

RECLAMATION

Managing Water in the West

**Reclamation Meeting on
Managing For Excellence:
An Action Plan for the 21st Century
Bureau of Reclamation**

**Sacramento, CA
November 13-14, 2006**



U.S. Department of the Interior
Bureau of Reclamation

Research and Laboratory Services

Functional Area: Laboratory Services

- Action Item 32
 - Determine where opportunities exist for use of federal and non-federal lab services.
- Action Item 33
 - Determine where opportunities exist for retaining, consolidating and/or eliminating lab services within the TSC and Regions.

This is a Reclamation-wide evaluation

RECLAMATION

Summary

- **Developed a framework for contracting/consolidations**
- **Will recommend several consolidations for management consideration**

Findings

- Opportunities for the use of other federal and non-federal providers of laboratory services exist.
- Alternative sources for lab services in each region and discipline were identified as part of this study.
- Framework - Procedures and data needed to evaluate opportunities for retaining, consolidating and/or eliminating lab services can be used for continuing analysis & decision making.

Findings (continued)

- Consolidations are recommended to provide the most efficient laboratory configurations in the Regions and the Technical Service Center in Denver.
 - Up to 100,000 square feet of lab and office space consolidation is under study in building 56 at the Denver Federal Center with potential savings of 2.5 million dollars per year.
 - Regional Consolidations- The Upper Colorado (UC) Region has developed a regional approach to organizing construction management and design functions to efficiently respond to future workload. (Four Corner Construction Office is the first phase of UC Consolidations).
 - Other recommendations are under consideration

Findings (continued)

- Reclamation uses both specialized and standardized laboratory testing services.
 - Specialized testing supports the need to solve unique design, construction, operation and maintenance problems.
 - Standardized testing supports on-the-ground construction activities and daily operational needs with the labs near the construction and operation sites to provide quick turnaround and quality assurance.

Team 32-33 Updates

- **Data collection is nearing completion.**
- **Draft report is undergoing subject matter expert review.**
- **Plan is to post report to internet for comment.**
- **Activities are focused on Team 12 rightsizing needs.**

Definition of Laboratory Services-

- A laboratory is *a physical space specially equipped for conducting scientific tests, observations and measurements, or for performing scientific experimentation or research, in a controlled environment.*
 - Two key elements of this definition are space and specialized equipment.
 - Another key element is that laboratory space establish a controlled environment.
 - Finally, even more important than space and equipment, laboratories are staffed by specialized personnel having qualifications for solution of unique problems.

