



— BUREAU OF —
RECLAMATION

Secretary's Order 3446 – Cutting Red Tape and Reducing Consumer Costs at Reclamation Construction Projects

Reclamation implementation update
July 2026

Agenda

- I. Reclamation's SO 3446 Implementation Approach
- II. What's been done
- III. What's underway
- IV. What's planned
- V. Who's doing what
- VI. Rec Manual update process
- VII. Questions/answers/points of contract



SO 3446 Implementation Approach

Two action areas in SO 3446:

1. Policy Directives in Sections 5.a. and 5.b. focused on non-federal Procurement; and
2. Additional Reform Activities in Section 5.c. focused on streamlining processes in at least seven areas

Additional language in the SO, but the above two are the primary action areas



SO 3446 Implementation Approach

- Proactively review process/manuals/RM releases, and post for stakeholder comment at usbr.gov/SO3446;
- Solicit additional proposals from stakeholder community via webinars, web page, email address and regional/area office outreach starting 12/19/25 and into 2026;
- Screen project proposals, prioritizing where transferred works operators consistent w/SO Section 8 Partner Qualifications language; and
- Use the SO and standard article contract language to facilitate non-federal procurement, as is happening on BF Sisk Dam raise with SLDMWA.



What's been done

COMPLETE: SO 3446 ASWS Status Report in February 2026 completed (SO Sec. 5.c.)

COMPLETE: New SO 3446 web page, email inbox, webinar video posts to YouTube (SO Sec. 5.e.)

COMPLETE: four SO 3446-related stakeholder webinars (SO Sec. 5.e.)

COMPLETE: SO 3446-specific outreach at dozens of stakeholder engagements (SO Sec. 5.e.)

COMPLETE: SO 3446 Guidance Memo to the RLT from S. Cameron (SO Sec. 5.e.)

COMPLETE: New Reclamation-specific NEPA guidance and trainings May - June 2026 (Status Report Action area 1)

COMPLETE: Two new Reclamation-specific hydropower CatExs in 2026 are live (Status Report Action area 1)

COMPLETE: updated max cost share for desal from \$30m to 25% total project costs with no dollar value cap (Status Report Action area 3)



What's been done (continued)

COMPLETE: updated max cost share for recycling from \$30m to \$40m (Status Report Action area 3)

COMPLETE: updated WaterSMART criteria for non-federal cost sharing (Status Report Action area 3)

COMPLETE: RM releases identified for revision in early 2026 (Status Report Action area 6)

COMPLETE: Three RM releases already deleted (Status Report Action area 6)

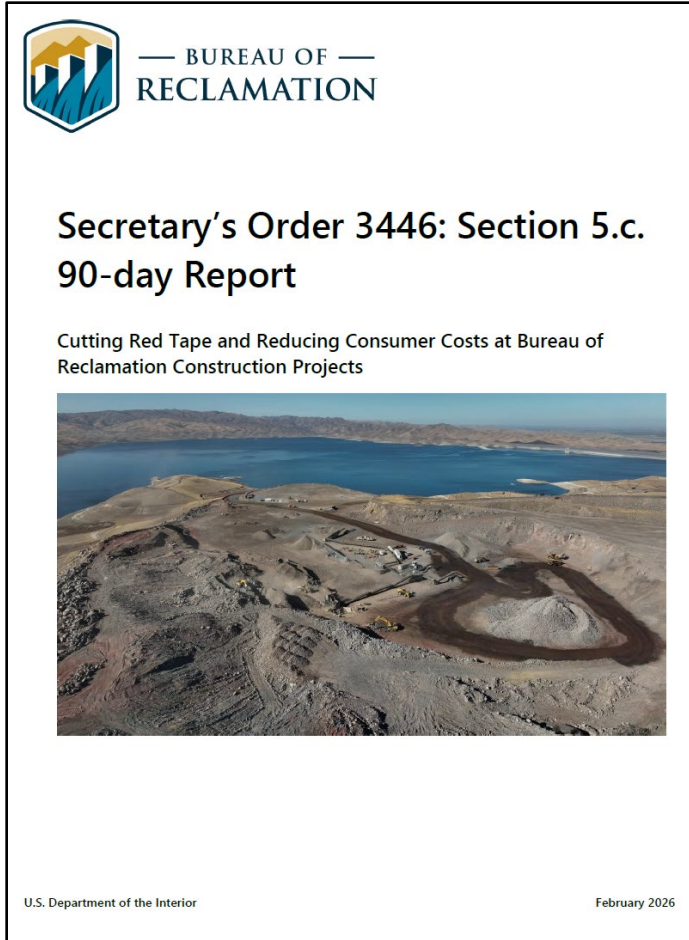
COMPLETE: ~30% other RM releases suspended (Status Report Action area 6)

