

provisions of the Federal Advisory Committees Act.

**Judith C. Gottlieb,**

*Acting Regional Director.*

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## DEPARTMENT OF THE INTERIOR

### Bureau of Reclamation

#### Development of Strategic Plan for the Bureau of Reclamation, Pursuant to the Government Performance and Results Act of 1993

**AGENCY:** Bureau of Reclamation, Interior.

**ACTION:** Request for comments.

**SUMMARY:** The Government Performance and Results Act of 1993 (GPRA) requires the Bureau of Reclamation (Reclamation) and other Federal agencies to set strategic goals, measure performance, and report on results. It requires development, no later than the end of fiscal year 1997, of a 5-year strategic plan, to include the organization's mission statement, identify its long-term strategic goals, and describe how it intends to achieve its goals. The Act also requires that in developing its Strategic Plan, that Reclamation solicit and consider the ideas of those potentially affected by or interested in the Strategic Plan. This notice asks for public comment concerning the development of the Bureau of Reclamation's Strategic Plan for the years 1997-2002.

**DATES:** Comments must be received by May 9, 1997.

**ADDRESSES:** Written comments should be directed to Karen Pedone, GPRA Program Manager, W-6300, Bureau of Reclamation, 1849 C Street NW., Washington, DC 20240.

**FOR FURTHER INFORMATION CONTACT:** Karen Pedone, (202) 208-4972. Copies may be obtained by contacting your local Reclamation office or by calling Karen Pedone.

#### SUPPLEMENTARY INFORMATION:

##### Statutory Background

The Government Performance and Results Act of 1993, Public Law 103-62 was enacted to make Federal programs more effective and publicly accountable by targeting results, service quality, and customer satisfaction. Other statutory goals were to improve Congressional decisionmaking and to improve internal management of the Federal Government.

Section 306 of title 5, United States Code, requires that Reclamation submit

to the Director, Office of Management and Budget, and to the Congress a strategic plan for program activities no later than September 30, 1997. The plan is to contain:

(1) A comprehensive mission statement covering the major functions and operations of the agency;

(2) General goals and objectives, including outcome-related goals objectives, for the major functions and operations of the agency;

(3) A description of how the goals and objectives are to be achieved, including a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to meet those goals and objectives;

(4) A description of how the performance goals included in the plan required by section 1115(a) of title 31 shall be related to the general goals and objectives in the strategic plan;

(5) An identification of those key factors external to the agency and beyond its control that could significantly affect the achievement of the general goals and objectives; and

(6) a description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations.

##### Strategic Plan Summary

The Bureau of Reclamation Strategic Plan also provides the framework for Reclamation's implementation of the other parts of the Act, including development of annual performance plans, and annual program performance reports that compare actual performance to the annual goals.

Reclamation is the largest water resources management agency in the West, administering or operating 348 reservoirs (with a total storage capacity of 245 million acre-feet), 58 hydroelectric powerplants, and more than 300 recreation sites. With these facilities, Reclamation delivers water to over 31 million people and about 10 million acres of irrigated land or about one-third of the irrigated acreage in the West; generates more than 40 billion kilowatt hours of energy each year, making it the Nation's second largest producer of hydroelectric power and the fifth largest electric producer (based on generating capacity) in the West; provides water-based recreation activities for about 90 million visitors a year; provides water supplies to support habitat for wildlife refuges, migratory waterfowl, anadromous and resident fish, and endangered and threatened species; and provides flood control including \$414 million in 1995 in flood

control benefits. This number reflects the amount of damages from flooding predicted to have occurred if Reclamation facilities had not been in place.

Reclamation projects stimulate an estimated \$24 billion in economic activity each year. Benefits in agriculture, recreation, power dependent industries, municipal and industrial water service, and other related areas, including the construction industry, are the direct result of Reclamation management of a finite, but variable natural yearly water supply. These multipurpose benefits generate about \$5 billion in State and Federal tax revenues. An estimated 700,000 person-years of employment are produced each year as a result of the Reclamation program.

The Reclamation program was created by the Reclamation Act of 1902 to reclaim the arid West and to provide economic stability in the 17 western states by developing irrigation projects. Over time, these single purpose projects gave way to the development and construction of multipurpose water resources projects. Over the past 90 plus years, the Federal Government has invested more than \$16 billion in Reclamation projects, 80 percent of which is subject to repayment to the U.S. Treasury (although often without interest). Project beneficiaries pay for annual operation and maintenance costs. In addition, Reclamation is responsible for securing the safety of its dams and ensuring that Reclamation facilities are maintained, operated, and repaired in a manner that assures project purposes are reliably met.

With a major network of water supply and power generation facilities in place and settlement of the West accomplished, public interest has shifted to concern for the efficient use of already developed water supplies, the protection of social and environmental values, and the protection of the Federal investment and infrastructure. As a corollary, Reclamation's emphasis has evolved from narrowly focused project development to the broadest aspects of contemporary water and related resources management and protection.

The transition from a development emphasis to a resources management orientation has involved several years of introspection and change. In the mid-1980's, Reclamation undertook an agency-wide assessment and published the findings in a public document: "Assessment '87 \* \* \* A New Direction for the Bureau of Reclamation." That document concluded that Reclamation's

\* \* \* mission must change from one based on Federally supported construction to one based on effective and environmentally sensitive resource management.