Key Tasks in the Study

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

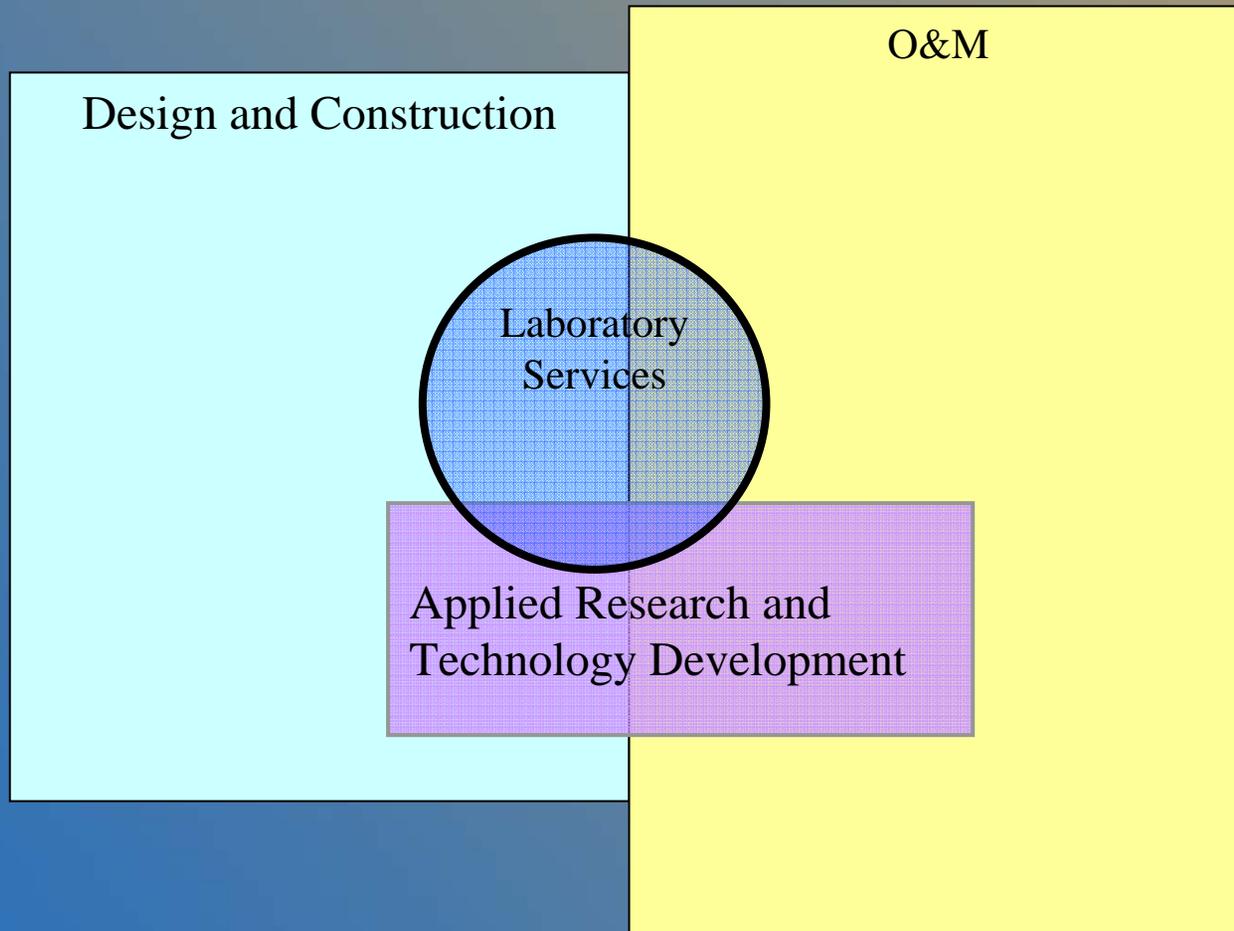
Example of integration of lab services with research, analysis and field testing

- Scale model testing to address stilling basin O&M issues at Mason Dam
- Design and construction of successful field demonstration
- Applied research studies in lab to create generalized design criteria for future needs