COMPLETE: Regional streamlining efforts (e.g. CPN Region MOU for BPA power equipment purchases; MB region transition from PL 93-638 agreements to transferred work O&M contracts (Status Report Action area 7)

(All maps to the SO 3446 Status Report from February 2026 and/or the SO itself)



What's been done (continued)



- Reclamation is executing on the Action areas in the February 2026 ASWS Status Report and SO
- Reclamation is incorporating SO 3446 into nearly all stakeholder engagements
- Regional Directors, Area Managers, program staff and line staff are aware of SO 3446
- The BOR/DOI political team amplifies SO 3446



What's underway

- Pre-SO 3446 work with FFA/NWRA per 8/19/25 letter
- Four different teams working with FFA/NWRA
- FFA/NWRA's areas of focus track SO 3446 Section 5
- Areas of focus are NEPA, Procurement, 'Reviews' and NHPA/Section 106



Recommendations on Realigning the Bureau of Reclamation to Improve Effectiveness and Cost-Efficiency

Executive Summary

The Bureau of Reclamation (Reclamation) faces mounting pressure to deliver reliable water and power with fewer federal resources and increasing operational complexity. To remain effective and efficient, Reclamation must modernize how it delivers its core mission—supporting the Western United States through infrastructure ownership, dam safety, water management, and power generation.

Relying on input from water users across the West, the Family Farm Alliance (Alliance), in collaboration with the National Water Resources Association (NWRA), has assembled this set of actionable recommendations to streamline operations and reduce costs. This memo offers practical and prioritized solutions rooted in decades of on-the-ground experience. It proposes a shift toward increased local participation, targeted reforms, and cultural changes within Reclamation to improve responsiveness and accountability.

***Note:** Our members provided extensive and thoughtful feedback in crafting these recommendations, which are listed in a more detailed report that will be used as a roadmap for this effort. To achieve meaningful and lasting improvements, we outline 3 areas for immediate consideration in Part II, below ("Round One Considerations"). Additional specific items identified in the detailed report will be addressed as the process moves forward.*

I. Summary of Effort / Feedback Provided

The Alliance and NWRA initiated this effort to identify areas where Reclamation can better serve Western water users in a time of constrained federal resources. Our members—who directly fund and depend on Reclamation-managed infrastructure—recognize that meaningful reform must be grounded in practical experience and shared responsibility.

This effort included a request to Alliance and NWRA members to consider the activities currently performed by Reclamation and to provide their perspectives on Reclamation's core functions and activities regarding the following questions:

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What's underway (continued)

**RECLAMATION REALIGNMENT
IMPLEMENTATION OPPORTUNITY**

TAKE ACTION!




IMPROVE PROJECT DELIVERY

The Family Farm Alliance and National Water Resources Association are working with the Bureau of Reclamation and Department of the Interior to improve how water projects are delivered.

With new direction under Secretarial Order 3446, there is a clear opportunity to reduce delays, streamline process, and expand appropriate local responsibility.

THE ASK

Contact your local Reclamation area or field office within the next 30 days.

Start a conversation about where your district can take on more responsibility and help move projects forward.

WHY THIS MATTERS

- Improve project delivery at the field level
- Reduce duplication and delay
- Expand appropriate local responsibility
- Support more efficient coordination with Reclamation

WHAT'S CHANGING

- Streamlined review and environmental processes
- Reduced redundant federal oversight
- Expanded local roles in O&M and procurement
- Faster timelines for planning and implementation

YOUR ROLE: ENGAGE LOCALLY

START THE CONVERSATION:

- What responsibilities can we take on to move projects faster?
- Where can duplication be reduced or timelines shortened?
- Are there functions we could perform locally?

