

RECLAMATION

Managing Water in the West

Reclamation Meeting on *Managing for Excellence* Breakout Session: Financial Status Reporting

Sacramento Public Meeting
November, 2006



U.S. Department of the Interior
Bureau of Reclamation

Task Assigned to Team 25

“To establish and implement a standard agency-wide process for evaluating and communicating the current financial status of Reclamation infrastructure to its managers, customers and other stakeholders, to include the total cost investment, repayment status, annual O&M costs and cost allocations, design life, facility condition, etc.”

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Approach Taken by Team 25

- Team Consisted of Reclamation Financial Managers and Economist
- Identified Financial Reports Currently Provided to BOR Managers and Customers
- Developed a PowerPoint Presentation for Use in Interviews with Managers & Customers that Included:
 - Project Cost Overview
 - Sample Set of Financial Reports
 - List of Interview Questions
- Interviewed BOR Area Managers
- Interviewed Customers
- Presented and Gathered Information at Managing for Excellence Public Meetings

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What We Heard from Customers

- Want to have more information about O&M expenditures and budgets that are billed to them.
- Want a better understanding of these costs (what are they, where do they originate, etc.).
- Want costs compared to budgets, and significant variances explained.

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What We Heard from Customers (continued)

- Want to know the condition of a facility and any planned future expenditures for which they will pay some portion of the cost.
- Want to know the construction costs of a project and those costs that are to be reimbursed by them.
- Want to know how the costs of multipurpose facilities (i.e. dam) are allocated to reimbursable and non-reimbursable functions of a project.

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What We Heard from Customers (continued)

- Want to know how miscellaneous (incidental) revenues on a Project are credited against the cost of a Project and against any portion to be repaid by them.
- Want more contact from the Area Offices to review and discuss budgets and costs.

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What We Found

- Customers receive O&M budget and cost reports on a regular basis, and in a variety of formats.
- Customers are satisfied with the O&M report formats being provided to them, and prefer reports that are customized to meet their needs.
- Some customers are satisfied with the level at which O&M budgets and costs are reported, others want to see more detailed reporting.

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What We Found (continued)

- The construction costs of a project and the portion to be billed to customers are not generally being reported to those customers.
- The miscellaneous (incidental) revenues collected and applied against a Project's cost are not generally being reported to customers.
- Many customers do not have a good understanding of the types of costs being charged, where costs come from, how they are charged, etc.

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What We Found (continued)

- Area Offices are not always able to adequately explain our costs to the customers.
- Some Area Offices do a good job of meeting with the customer to review and discuss budget and cost information, while others do not.
- Projects where the Area Office meets regularly with customers appear to have fewer issues and problems related to budgeting and financial reporting.

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What Needs to Happen

- We need to get Area Offices and Customers around the same table, on a regular basis, to review and discuss budget and cost information.
- We need to do a better job of identifying the specific budget and cost information needed by the customer.
- We need to train Area Managers and their staff so they can be more effective in presenting and explaining budget and cost information to their customers.



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What Needs to Happen (continued)

- We need to do a better job of explaining the costs that are being charged (what it is, where it came from, how it was identified to the project, etc.)
- We need to improve and/or develop reports that explain:
 - the costs of constructing the project,
 - the allocation of these costs to project features and functions that are being reimbursed by the customer,
 - the collection of miscellaneous (incidental) revenues and how these may, or may not, be applied against the amount owed by the customer,

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What Needs to Happen (continued)

- We need to improve and/or develop reports that explain: (cont)
 - O&M costs at a level of detail needed by the customer,
 - variances between actual costs incurred and those budgeted/estimated,
 - any anticipated future O&M repair costs, above the norm, for which a customer will pay a share.

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Recommendations

- “Financial Management” training should be developed and provided to all Area Office managers and staff as soon as possible, and on a recurring basis, so they can more effectively communicate budget and cost information to their customers.



- Similar training specifically tailored to provide a better understanding of Reclamation’s budgeting and costing principles and practices should be developed and offered to customers.

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Recommendations (continued)

- Area Offices should meet with customers a minimum of once or twice a year, and more often as necessary, to:

- Review and discuss the status of the O&M budget and costs for the current operating year.
- Explain costs and any variances from budgeted or estimated amounts.
- Review and explain the status of the customer’s “construction repayment obligation” and any increases/decreases for the year.



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Recommendations (continued)

- Review and explain the costs being considered in development of power and water rates for the upcoming year.
- Review and discuss any anticipated future O&M repair costs, above the norm, that the customers will share.
- Seek customer input for the formulation of the O&M budget.
- Identify any specific reporting needs of the customer for the upcoming year.

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Recommendations (continued)

- Current O&M report formats should be reviewed with customers to assure that the appropriate level and amount of budget and cost information needed by customers is being, or will be, provided.
- O&M budget and cost reports for customers should compare current costs to current budgets at the level of detail requested by the customer, should include narrative explanation of variances between actual and budgeted costs, and should report estimated budgets for the next two years.