RECLAMATION

The Role of Laboratory Services in Reclamation



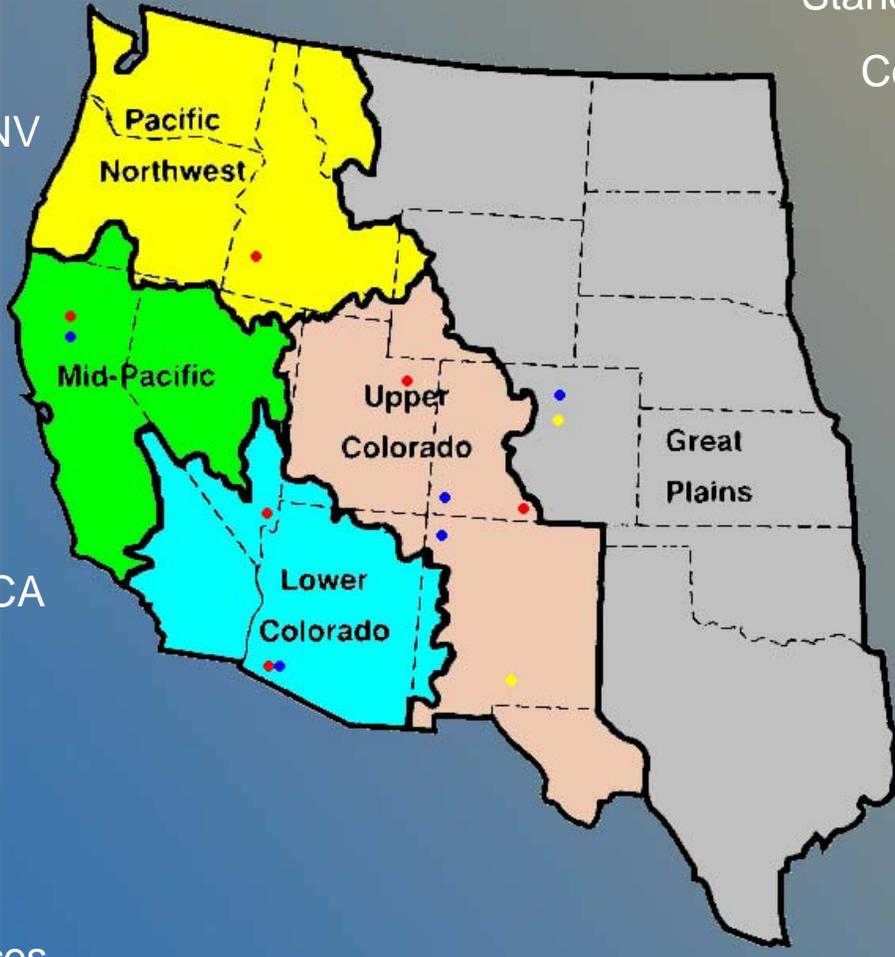
RECLAMATION

Standardized Testing Labs:

- LC Region
 - Boulder City, NV
 - Yuma, AZ
- UC Region
 - Provo, UT
 - Alamosa, CO
- MP Region
 - Shasta Lake, CA
- PN Region
 - Boise, ID

Specialized Testing Labs:

- Technical Resources
 - Alamogordo, NM
 - Denver, CO



Standardized Testing -

Construction Labs:

- UC Region
 - Durango, CO
 - Farmington, NM
- GP Region
 - Loveland, CO
- MP Region
 - Willows, CA
- LC Region
 - Yuma, AZ

When contracting is practical

- When short term workload exceeds Reclamation staffing capability,
- When facilities needed for the testing are more readily available elsewhere,
- When standardized testing for routine parameters is less expensive through contracts,
- When contractors offer specialized services not readily available in Reclamation, or
- When there is a need for independence in the work performed.

RECLAMATION

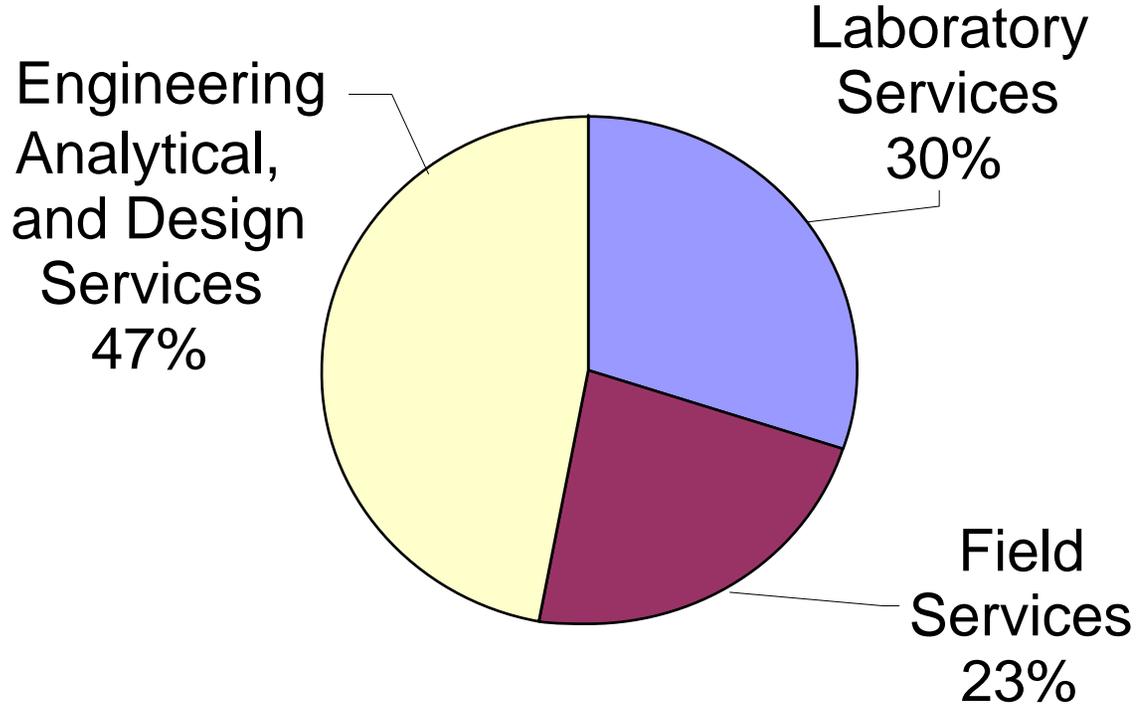
Contracting questions

- **Would it harm the agency's ability to preserve core capability (Team 12) (i.e., is it mission-critical)?**
- **Is the service commercially available within the necessary timeframes and at the necessary capability level?**
- **Is the service cost effective when performed by private industry?**
- **Which approach adds the most customer/client "value"?**

