technical activities to reduce dam safety risk are largely performed in the TSC (about 2/3 of the work under this code is performed in the TSC). The portion of this work that is performed in the TSC generally reflects the utilization of specialized dam engineering disciplines to the state of art application of risk analysis and design to accomplish the objectives of Reclamation’s dam safety program. This includes risk evaluation, development of corrective actions and final design of modifications to address identified dam safety deficiencies. The portion of this work performed in the Regions is generally associated with data collection (including drilling techniques in dams to prevent fracturing and potential failure), environmental compliance, project authorization, construction management and overall project management activities.

Additionally, looking at code 8K, the technical activities associated with the implementation of environmental recommendations, have a significant role in the Regions. While the majority of this technical workload is located in the regions, a significant portion of these activities (about 1/3) is performed in the TSC. Many of the specialized investigations to develop new methodologies for protecting aquatic resources are performed in the TSC.

Activities associated with code 4P show that technical activities performed in support of maintaining power facilities are distributed throughout Reclamation to support this function. The largest single portion of these activities is performed in the TSC and is largely related to specialized electrical and mechanical systems support for Reclamation’s power facilities. These include on-site technical assistance, troubleshooting, failure investigation, and program consultation.

Of the 16 ABC/M codes representing most of the workload for the technical staff in Reclamation, only the following 9 codes are considered appropriate to capture the technical workload associated with planning, research, analysis, engineering, estimating, and construction management in Reclamation.

<u>ABC/M Code</u>	<u>Description</u>
4C	Construct Water Conveyance Facilities
4L	Reduce Safety Risks
4M	Maintain Water Conveyance Facilities
4N	Construct Dams/Water Storage Facilities
4P	Maintain Hydropower Facilities
5A	Maintain Dams/Water Storage Facilities
8H	Reduce Salt Load / Colorado River / Reservoirs
8K	Implement Environmental Recommendations
N5	Conduct Water Reservoir Development Studies

In addition to these codes an additional 12 codes not shown on the above plots because of their overall low magnitude are considered to have some minor contribution and were included to collect the total workload associated with planning, research, analysis, engineering, estimating, and construction management.

<u>ABC/M Code</u>	<u>Description</u>
4D	Maintain Roads
5Z	Maintained Bridges
5K	Maintain Tunnels
5C	Maintain Buildings
5H	Maintain All Other Structures/Non-Buildings
5F	Construct Roads, Bridges and Tunnels
4K	Construct Buildings
4R	Increase Power Supplies
4V	Construct Hydropower Facilities
5R	Construct Recreation Facilities
D9	Protect Cultural and Natural Resources
5G	Construct All Other Structures/Non-Buildings

The total workload associated with planning, research, analysis, engineering, estimating, and construction management collected by screening the cost charges of the technical staff for the above 21 ABC/M codes for fiscal years FY03, FY04 and FY 05 are shown in the following table. Also included in the table is the total workload for all 38 ABC/M codes for comparison of the total Reclamation mission workload performed by the Technical Resources staff.

**SUMMARY OF LABOR FOR
TECHNICAL RESOURCES - RECLAMATION-WIDE USING
ACTIVITY BASED COSTING CATEGORIES**

REGION	FY03		FY04		FY05	
	ALL 38 ABC/M	21 SELECT ABC/M	ALL 38 ABC/M	21 SELECT ABC/M	ALL 38 ABC/M	21 SELECT ABC/M
PN	\$19,276,669	\$11,495,705	\$22,335,976	\$12,969,887	\$22,202,370	\$12,724,612
MP	\$33,887,851	\$16,756,115	\$37,400,595	\$19,011,307	\$39,872,771	\$20,518,143
LC	\$19,816,922	\$11,152,453	\$21,123,409	\$11,702,418	\$22,340,406	\$13,152,426
UC	\$26,774,712	\$17,721,352	\$29,169,479	\$19,774,844	\$30,076,750	\$20,639,495
GP	\$20,253,252	\$9,678,686	\$22,292,420	\$11,058,077	\$23,592,968	\$10,801,831
TSC	\$56,527,394	\$38,695,224	\$59,759,849	\$42,096,661	\$62,912,223	\$46,494,837
TOTAL	\$176,536,799	\$105,499,535	\$192,081,728	\$116,613,195	\$200,997,488	\$124,331,344

ABC/M Data Verification:

The data presented above were generated by pulling actual cost information through a filter using the ABC/M codes as explained earlier. The data were separated by region and TSC and each region independently reviewed the data to assure that the labor information being presented were fairly representing the work performed in that location with respect to planning, research, analysis, engineering, estimating, and construction management. Minor adjustments were made by adding and removing job classifications so that the labor dollars most accurately aligned with the technical resources performing planning, research, analysis, engineering, estimating, and construction management.