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Recommendations (continued)

- A Statement of Project Construction Cost and Repayment report, with graphical depictions, should be prepared for each project and used to report and explain to customers the cost of project construction, the amount owed by customers, and the amounts repaid by or credited to the customers.
- If determined to be feasible and useful, a proposed Facility Condition & O&M Investment report should be developed and prepared annually for each facility and used to report that facility's "reliability rating" and the cost of any anticipated O&M repairs over the next 5 years.

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Recommendations (continued)

- A new Miscellaneous (Incidental) Revenue report should be prepared for each project that reports detailed information (amount, type, source, etc.) on all miscellaneous revenues collected on a project and the application of that revenue, if applicable, against any project costs to be reimbursed by customers.
- Requirements for periodic meetings with the customer to discuss and explain a project's costs, using the reports recommended above, should be made a part of each Area Manager's annual performance plan.

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**“Communication and Interaction
with the Customer is the Key”**

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Sample Reports



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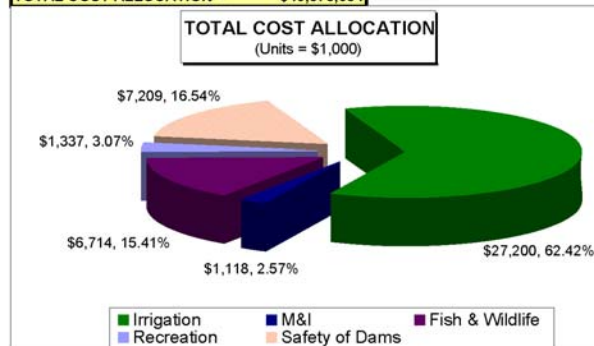
GRAND PRAIRIE PROJECT STATEMENT OF PROJECT CONSTRUCTION COST AND REPAYMENT - SUMMARY AS OF SEPTEMBER 30, 2005							
	Supporting Schedule	Total	Irrigation	Municipal and Industrial Water	Fish and Wildlife Conservation	Recreation	SOD
COST							
PLANT, PROPERTY AND EQUIPMENT							
Multipurpose Land	1	2,381,403	1,794,754	96,833	489,815		
Multipurpose Plant	1	38,811,137	25,389,408	901,272	5,311,060		7,209,397
Subtotal		41,192,540	27,184,162	998,105	5,800,875		7,209,397
COROLLARY CONSTRUCTION COSTS							
Fish and Wildlife Facilities		148,836			148,836		
Recreational Facilities		1,336,608				1,336,608	
Costs Transferred to State							
Fish and Wildlife Facilities		762,474			762,474		
Accumulated Income - Property Transfers	2	18,749	15,813	1,067	1,869		
Subtotal		2,266,667	15,813	1,067	913,179	1,336,608	
Total Construction Cost to Date		43,459,207	27,199,975	999,172	6,714,054	1,336,608	7,209,397
Other Charges							
Interest During Construction		118,877		118,877			
Total Costs		43,578,084	27,199,975	1,118,049	6,714,054	1,336,608	7,209,397
REPAYMENT							
REPAYMENT REALIZED							
Accumulated Income - Repayment Contracts	6	1,402,245	1,160,880	241,365			
Other Accumulated Income	3	3,253	3,253				
Grazing Revenue	5	60,101	56,303	3,798			
Red River Development Fund							
Subtotal		1,465,599	1,220,436	245,163			
ANTICIPATED FUTURE REPAYMENT							
Deferred Income - Repayment Contracts	6	3,164,806	2,291,920	872,886			
Other Accumulated Income							
Basin Fund Revenues	4	23,687,619	23,687,619				
Subtotal		26,852,425	25,979,539	872,886			
Total Repayment		28,318,024	27,199,975	1,118,049			
OTHER CREDITS							
Nonreimbursable Costs (1)	7	15,260,060			6,714,054	1,336,608	7,209,397
Total Repayment and Other Credits		43,578,084	27,199,975	1,118,049	6,714,054	1,336,608	7,209,397
Excess of Repayment Over Cost			0				

Authorization for Nonreimbursable Allocations: (1) Public Law 82-233, 3/12/54

Allocation of Project Costs

Grand Prairie Project

TOTAL COST ALLOCATION = \$43,578,084



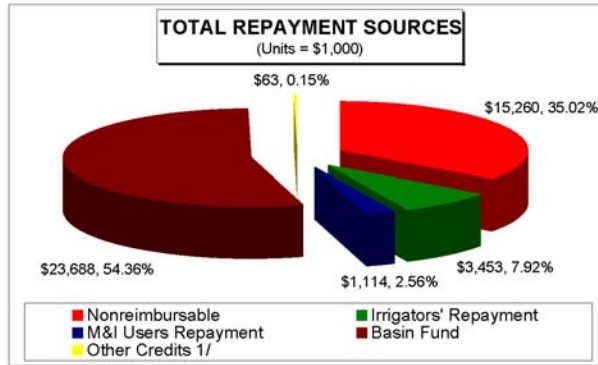
Costs	
Irrigation	\$27,200
M&I	\$1,118
Fish & Wildlife	\$6,714
Recreation	\$1,337
Safety of Dams	\$7,209
Total	\$43,578