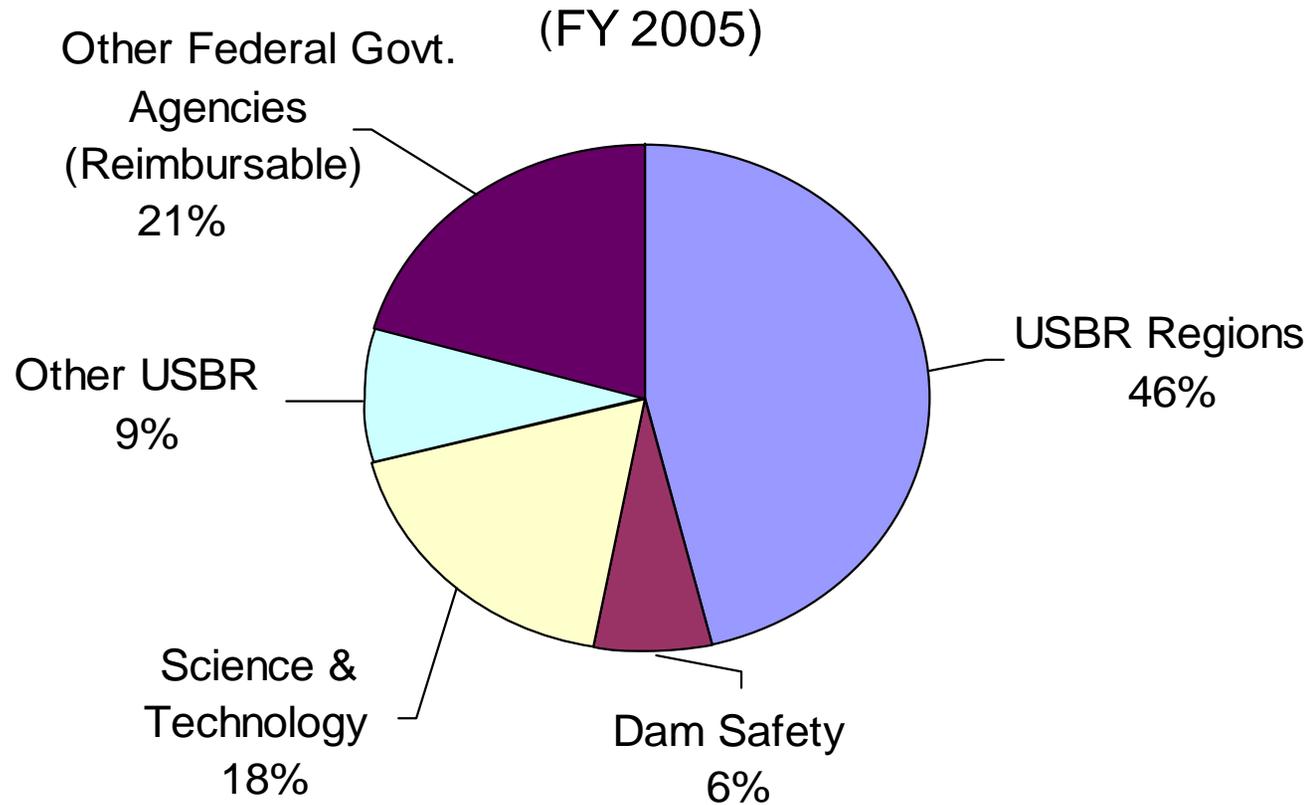
Outside Laboratories

- **The TSC and the Regions have identified other government and private labs that can accomplish parts of the work done in their labs.**