Based upon that conclusion and further introspection over the next 4 years, Reclamation adopted a new mission statement in 1992—a mission statement which will lead us into our second century of service to the Nation.

In 1993, Reclamation's "Blueprint for Reform" solidified this change in mission by establishing contemporary program priorities, functional realignments, and streamlined operating processes throughout Reclamation. Specifically, the "Blueprint for Reform" called for the delegation of decision-making authority to the lowest practical organizational level, reductions in organizational layering and the number of supervisory personnel, streamlining regulations, and revision of program and budget execution processes to reflect the current mission and programs. Collectively, the implementation of these changes would enable Reclamation to become a more efficient and effective agency, that is more responsive to its modern mission and its customers.

#### Strategic Planning Process

The Strategic Plan has been developed around a framework of Reclamation's three essential mission objectives, desired long-term outcomes, and 5-year strategic goals linked to more tactical strategies to guide the agency in attaining mission objectives. These strategies will enable Reclamation to implement measurable and demonstrable annual program performance goals. Accomplishments will be measured through the use of 5-year strategic goals and strategies as program measures. Both the 5-year strategic goals and the annual goals will be described in the annual plans. With sufficient resources and the ability to effectively deal with factors beyond the agency's control, the annual goals will be accomplished leading ultimately to the achievement of the progressive levels of 5-year, outcome, and mission goals set forth in the Strategic Plan.

In forthcoming annual plans, Reclamation's performance indicators will be used for assessing the results of program activities. They will help Reclamation determine whether it has met its objectives and achieved desired results. Measures may be expressed in the form of outputs—the more traditional quantitative and qualitative ways of describing work products—or they may be in the form of outcomes—measures designed to show a program's

achievements in light of intended results.

In addition to objective, tangible measures of Reclamation-wide performance, the agency will report on selected activities that demonstrate progress. Because much of the on-the-ground mission is focused on managing a finite but highly variable water supply across the 17 western states, Reclamation must consider individual situations as well as the overall picture to understand how well it is managing a finite water supply among competing demands, multiple project purposes, and national and international policies and priorities.

#### Mission Statement

The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

#### Mission Goals and Strategies

Mission Objective I—Manage, Develop, and Protect Water and Related Resources

Strategy 1—Manage Water and Related Resources

Strategy 2—Facilities Operation

Strategy 3—Facilities Maintenance and Rehabilitation

Strategy 4—Dam Safety

Strategy 5—Efficient Use of Water (Conserve Water)

Strategy 6—Water Quality

Strategy 7—Complete Projects Under Construction

Strategy 8—Indian Water and Related Resources Management

Strategy 9—Fulfill Obligations to Indian Tribes

Strategy 10—Research and Technology Development

Mission Objective II: Protect the Environment

Strategy 11—Fish and Wildlife

Strategy 12—Enhance Recreational Opportunities

Strategy 13—Federal Land Interests

Mission Objective III: Improve our Business Practices and Increase Productivity of our Employees

Strategy 14—Use Common Sense Business Approaches

Strategy 15—Implement Programmatic Budgeting and Accountability

Strategy 16—Recover Federal Investments

Strategy 17—Diverse, Skilled Workforce Excellence

Strategy 18—Improve Customer Service

#### Electronic Access

The Bureau of Reclamation draft Strategic Plan may be reviewed in its entirety on the World Wide Web at [www.usbr.gov/Events/public-involve.html](http://www.usbr.gov/Events/public-involve.html).

Dated: April 14, 1997.

**Karen Pedone,**

*GPRA Program Manager.*

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#### DEPARTMENT OF THE INTERIOR

##### Bureau of Reclamation

##### Bay-Delta Advisory Council's Ecosystem Roundtable Meeting

**AGENCY:** Bureau of Reclamation, Interior.

**ACTION:** Notice of meeting.

**SUMMARY:** The Bay-Delta Advisory Council's (BDAC) Ecosystem Roundtable will meet to discuss several issues including: project selection criteria, output from the technical teams, development of the annual workplan, public outreach and funding coordination. This meeting is open to the public. Interested persons may make oral statements to the Ecosystem Roundtable or may file written statements for consideration.

**DATES:** The Bay-Delta Advisory Council's Ecosystem Roundtable meeting will be held from 1:00 a.m. to 4:00 p.m. on Wednesday, April 30, 1997.

**ADDRESS:** The Ecosystem Roundtable will meet in Room 1131, Resources Building, 1416 Ninth Street, Sacramento, CA.

**CONTACT PERSON FOR MORE INFORMATION:** Cindy Darling, CALFED Bay-Delta Program, at (916) 657-2666. If reasonable accommodation is needed due to a disability, please contact the Equal Employment Opportunity Office at (916) 653-6952 or TDD (916) 653-6934 at least one week prior to the meeting.

**SUPPLEMENTARY INFORMATION:** The San Francisco Bay/Sacramento-San Joaquin Delta Estuary (Bay-Delta system) is a critically important part of California's natural environment and economy. In recognition of the serious problems facing the region and the complex resource management decisions that must be made, the state of California and the Federal government are working together to stabilize, protect, restore, and enhance the Bay-Delta system. The State and Federal agencies with management and regulatory