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Project Repayment Sources

Grand Prairie Project

Repayment	
Nonreimbursable	\$15,260
Irrigators' Repayment	\$3,453
M&I Users Repayment	\$1,114
Basin Fund	\$23,688
Other Credits 1/	\$63
Total	\$43,578



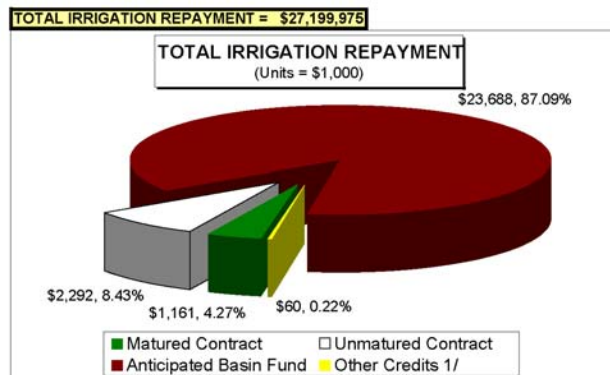
1/ Other credits include CRDF and Miscellaneous Revenues

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Irrigation Repayment

Grand Prairie Project

Total Irrigation Repayment	
Matured Contract	\$1,161
Unmatured Contract	\$2,292
Anticipated Basin Fund	\$23,688
Other Credits 1/	\$60
Total	\$27,200



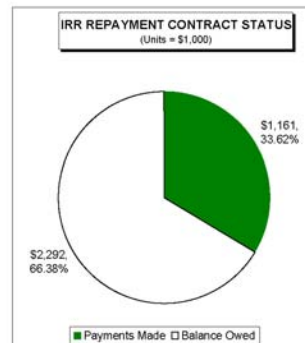
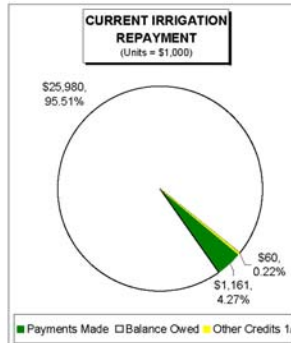
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Irrigation Repayment

Grand Prairie Project

Current Irrigation Repayment	
Payments Made	\$1,161
Balance Owed	\$25,980
Other Credits 1/	\$60
Total	\$27,200

Irr Repayment Contract Status	
Payments Made	\$1,161
Balance Owed	\$2,292
Total	\$3,453



1/ Other credits include CRDF and Miscellaneous Revenues

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Grand Prairie Dam & Reservoir – O&M

	CY 2005 Budget	Actual Expenditures thru March 2005	Estimated Actual CY 2005 Cost	CY 2006 Budget	Customer's Share (80%) of 2006
Labor/Benefits	\$ 285,000	\$ 127,846	\$ 270,000	\$ 255,000	\$ 204,000
Travel	\$ 7,600	\$ 724	\$ 9,200	\$ 4,321	\$ 3,457
Transportation	\$ 1,470	\$ 293	\$ 1,700	\$ 3,000	\$ 2,400
Rent/Comm./Utilities	\$ 5,300	\$ 1,718	\$ 4,600	\$ 4,571	\$ 3,657
Printing	\$ 120	\$ 0	\$ 300	\$ 313	\$ 250
Contracts and Services	\$ 56,074	\$ 28,046	\$ 62,400	\$ 82,000	\$ 65,600
Supplies	\$ 11,500	\$ 2,782	\$ 12,500	\$ 19,000	\$ 15,200
Equipment	\$ 14,000	\$ 387	\$ 9,100	\$ 16,000	\$ 12,800
Area Office Indirect Costs	\$ 27,360	\$ 11,889	\$ 25,110	\$ 24,000	\$ 19,200
Regional Office Indirect Costs	\$ 71,250	\$ 29,400	\$ 62,100	\$ 58,650	\$ 46,920
Depreciation	\$ 2,000	\$ 528	\$ 4,730	\$ 900	\$ 720
TOTAL	\$ 481,674	\$ 203,613	\$ 461,740	\$ 467,755	\$ 374,204

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**Grand Prairie Dam and Reservoir
Labor Costs as of the end of March, 2005**