Types of Specialized Services Provided by TSC Laboratory Groups



Customers Served by Specialized Laboratory Groups

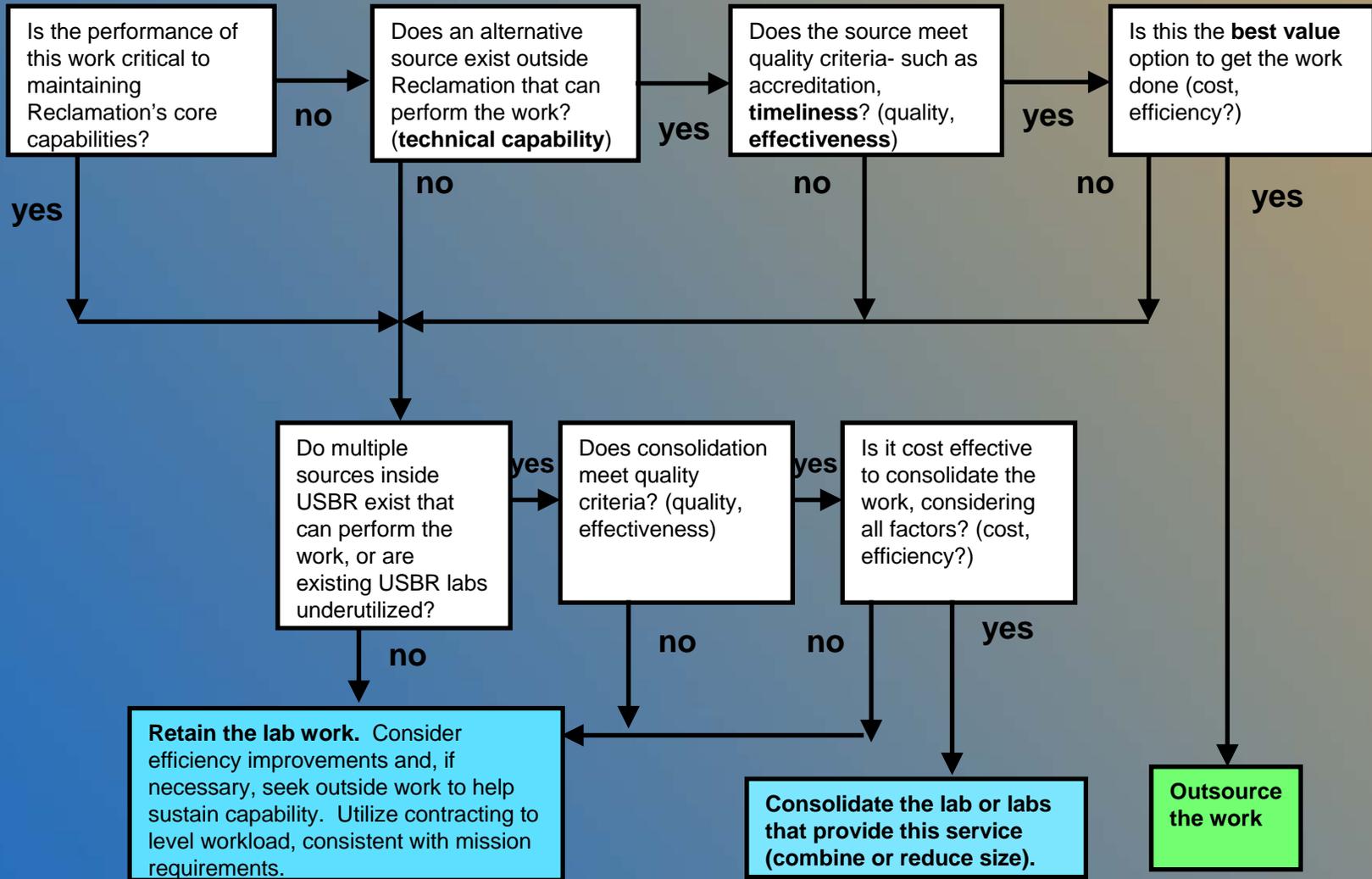


Total Laboratory Services in the TSC and Regions

- **TSC (Specialized Testing)**
 - ~ 8700 Staff Days per Year
 - ~ \$4,000,000 per year in contracting/non-labor

- **Regions (Standardized Testing)**
 - ~ 6300 Staff Days per Year
 - ~ \$1,000,000 per year in contracting/non-labor

Contracting / Consolidation- Decision Tree



RECLAMATION

Summary

- **Developed a framework for contracting/consolidations**
- **Will recommend several consolidations for management consideration**

RECLAMATION

**Questions or Comments
from the Audience**

RECLAMATION