By using the ABC/M category screening of the labor dollars charged and by only looking at selected job classifications, a refinement of the data automatically occurs. If a work activity in the selected job classifications do not work in the technical areas of interest then they would be screened out by the ABC/M category. An example would be a civil engineer working on strictly routine operation and maintenance activities. Likewise, if a work activity captured by the desired ABC/M category is not in the selected job classification, it is also screened from the analysis. An example would be a contract specialist working on a construction contract for a pumping plant (ABC/M - 4N “Construct Dams/Water Storage Facilities”) would not be captured because of the job classification.

It is noted that Reclamation employs heavy equipment operators, mechanics, maintenance workers and laborers that perform a portion of Reclamation’s construction workload. These labor dollars are not included in this study. This type of work is referred to as “force account” and can involve conventional construction, O&M, and as well as other types of work such as river maintenance.

A significant portion of Reclamation’s labor force is plant operators, mechanics, and the other skilled positions that perform primarily operation and maintenance work at the many power plants. This analysis does not capture the power plant O&M workforce.

Appendix C - Summary of Non-Labor

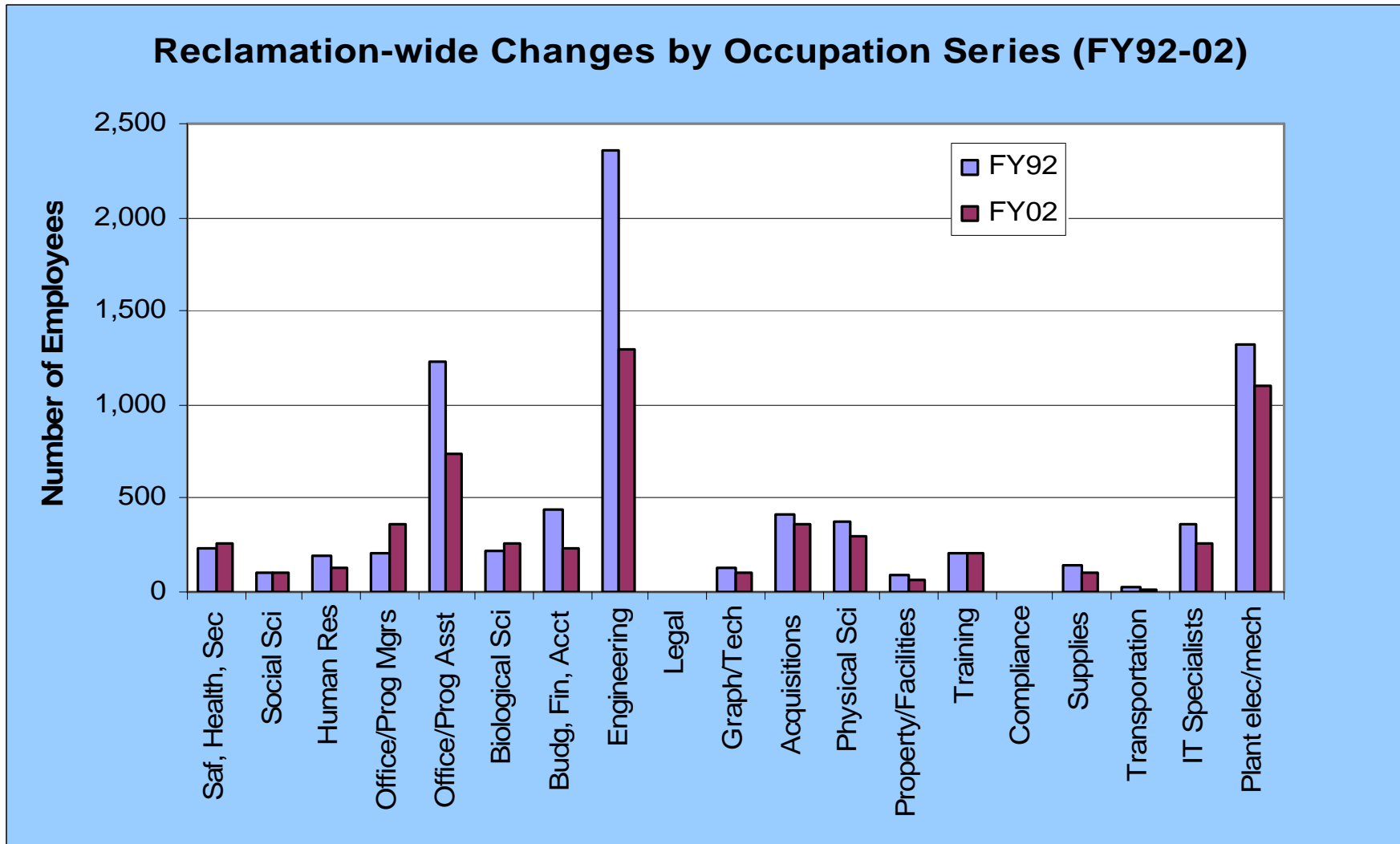
**SUMMARY OF ESTIMATED NON-LABOR EXPENSES
FY03-FY05
ALL REGIONS**

		TOTAL		
DEFINITIONS	OBJECT CLASS	PN Region		
		FY03	FY04	FY05
Contracts - A&E	252A	\$128,024	\$821,254	\$777,514
Contracts - Development of Data Sets	252C	\$7,349	\$89,403	\$62,468
Contracts - Drilling	252D	\$12	\$0	\$3
Contracts - Indian Self Determ Services	252I	\$0	\$0	\$0
Contracts - Consultants - Non-Advisory	252J	\$8,769	\$76,995	\$207,511
Contracts - Mapping	252M	\$6,141	\$17	\$0
Contracts - Aerial Photography	252Q	\$51,120	\$46,109	\$48,829
Contracts - Professional Services	252R	\$3,517,938	\$3,440,461	\$4,362,882
Reimb Agreements - Other Agencies	253H	\$4,823,373	\$5,602,361	\$7,337,540
TOTALS		\$8,542,725	\$10,076,600	\$12,796,747
DEFINITIONS	OBJECT CLASS	MP Region		
		FY03	FY04	FY05
Contracts - A&E	252A	\$364,288	\$308,237	\$2,934,736
Contracts - Development of Data Sets	252C	\$0	\$0	\$107,901
Contracts - Drilling	252D	\$240	\$0	\$6,971
Contracts - Indian Self Determ Services	252I	\$939,610	\$211,839	\$212,155
Contracts - Consultants - Non-Advisory	252J	\$406,191	\$506,394	\$177,686
Contracts - Mapping	252M	\$535,270	\$137,744	\$419,653
Contracts - Aerial Photography	252Q	\$16,103	\$22,200	\$21,806
Contracts - Professional Services	252R	\$15,436,758	\$15,821,332	\$15,845,217
