



THE SECRETARY OF THE INTERIOR

WASHINGTON

NOV 02 2020

The Honorable Raúl Grijalva  
Chairman, Committee on Natural Resources  
U.S. House of Representatives  
Washington, DC 20515

Dear Mr. Chairman:

On August 4, 2020, President Donald J. Trump signed the Great American Outdoors Act (Act) into law. This landmark legislation represents a tremendous commitment to repair degraded infrastructure at our national parks, Indian schools, wildlife refuges, and other public lands. The Act is expected to provide \$9.5 billion for deferred maintenance needs over the next 5 years. It builds upon the emphasis the Department of the Interior (Department or Interior) has placed on addressing deferred maintenance at its facilities at the direction of President Trump over the last 3 years.

The successful execution of the charge we are tasked with under the Act is one of the Department's highest priorities. On August 11, 2020, I issued Secretary's Order 3383 (Order), which established an implementation task force to develop a Department-wide strategy to maximize the impact of the Act, including establishing a timely project proposal and review process that, across Bureaus, (1) minimizes delay, (2) ensures decisive action, and (3) includes the establishment and utilization of a centralized project management office. In addition, the Order directed the task force to evaluate staffing needs to ensure that the relevant Bureaus/Offices are quickly initiating needed hiring and recruitment efforts.

The provisions of the Act that control implementation of the National Parks and Public Land Legacy Restoration Fund require that:

*[n]ot later than 90 days after the date of enactment of this section, the Secretary and the Secretary of Agriculture shall submit to the Committees on Energy and Natural Resources and Appropriations of the Senate and the Committees on Natural Resources and Appropriations of the House of Representatives a list of projects to be funded for fiscal year 2021 that—*

*(1) are identified by the Secretary and the Secretary of Agriculture as priority deferred maintenance projects; and*

*(2) as of the date of the submission of the list, are ready to be implemented.*

I have enclosed a copy of the priority deferred maintenance projects that are ready to be implemented here at the Department.<sup>1</sup> Note that the information provided in this list is consistent with the provisions of the Act cited above. In contrast, the annual list of projects must include “a detailed description of each project, including the estimated expenditures from the fund for the project for the applicable fiscal years.”

At the end of fiscal year 2020, the Department reported deferred maintenance and repair needs totaling \$17.3 billion. At my direction, in response to the Act, the Department has put forward significant effort to enhance its strategic asset management by establishing a consistent, accurate approach to defining physical asset investments. In establishing this approach, the task force worked with superintendents, refuge managers, Tribal school supervisors, and State directors, as well as with Members of Congress, interest groups, and the general public to consider the foundational issues giving rise to an ever-increasing backlog of deferred maintenance across the Department, and what a successfully executed program should generate for the Department and the American people.

Based on these efforts, I have concluded that successfully addressing the backlog of each Bureau/Office depends on accurate data, a comprehensive investment strategy, and efficient processes for executing projects. My personal inspection of dozens of sites led me to conclude that the condition assessments of facility needs have been inconsistent. In addition, the work orders developed by the respective units often fail to accurately reflect the actual project costs that will go into the effort of completing the repair.

This conclusion is consistent with the task force findings on this important issue across the relevant Bureaus: that the Department’s past calculations on deferred maintenance projects were not as accurate as they should have been. Bureaus have reported gross estimates, not highly accurate indicators of anticipated cost, using inconsistent processes throughout each Bureau. The task force has also identified opportunities for increased efficiencies in process and delivery, which I intend to implement.

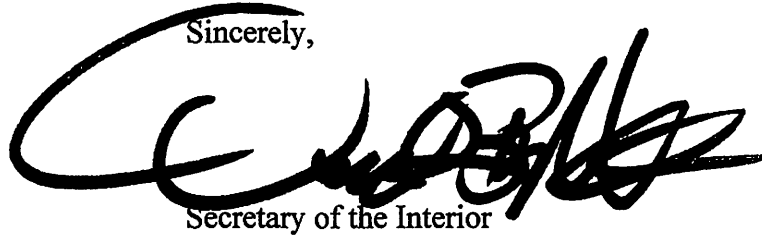
Given the importance of the opportunity presented by the incredible investment of the Act, the Department and its Bureaus/Offices must maximize the impact of each and every dollar committed to this effort. For the National Park Service (NPS), this means initiation of a comprehensive review and reform of the systems and processes used to manage its properties, including a streamlined condition-assessment methodology that better conform to generally accepted practices. Various parks are currently completing assessments on their facilities using this new methodology. Moreover, NPS is prioritizing and aligning investments with life-cycle management to make smart investments at the right time and to prevent the continued growth of deferred needs. Such improvements, along with others the Department is making, will help ensure we deliver on the promise the President and Congress have made to the American people in drafting and enacting this important law.