Description	Name	Position	Amount	Hours	
A40 OPERATION	ARNEZ, CATHERINE	IT SPECIALIST (SYSADMIN/CUSTSPT)	\$512.79	11	
	BELAFONTE, JULIE	CONTROL CENTER OPERATOR	\$1,126.64	23	
	HORNER, WILLIAM	LABORER	\$184.72	8	
	LASSITER, LYLE	CIVIL ENGINEER	\$1,223.96	18	
	LELEI, NORMAN	POWERPLANT OPERATOR	\$3,685.93	80	
	PATTERSON, PHILIP	BUILDING REPAIRMAN	\$3,267.56	80	
	ROLLISON, JAY	LABORER	\$46.43	2	
	STEVENS, GARY	POWERPLANT OPERATOR	\$9,812.08	193	
	YANK, ANDREAS	PLANT MECHANIC	\$97.53	2	
	ZANDER, ALVIN	UTILITYMAN	\$211.94	6	
	ZELLER, RONALD	PLANT MECHANIC	\$651.95	13	
	A40 OPERATION TOTAL			\$20,821.53	436
	MAINTENANCE	BELAFONTE, JULIE	CONTROL CENTER OPERATOR	\$47.84	1
BLAKE, REX		PLANT MECHANIC	\$4,454.60	92.5	
DRAKE, RONA		ELECTRICIAN	\$6,930.10	138.5	
GELLER, FRED		APPR C&I MECH (7TH STEP)	\$322.50	8	
GILL, ROBERTA		CIVIL ENGINEERING TECHNICIAN	\$432.97	12.75	
HORNER, WILLIAM		LABORER	\$46.09	2	
HUNTER, DEAN		C & I MECHANIC	\$349.82	7	
JAMISON, CALVIN		PLANT MECHANIC	\$3,776.76	75.5	
LASSITER, LYLE		CIVIL ENGINEER	\$842.79	12	
LAYTON, LEROY		UTILITYMAN	\$4,007.88	108	
LELEI, NORMAN		POWERPLANT OPERATOR	\$806.19	17	
PATTERSON, PHILIP		BUILDING REPAIRMAN	\$81.88	2	
REDHORSE, DENNIS		ELECTRICIAN SUPV II	\$663.15	12	
STONEHAM, RON		ELECTRICIAN	\$4,522.64	90.5	
STEVENS, GARY		POWERPLANT OPERATOR	\$1,836.62	35.5	
TAKENSKI, BOB		ELECTRICIAN	\$8,633.82	186	
TELLER, TOM		SUPVY FACILITY OPERATIONS SPEC	\$134.14	2	
WHITEHORSE, BOB		ENGINEERING TECHNICIAN	\$2,620.64	85	
YANK, ANDREAS		PLANT MECHANIC	\$1,292.85	25	

**Grand Prairie Dam and Reservoir
Labor Costs as of the end of March, 2005**

Description	Name	Position	Amount	Hours
MAINTENANCE...	ZANDER, ALVIN	UTILITYMAN	\$4,279.87	121
	ZELLER, RONALD	PLANT MECHANIC	\$5,025.52	100
MAINTENANCE TOTAL			\$51,108.67	1133.25
MAINTENANCE-VISITOR CTR.	BABCOCK, ARMAND	ELECTRICIAN	\$808.20	17
	DRAKE, RONA	ELECTRICIAN	\$5,541.83	111
	GELLER, FRED	APPR C&I MECH (7TH STEP)	\$403.55	10
	HUNTER, DEAN	C & I MECHANIC	\$201.13	4
	MACDONALD, MIKE	ELECTRICAL ENGINEER	(\$314.76)	0
	PATTERSON, PHILIP	BUILDING REPAIRMAN	\$856.41	21
	REDHORSE, DENNIS	ELECTRICIAN SUPV II	\$1,168.33	21.5
	REIDEL, GEORGE	ELECTRICIAN SUPV II	\$6,049.06	133.5
	STONEHAM, RON	ELECTRICIAN	\$927.61	18
	TAKENSKI, BOB	ELECTRICIAN	\$3,488.48	75
MAINTENANCE-VISITOR CTR. TOTAL			\$19,129.84	411
MAINTENANCE-SPILLWAY GATES	BLAKE, REX	PLANT MECHANIC	\$102.32	2
MAINTENANCE-SPILLWAY GATES TOTAL			\$102.32	2
A40 OTHER DIRECT EXPENSE	LAYTON, LEROY	UTILITYMAN	\$370.82	10
	LELEI, NORMAN	POWERPLANT OPERATOR	\$422.27	9
	REDHORSE, JUNE	SUPPLY TECHNICIAN	\$202.80	8
	STEVENS, GARY	POWERPLANT OPERATOR	\$300.59	6
	ZANDER, ALVIN	UTILITYMAN	\$388.78	11
A40 OTHER DIRECT EXPENSE TOTAL			\$1,685.26	44
REG. & WATER MANAGEMENT	FELTMAN, TIMOTHY	HYDRAULIC ENGINEER	\$14,784.60	272
	GALLEGOS, JEREMY	HYDRAULIC ENGINEER	\$1,704.82	39.25
	LARSON, RICHARD	SUPERVISORY CIVIL ENGINEER	\$8,536.52	129.5
	PADILLA, NORA	HYDROLOGIC TECHNICIAN	\$9,973.03	244
REG. & WATER MANAGEMENT TOTAL			\$34,998.97	684.75
REPORT TOTAL			\$127,846.59	2711

Grand Prairie Project – O&M Bill

Estimated Calendar Year (CY) 2006 costs * **\$ 374, 204**

CY 2005 Advance Carryover Status:

Advances collected in CY 2005 **\$ 376,665**

Plus: Carryover of unused CY 2004 Advance + \$ **8,675**

Less: Projected CY 2005 Costs ** **- \$ 369,392**

Net Projected CY 2005 Advance Carryover - \$ 15,948

Total CY 2006 Advance Owed \$ 358,256

* 80% of Estimated \$ 467,755 CY 2006 O&M costs of Grand Prairie Dam

** 80% of total \$ 461,740 CY 2005 O&M costs of Grand Prairie Dam

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Mid-Pacific Region Sacramento, California		FY 2006 Customer Budget Summary										
		group by Project sort by Project Name										
No.	Activity Name	Sub Act	Pri- ority	Reimb	RMT Mgt Ofc	Activity Manager	FY06 Estimate	FY06 President's	FY06 Enacted	Fund Available	Obj as of 6/30/2006	Balance
0368 - Cachuma Project (SCC-100)												
0368 - A10 - Water & Energy Management & Development												
518	NEPA Compliance	H	1	Yes	SCC-100	Kimsey	197	140	125	124	-	124
522	Clean Water Action Plan Coordination	W	3	No	SCC-100	Kimsey	80	-	-	-	-	-
546	Water Conservation	C	1	No	SCC-100	Woolley	92	92	82	81	20	41
563	Water Marketing Contracting	H	2	Yes	SCC-100	Carter	479	366	366	340	109	231
A10 - Approp Subtotal:							848	598	573	545	129	416
0368 - A20 - Land Management & Development												
564	Land Use Compliance	L	2	No	SCC-100	Epperson	297	291	276	149	177	-28
1048	Land Resource Protection	L	1	No	SCC-100	Epperson	60	60	60	59	-	59
A20 - Approp Subtotal:							357	351	336	208	177	31
0368 - A30 - Fish & Wildlife Management & Development												
519	Environmental Monitoring	H	1	Yes	SCC-100	Kimsey	42	39	37	40	10	30
A30 - Approp Subtotal:							42	39	37	40	10	30
0368 - A40 - Facilities Operation												
571	Beadbury Dam/Cachuma Reservoir	N	1	Yes	SCC-100	Salazar	538	538	538	550	440	111
A40 - Approp Subtotal:							538	538	538	550	440	111
0368 - A50 - Facilities Maintenance & Rehabilitation												
828	Accessibility Corrective Maintenance	M	1	Yes	SCC-100	Salazar	50	50	50	50	-	50
2233	SCADA System - Cachuma	0	1		SCC-100	Salazar	-	-	-	-	-1	1
2421	Lake Cachuma Water and Sewage Systems	0	2	No	SCC-100	Epperson	-	-	246	644	-1	644
A50 - Approp Subtotal:							50	50	296	693	-1	694
0368 - Project Subtotal:							1,835	1,576	1,780	2,037	755	1,282
Report Total:							1,835	1,576	1,780	2,037	755	1,282
A10 - Approp Total:							848	598	573	545	129	416
A20 - Approp Total:							357	351	336	208	177	31
A30 - Approp Total:							42	39	37	40	10	30
A40 - Approp Total:							538	538	538	550	440	111
A50 - Approp Total:							50	50	296	693	-1	694
Report Total:							1,835	1,576	1,780	2,037	755	1,282

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FY 2006 - Budget Activity Plan Extract

Activity Name: Bradbury Dam/Cachuma Reservoir **Activity ID:** 571
Project/Division: 0368 - Cachuma Project (SCC-100) **Subject to Reimbursement:** Yes
Description of Activity: Fund: A4N
 This activity covers all resources required to operate Bradbury Dam and Cachuma Reservoir to provide authorized project benefits for the storage and delivery of water to municipal, industrial and irrigation water users as compelled by established purposes and legal compliance. Resources provided by Bradbury Dam and Cachuma Reservoir such as fish and wildlife facilities, recreation facilities, and incidental flood control are indirect benefits.

Funding under Other Services (OC2500) includes Security Contract, Maintenance Service Contract for Modifications and Improvements to the Facility, Garbage Collection, Septic Services, and Vehicle Maintenance.

Explanation Change from PFY:
 The FY06 budget represents a reduction in cost associated with the completion of the flexible intake structure removal project during the FY05 budget year.

Impact(s) if Unfunded:
 If not funded or partially funded this facility will deteriorate and disrupt delivery of project waters to contractors. Reclamation could end up with a loss of revenue.

Activity Authorization:
 Public Law 260, Reclamation Project Act of 1939, August 4, 1939 (Approved by the Secretary of the Interior on March 4, 1948).