Reimb Agreements - Other Agencies	253H	\$3,400,712	\$6,764,784	\$3,679,979
TOTALS		\$21,099,171	\$23,772,529	\$23,406,105
DEFINITIONS	OBJECT CLASS	LC Region		
		FY03	FY04	FY05
Contracts - A&E	252A	\$701,176	\$696,659	\$1,569,019
Contracts - Development of Data Sets	252C	\$0	\$1,524	\$67,954
Contracts - Drilling	252D	\$374,740	\$276,738	\$654,229
Contracts - Indian Self Determ Services	252I	\$2,972,406	\$2,763,581	\$3,213,232
Contracts - Consultants - Non-Advisory	252J	-\$10,973	\$110,962	\$322,093
Contracts - Mapping	252M	\$0	\$2,160	\$128,291
Contracts - Aerial Photography	252Q	\$96,901	\$95,448	\$116,059
Contracts - Professional Services	252R	\$6,474,272	\$9,156,140	\$6,188,787
Reimb Agreements - Other Agencies	253H	\$3,343,506	\$4,747,147	\$6,106,969
TOTALS		\$13,952,028	\$17,850,360	\$18,366,633

SUMMARY OF ESTIMATED NON-LABOR EXPENSES
FY03-FY05
ALL REGIONS

		TOTAL		
DEFINITIONS	OBJECT CLASS	UC Region		
		FY03	FY04	FY05
Contracts - A&E	252A	\$238,766	\$204,326	\$414,031
Contracts - Development of Data Sets	252C	\$0	\$0	\$2,500
Contracts - Drilling	252D	\$0	\$0	\$0
Contracts - Indian Self Determ Services	252I	\$4,277,882	\$3,223,441	\$3,447,231
Contracts - Consultants - Non-Advisory	252J	\$26,225	\$24,660	\$72,259
Contracts - Mapping	252M	\$15,000	\$13,889	\$12,843
Contracts - Aerial Photography	252Q	\$302,644	\$132,677	\$402,074
Contracts - Professional Services	252R	\$4,072,157	\$1,499,934	\$1,609,757
Reimb Agreements - Other Agencies	253H	\$6,225,703	\$5,805,903	\$6,920,731
TOTALS		\$15,158,377	\$10,904,830	\$12,881,425
DEFINITIONS	OBJECT CLASS	GP Region		
		FY03	FY04	FY05
Contracts - A&E	252A	\$166,407	\$58,948	\$4,244
Contracts - Development of Data Sets	252C	\$20	\$15,031	-\$3,046
Contracts - Drilling	252D	\$354,961	\$126,345	\$35,380
Contracts - Indian Self Determ Services	252I	\$27,487	\$3,042	\$70
Contracts - Consultants - Non-Advisory	252J	\$139,754	\$98,814	\$12,324
Contracts - Mapping	252M	\$31,668	\$140,835	\$17,443
Contracts - Aerial Photography	252Q	\$47,622	\$0	\$50
Contracts - Professional Services	252R	\$3,342,493	\$3,742,473	\$2,311,872
Reimb Agreements - Other Agencies	253H	\$1,445,073	\$2,300,535	\$1,828,052
TOTALS		\$5,555,484	\$6,486,025	\$4,206,390
DEFINITIONS	OBJECT CLASS	TSC		
		FY03	FY04	FY05
Contracts - A&E	252A	\$112,984	\$902,729	\$982,939
Contracts - Development of Data Sets	252C	\$0	\$20,031	\$0
Contracts - Drilling	252D	\$0	\$0	\$32,000
Contracts - Indian Self Determ Services	252I	\$0	\$0	\$1,810
Contracts - Consultants - Non-Advisory	252J	\$303,035	\$36,912	\$129,114
Contracts - Mapping	252M	\$0	\$0	\$0
Contracts - Aerial Photography	252Q	\$115,742	\$57,920	\$48,761
Contracts - Professional Services	252R	\$836,086	\$1,466,559	\$2,105,109
Reimb Agreements - Other Agencies	253H	\$100,962	\$60,014	\$500,595
TOTALS		\$1,556,403	\$2,701,601	\$3,800,327