LOOK FOR OPPORTUNITIES:

- Projects delayed by process, not substance
- Tasks your district is equipped to handle
- Areas where local expertise can reduce bottlenecks

REPORT BACK TO ALLIANCE & NWRA

- Opportunities identified
- Barriers encountered

- Local office feedback
- Areas needing leadership support

Alliance: samantha@familyfarmalliance.org NWRA: gmorrison@nwra.org

**Realignment will only succeed if it happens at the field level.
Project by project. Office by office.**

TAKE ACTION NOW

- ☐ Contact your local office
- ☐ Identify one opportunity
- ☐ Start the conversation
- ☐ Report back to Alliance & NWRA



Secretarial Order 3446 opens the door. Your engagement drives results.



ONGOING on Procurement: More than \$500 million getting under contract as non-federal procurement in 2026 (FKC, SLC, AIA etc.)

ONGOING on Rec. Manual: standing up RM Task Force inside Reclamation's SO 3446 Workteam

ONGOING: bi-weekly SO reporting to DOI

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What's underway (continued)

ONGOING on Procurement: awaiting stakeholder reaction to 5/5/26 reserved works list

ONGOING on 'Reviews': seeking stakeholder reaction to 12/12/25 presentation

ONGOING on NHPA: seeking stakeholder reaction on NHPA Section 106 presentation, may target Programmatic Agreements

ONGOING on Reclamation Manual: web form for questions/comments at www.usbr.gov/recman



What else is planned

PLANNED: Review of ~19 more RM releases including streamlining the process to revise them efficiently

PLANNED: Events to highlight OBBA by non-federals

PLANNED: Transfer of procurement work at other sites

PLANNED: Additional webinars as FFA/NWRA react to the above, or to solicit other stakeholders' reactions

PLANNED: other activities we haven't yet fleshed out



Who's doing what (continued)

SO 3446 Workteam + **Rec Manual Task Force:**

TSC Director
Provo Area Manager, UC Region
Supervisory Contract Specialist
Resource Management, LC Region
Deputy RD, MB Region
Acquisitions Mgmt. Division
NCRD, National Programs Office
Mat Maucieri, Senior Advisor Operations
Reclamation Law Administration Division