***** ALL DOLLARS IN THOUSANDS *****

Breakdown by Object Code		FY06	FY07	FY08	FY09	FY10
1100	Total Salaries & Benefits	229	242	249	256	264
2100	Total Travel	5	5	5	5	5
2200	Total Transportation	6	6	6	6	7
2300	Rent Comm & Util	6	6	6	6	6
2500	Other Services	58	60	62	64	66
2600	Supplies & Materials	11	11	11	12	12
3100	Equipment	16	16	16	17	17
8126	Regional Indirect Cost	69	73	75	77	79
8128	Office Indirect Cost	138	145	149	154	158
Total Federal Estimate:		538	564	579	597	614
Total Estimate:		538	564	579	597	614

Object Code Description:

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Project Operational Budget

PARKER-DAVIS PROJECT
FY 2005 - FY 2009
 (in thousands)

	FY 2005 Budget	FY 2006 Budget	FY 2007 Budget	FY 2008 Budget	FY 2009 Budget
Parker Dam - Operations					
Salary	1,606	1,624	1,672	1,722	1,780
Support Services	56	86	82	110	116
Materials/Supplies-Maint Exp PP	252	266	270	276	280
Water Scheduling (distrib acct)	140	144	148	150	154
Motor Vehicle Leases	22	24	30	30	32
Hazardous Waste	12	12	12	12	12
Security	776	660	824	850	874
Hoover Support	184	180	182	208	212
Regional Support	114	136	150	166	176
Regional Power Management	104	106	108	50	40
Denver Support	84	82	94	108	114
WAPA Maintenance Ops	28	20	12	10	12
Total Parker Dam	3,378	3,340	3,584	3,692	3,802