Appendix D - Staff Changes 1992-2002



MANAGING FOR EXCELLENCE RECOMMENDATIONS – TEAM 9

Engineering and Design Services

Executive Sponsor: Maryanne Bach

Team Members: Jamie Macartney, Perry Hensley, Dave Jennings, Dave Gore, Julie Bader, Curt Pledger, and Karen Knight

Key Organizations Function Interfaces: Reclamation-wide technical services.

Action item statement from the Managing for Excellence Action Plan: Conduct a comprehensive evaluation of historical and near-term workload in this area, including all design, estimating, and construction management work from the TSC, regions and area offices.

Scope Statement from Managing for Excellence Project Management Plan: The primary objective of this report on Action Item No. 9 of Reclamation's Managing for Excellence Action Plan is to provide factual information on the historic and near-term workload associated with Reclamation's scientific and engineering services including design, estimating, and construction management activities. This workload information is intended to be one of many of factors to be considered in the Managing for Excellence Initiatives to develop proposals for efficiently and effectively conducting the technical services needed to carry out Reclamation's mission objectives.

Approach and Methodology: The workload evaluation focused on the technical workload performed in support of Reclamation's core mission objectives to manage, develop, and protect water and related resources. This extended the workload definition beyond the traditionally recognized functions of design, estimating, and construction management to include a broad range of engineering and scientific support activities from across Reclamation. However, activities performed specifically for routine operation of facilities (such as power plant operator) were *not included* as part of this evaluation. Further, work performed by Reclamation's technical staff in support of other government entities was *excluded* from the workload considered in this evaluation. The workload also did not include the day-to-day operations and maintenance of both transferred and reserved works. Work performed by customers at transferred works was not included unless it was major work performed under a specific contract to Reclamation.

The technical workload was extracted from Reclamation's existing project accounting systems screening the data using the Department of the Interior's (DOI) Activity Based Costing (ABC/M) system classifications to identify the specific costs associated with the technical workload. Total technical workload performed in support of Reclamation's mission was determined by adding the technical work outsourced to the internally performed technical work.

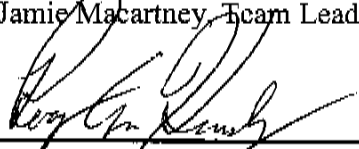
Deliverables:

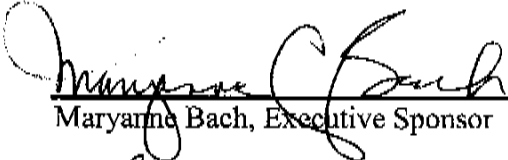
1. **Report** which presents a summary of the historical and near term trend of Reclamation's technical workload. Including findings and conclusions for input future Managing for Excellence activities
2. **Power point presentation** for stakeholder meeting in Salt Lake City


Recommendations: Provide the workload data and findings of the report to Managing for Excellence Team 12 for consideration in the right-sizing effort.


Submitted by:

/s/ Jamie Macartney	9/25/06
_____ Jamie Macartney, Team Leader	_____ Date

	9/25/06
_____ Perry Hensley, Team Leader	_____ Date

	9/30/06
_____ Maryanne Bach, Executive Sponsor	_____ Date

	10/6/06
_____ Larry Todd, Deputy Commissioner, PAB	_____ Date

Concur: 	10/16/06
_____ Robert W. Johnson, Commissioner	_____ Date