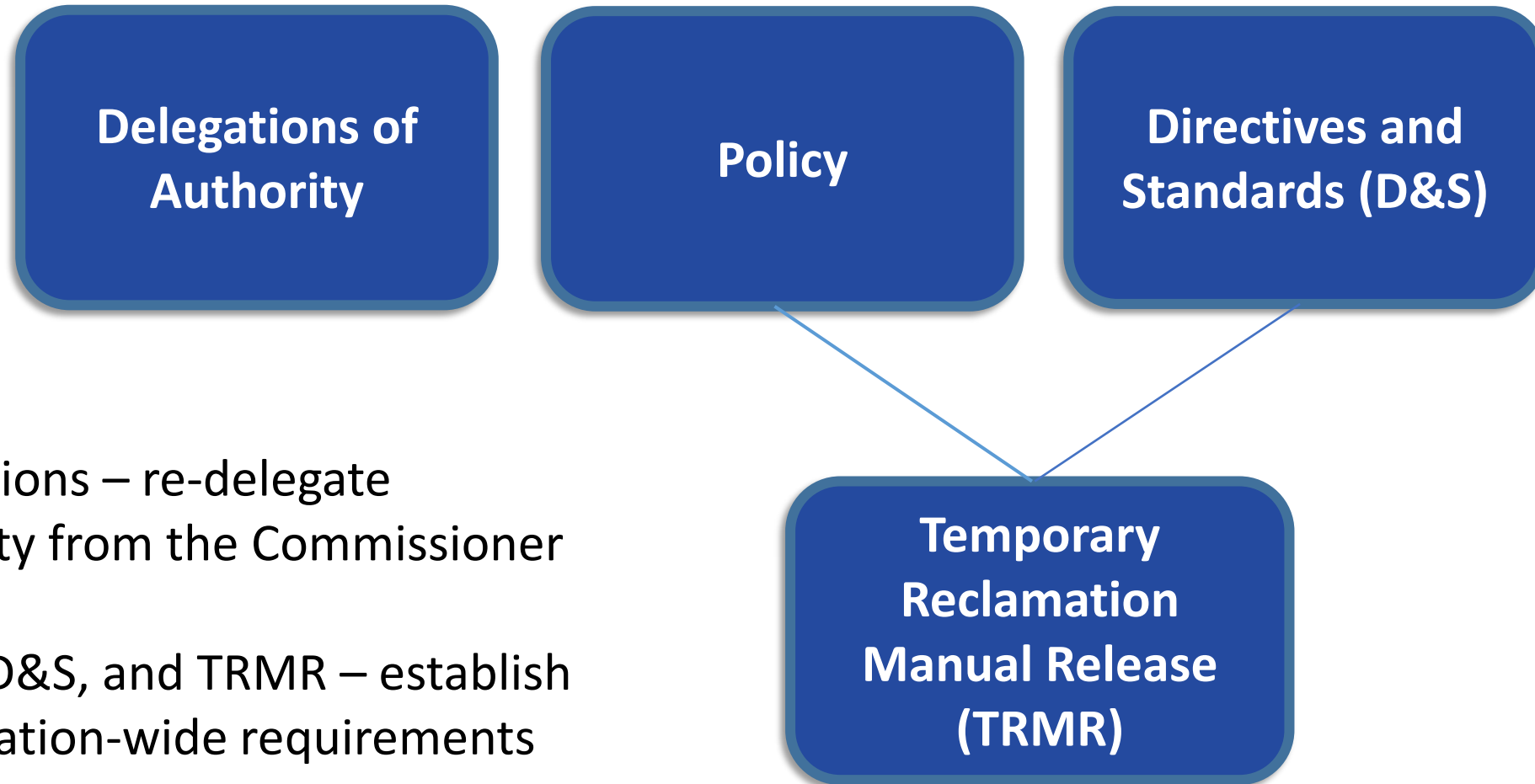
Heidi Morrow, National Programs Director
Deputy RD, LC Region
Acting Deputy RD, UC Region
Acting Deputy RD, CPN Region
Acting Snake River Area Manager
Area Manager, Southern CA Area Office

Program Manager, NAIAO
Program Coordinator, C-PN Region
Head of the Contracting Activity
Acting Deputy Commissioner, PAB
Asset Management Division
Deputy RD, C-GB Region
Solicitors Office
DOI Communications

Deputy RD, MB Region
Area Manager, Oklahoma-Texas Area Office
Chief, TSC Electrical & Mechanical Group
Budget Officer, CGB Region
Manager, RLAD



Reclamation Manual Components



Delegations – re-delegate authority from the Commissioner

Policy, D&S, and TRMR – establish Reclamation-wide requirements



RM Components



Reclamation Manual Process Streamlining

Current Rec Manual Revision Process	Proposed New Rec Manual Revision Process
2-week review for minor revisions	30-day review for all revisions
45-day review for major revisions	
30-day external review for all major revisions	30-day external review only required if critical comments received during 30-day internal review, but can be conducted by originating office for any release.
Critical comment can pertain to any part of document	Critical comment must pertain to a section being revised
RLT fatal flaw reviews only go to regions/directorates that submitted critical comments	RLT fatal flaw reviews go to entire agency
External Fatal Flaw for critical comments on external reviews	Requirement for originating offices to notify RLT if external review results significant changes
DTS record for each review and approval step	Single DTS record for all reviews and approval
Different form for review request and approval	Single form for review and approval
Process timing: 3 to 4 months	Process time savings: 1.5 to 2 months (50% reduction)



Who's doing what (...in closing...)

- Following agile/matrix organization project management models for SO3446 implementation
- In other words, we're implementing things as they're ready
- Unified former BOR staff still involved functions like contracting and Communications
- RLAD is lead for Reclamation Manual revisions
- Regions are leads for procurement with non-federals (Workteam)
- TSC is lead for reviews and technical
- DC Office is lead for stakeholder engagement and DOI reporting
- National Programs Directorate coordinating all the supporting functions (Heidi), such as RLAD on Rec Manual



Questions/SO 3446 points of contact at Reclamation:

- Heidi Morrow, National Programs Office
- Mat Maucieri, Operations
- Sean Torpey, Acting Deputy Commissioner



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