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PARKER-DAVIS PROJECT FUND UTILIZATION FY 2006										
Parker Dam	Total FY2006 Available	April 05	May 05	June 05	July 05	Aug 05	Sept 05	FYTD Expenditures	Total U/O	Total Obligations
	Salary	1,328,000.00	82,537.80	83,227.71	88,153.89	122,128.00	128,485.12		1,111,174.86	0.00
Contractor support electrical	0.00	8,951.99	18,003.23	23,587.16	(14,569.40)	1,114.99		81,521.73	0.00	81,521.73
Contractor support mechanical	0.00	16,982.71	24,561.57	8,622.10	(12,517.20)	4,291.70		119,878.65	0.00	119,878.65
EEO Claim	0.00	0.00	0.00	0.00	0.00	0.00		25,000.00	0.00	25,000.00
Overtime	24,000.00	7,076.96	3,839.11	7,695.13	1,430.54	2,732.27		27,274.04	0.00	27,274.04
Awards	26,000.00	7,200.20	0.00	359.73	4,711.80	(291.80)		21,968.48	0.00	21,968.48
Training	56,000.00	4,808.53	(2,837.75)	8,545.02	10,341.26	3,969.67		45,299.68	0.00	45,299.68
Relocation	81,256.00	0.00	0.00	0.00	3,833.33	0.00		3,833.33	7,428.30	11,261.63
OWCP **/	14,000.00	199,790.47	0.00	92,271.75	(95,741.47)	(196,620.75)		0.00	0.00	0.00
Travel	14,000.00	931.74	1,524.31	4,695.04	1,587.83	937.52		13,221.20	0.00	13,221.20
Freight	2,000.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Utilities/rent	14,229.79	497.07	471.25	7,941.39	519.77	544.47		15,338.46	3,955.00	19,294.26
RD Water Use	0.00	0.00	0.00	0.00	0.00	5,249.92		5,249.92	0.00	5,249.92
Miscellaneous Services	86,667.00	5,413.91	17,029.61	(1,446.28)	812.49	2,054.21		51,032.90	0.00	51,032.90
UPS System	0.00	0.00	0.00	12,236.97	0.00	0.00		12,236.97	0.00	12,236.97
Miscellaneous Equipment	52,000.00	1,550.00	0.00	14,337.00	1,187.57	0.00		17,190.87	0.00	17,190.87
PCA Coupler Kit (est 6/30/05)	7,280.00	0.00	0.00	3,934.63	0.00	0.00		8,914.63	0.00	8,914.63
Materials & Supplies	203,515.00	29,378.94	23,472.89	(25,545.26)	8,041.75	3,849.50		139,620.78	81.27	139,704.03
Unit Breaker CTS	0.00	0.00	0.00	0.00	2,364.81	0.00		2,364.81	0.00	2,364.81
Water Scheduling (distri acct)	140,000.00	11,809.61	12,979.61	12,198.03	17,503.59	6,800.53		128,694.91	0.00	128,694.91
Motor Vehicle Leases	10,000.00	2,469.86	2,337.84	2,023.19	0.00	4,259.26		23,841.95	0.00	23,841.95
Hazardous Waste	12,000.00	0.00	82.25	429.12	0.00	821.32		2,843.53	0.00	2,843.53
Security **/	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Hoover Operations	24,000.00	0.00	0.00	0.00	0.00	0.00		24,000.00	0.00	24,000.00
Communications Maint	60,747.88	0.00	336.00	149.28	(87.00)	7,499.25		32,987.27	4,282.23	37,269.50
Computer Maintenance	18,000.00	78.78	6.50	0.00	446.71	737.74		6,014.63	0.00	6,014.63
Scada Maintenance/UIS	42,000.00	1,593.07	8,349.83	2,447.34	3,544.60	1,252.49		31,025.70	0.00	31,025.70
Benchmarking	14,575.00	0.00	0.00	0.00	0.00	0.00		5,600.00	8,000.00	14,800.00
Planning/Engr Support	6,000.00	0.00	0.00	1,528.50	933.29	0.00		4,364.01	0.00	4,364.01
Admin Support	38,000.00	96.06	1,916.02	4,474.89	1,389.46	(2,038.00)		21,996.71	0.00	21,996.71
Maintenance Support	10,000.00	696.25	3,068.81	19,978.82	(5,498.09)	(434.88)		18,126.91	0.00	18,126.91
Regional Office Support	94,000.00	13,323.38	9,962.72	19,624.59	17,813.11	3,218.43		78,970.29	0.00	78,970.29
Dive Team	0.00	0.00	3,268.58	(1,748.05)	176.41	(108.00)		1,815.94	0.00	1,815.94
Power Management	104,000.00	1,844.14	554.58	2,000.25	455.05	3,060.42		14,302.99	0.00	14,302.99
Engineering	20,000.00	(280.17)	0.00	1,992.41	0.00	1,015.04		7,548.78	0.00	7,548.78
Denver Power	60,000.00	4,346.97	5,820.65	4,343.09	4,155.56	3,974.09		45,938.52	0.00	45,938.52
Miscellaneous	24,000.00	0.00	0.00	0.00	0.00	0.00		791.76	0.00	791.76
Lab Costs	0.00	0.00	6,826.00	0.00	0.00	0.00		6,826.00	0.00	6,826.00
Fieldstrip distribution	0.00	89.55	109.32	157.20	163.35	37.17		1,177.94	0.00	1,177.94
Security	0.00	0.00	0.00	0.00	406.02	24.01		430.03	0.00	430.03
Reclamation Network	0.00	0.00	0.00	0.00	4,410.42	515.18		4,925.60	0.00	4,925.60
Financial Reconciliation	0.00	0.00	0.00	0.00	18,823.06	3,842.85		21,665.71	0.00	21,665.71
Emergency Action Plan	0.00	0.00	0.00	0.00	0.00	0.00		19.67	0.00	19.67
Inundation Mapping	0.00	0.00	0.00	0.00	7,834.35	0.00		9,384.35	0.00	9,384.35
Dam Rock Removal	0.00	4,112.50	1,357.78	0.00	0.00	422.78		7,073.02	0.00	7,073.02
WAPA Maintenance	28,000.00	4,568.20	(2,898.69)	0.00	0.00	0.00		16,842.00	235.94	17,077.94
Total Parker Regular O&M	2,702,297.62	402,601.21	223,610.18	311,146.93	64,384.75	(5,128.52)	0.00	2,219,895.03	24,964.64	2,244,869.67
Parker Dam Extraordinary Maintenance										
PS11 **/ Emergency Fund	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
PS9 Powerplant Rehabilitation Inc	300,000.00	128,373.12	96,834.35	63,075.89	70,744.74	32,452.81		953,981.35	0.00	953,981.35
**/ Main Contract	5,578,000.00	1,483,573.99	1,484,168.69	1,587,979.35	0.00	0.00		5,653,718.04	0.00	5,653,718.04
6 kV Rehab SS circuit breakers	200,000.00	0.00	0.00	0.00	0.00	0.00		200,900.00	200,900.00	200,900.00
Lube Oil System	76,000.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Solid State Relay	0.00	0.00	0.00	0.00	0.00	0.00		9,923.42	0.00	9,923.42
Shaft Repair	40,000.00	31,500.00	0.00	0.00	0.00	0.00		31,500.00	0.00	31,500.00
PS25 Sealcoat Maintenance Yard	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Total Parker Extraordinary Maint	6,192,000.00	965,448.12	1,591,003.07	1,661,054.24	70,744.74	32,452.81	0.00	6,020,222.81	200,900.00	6,221,122.81
Total Parker Dam	8,895,197.62	1,368,049.33	1,814,613.25	1,972,201.17	135,129.49	(2,275.71)	0.00	8,240,107.84	245,864.64	8,485,972.48

PARKER-DAVIS PROJECT FUND UTILIZATION FY 2006										
Parker Dam	Total FY2006 Available	April 05	May 05	June 05	July 05	Aug 05	Sept 05	FYTD Expenditures	Total U/O	Total Obligations
	Salary	1,856,000.00	121,103.05	131,269.50	99,453.18	109,882.22	180,587.40		1,424,988.97	0.00
Overtime	72,000.00	0.00	1,416.77	814.43	2,270.62	1,163.87		57,454.67	0.00	57,454.67
Awards	26,000.00	979.62	918.40	2,920.00	0.00	0.00		26,307.49	0.00	26,307.49
Training	60,000.00	13,481.04	2,012.57	29,736.68	3,029.48	21,308.46		90,873.62	0.00	90,873.62
Relocation	81,256.00	0.00	3,234.40	31,830.37	0.00	0.00		35,064.77	19,939.16	54,103.93
OWCP **/	14,000.00	64,410.33	0.00	18,823.19	95.40	(12,221.43)		142,259.88	0.00	142,259.88
Travel	14,000.00	934.88	272.31	1,523.85	1,476.17	5,511.20		13,966.80	0.00	13,966.80
Freight	2,000.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Utilities/rent	12,638.97	1,135.45	532.97	451.15	2,146.21	1,012.38		14,452.96	1,165.21	15,618.17
Miscellaneous Services	60,000.00	515.57	773.05	4,319.99	14,814.08	917.79		32,640.51	0.00	32,640.51
Drain Cleaning SDC	0.00	0.00	0.00	0.00	0.00	0.00		5,739.99	0.00	5,739.99
Station Service Transformer	0.00	3,468.00	797.62	0.00	0.00	0.00		4,265.62	0.00	4,265.62
Miscellaneous Equipment	49,800.00	0.20	0.00	629.97	0.00	0.00		15,416.61	0.00	15,416.61
Gas Analysis System	0.00	0.00	29,600.00	0.00	0.00	0.00		29,600.00	0.00	29,600.00
Materials & Supplies	183,524.22	4,023.84	4,254.64	15,974.47	12,853.82	12,152.29		120,960.52	0.00	120,960.52
Governor Parts	7,569.58	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Motor Vehicle Leases	18,000.00	862.63	867.53	822.04	0.00	1,855.33		9,526.01	0.00	9,526.01
Hazardous Waste	10,000.00	922.32	191.00	0.00	0.00	0.00		3,365.13	0.00	3,365.13
**/ Security	75,346.69	2,363.00	6,250.00	4,166.68	4,166.67	4,166.66		47,209.21	10,365.93	57,575.14
Hoover Operations	29,000.00	0.00	0.00	0.00	0.00	0.00		28,000.00	0.00	28,000.00
Communications Maintenance	50,747.88	1,839.97	0.00	619.50	4,185.28	10,145.36		44,896.91	29,212.52	74,099.43
Computer Maintenance	20,000.00	0.00	0.00	804.34	8,103.40	847.89		12,659.48	0.00	12,659.48
Scada Maintenance/UIS	40,000.00	175.08	1,221.62	1,977.03	0.00	1,821.88		21,632.95	0.00	21,632.95
Benchmarking	16,100.00	0.00	0.00	0.00	0.00	0.00		6,400.00	8,000.00	14,800.00
Planning/Engr Support	8,000.00	0.00	0.00	75.33	436.21	0.00		511.54	0.00	511.54
Admin Support	30,000.00	(239.04)	1,948.17	3,626.38	12,654.85	(2,038.98)		26,500.89	0.00	26,500.89
SO's	0.00	(3,397.59)	(58.00)	0.00	0.00	0.00		10,696.79	0.00	10,696.79
Maintenance Support	24,000.00	3,295.77	(2,616.48)	0.00	(11,265.40)	115.24		12,762.86	0.00	12,762.86
Regional Support	80,000.00	13,402.27								

FACILITY O&M SUMMARY: RESERVED WORKS

Project Name & Number: _____
 Facility: Marston Dam _____
 Year: 2005 _____

Facility Reliability Rating

Score	Rating
85	Good

**Examination of Existing Structures (EES) Program Recommendations
 (Categories 1 & 2, \$25K Threshold)**

Recommendation Number	Description	Orig. Scheduled Completion	Revised Scheduled Completion	Est. Cost	Status / Comments
2002-2-A	Repair Slide Gates	May 2004	July 2007	\$50,000	Waiting funding

Safety of Dams (SOD) Program Recommendations

Recommendation Number	Description	Orig. Scheduled Completion	Revised Scheduled Completion	Funding	Status / Comments
2001-SOD-A	Perform Risk Analysis	July 2006	On Schedule	SOD	On schedule

Proposed O&M Investments – Replacements, Additions, and Extraordinary Maintenance (RAX) (\$25K Threshold, 5-7 years)

	2006	2007	2008	2009	2010	2011	2012
480V Switchgear	63k	63K	8k				
Penstock fixed wheel gates	75k	75k	75k	75k	10k		
Recondition Unit Governors	100k	100k	100k	100k	100k	75k	20k

Anticipated Major Investment Needs Not Indicated Above

Item	Year Anticipated
Spillway Replacement	2015

O&M Allocation by Project Purpose

Purpose	Allocation percentage
Irrigation	40
Power	35
M&I	0
Flood Control	15
Recreation	10

Customer Interviews

- What do you get/have now from your area office?
- How timely, accurate is it?
- How well does it meet your needs?
- What additional info are you interested in/would you find helpful?
- What does transparency of O&M costs (both routine and major) look like to you?
 - Trend Analysis – How many yrs useful (past and future)?
 - Activity vs. object code
 - Budget vs. Actuals
 - Narrative
 - At what level of activity detail?
- What tools do you use to consider future project investments?
- What information do you need for better planning of future project investments?
- Best Practices you have that you'd suggest we consider?
- If you were helping us implement this objective, what would you advise our managers / What do you expect of them in terms of financial status reporting?

RECLAMATION