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<sup>1</sup> “Project” is defined in the Act as “any activity to reduce or eliminate deferred maintenance of an asset, which may include resolving directly related infrastructure deficiencies of the asset that would not by itself be classified as deferred maintenance.” 54 U.S.C § 200401.

Similar letters are being sent to the Chairs and Ranking Members of the Senate Committee on Energy and Natural Resources, Senate Committee on Appropriations, House Committee on Natural Resources, and House Committee on Appropriations.

Sincerely,

A large, stylized handwritten signature in black ink, likely belonging to the Secretary of the Interior, is written over the word "Sincerely,".

Secretary of the Interior

Enclosure

U.S. DEPARTMENT OF THE INTERIOR  
Fiscal Year 2021 Priority Deferred Maintenance Project List  
Required By Subsection (g) of the Great American Outdoors Act

Project*	BIE	BLM	FWS	NPS	Grand Total
<b>Building &amp; Structures</b>	<b>2</b>	<b>22</b>	<b>6</b>	<b>18</b>	<b>\$ 410,308</b>
<b>AK</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>
Izembek NWR			1		1
Glacier Bay National Park & Preserve				1	1
Fairbanks District		1			1
<b>AZ</b>		<b>1</b>		<b>1</b>	<b>2</b>
Grand Canyon National Park				1	1
Colorado River District		1			1
<b>AZ, NM</b>	<b>1</b>				<b>1</b>
Navajo Region	1				1
<b>CA</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>4</b>
Golden Gate National Recreation Area				1	1
Tule Lake NWR			1		1
Northern California District		1			1
California Field Offices		1			1
<b>CO</b>		<b>1</b>			<b>1</b>
Colorado Buildings		1			1
<b>DC</b>				<b>2</b>	<b>2</b>
National Mall & Memorial Parks				2	2
<b>FL</b>		<b>1</b>			<b>1</b>
Jupiter Inlet Outstanding Natural Area		1			1
<b>ID</b>		<b>2</b>			<b>2</b>
National Interagency Fire Center		2			2
<b>IL</b>			<b>1</b>		<b>1</b>
Crab Orchard NWR			1		1
<b>KY</b>				<b>1</b>	<b>1</b>
Mammoth Cave National Park				1	1
<b>MA</b>				<b>1</b>	<b>1</b>
Boston National Historical Park				1	1
<b>ME</b>				<b>1</b>	<b>1</b>
Acadia National Park				1	1
<b>MI</b>			<b>1</b>		<b>1</b>
Seney NWR			1		1
<b>Multiple</b>				<b>1</b>	<b>1</b>
Preservation Maintenance Action Teams at Multiple Parks				1	1
<b>ND, SD, MT</b>	<b>1</b>				<b>1</b>
Great Plains Region	1				1
<b>NM</b>		<b>2</b>			<b>2</b>
Las Cruces District		1			1
Albuquerque District		1			1
<b>NV</b>		<b>1</b>			<b>1</b>
Winnemucca District		1			1
<b>NY</b>				<b>2</b>	<b>2</b>
Statue of Liberty National Monument				2	2
<b>OK</b>			<b>1</b>		<b>1</b>
Wichita Mountains Wildlife Refuge			1		1
<b>OR</b>		<b>6</b>			<b>6</b>
Burns District		1			1
Coos Bay District		2			2
Medford District		1			1
Roseburg District		1			1
Spokane District		1			1
<b>PA</b>				<b>1</b>	<b>1</b>
Independence National Historical Park, Edgar Allan Poe National Historic Site, Thaddeus K				1	1
<b>TN</b>				<b>1</b>	<b>1</b>
Great Smoky Mountains National Park				1	1
<b>TX</b>			<b>1</b>		<b>1</b>
Attwater Prairie Chicken NWR			1		1
<b>UT</b>		<b>2</b>			<b>2</b>
Western Desert District		2			2
<b>WA</b>		<b>2</b>		<b>1</b>	<b>3</b>
Fort Vancouver National Historic Site				1	1
Spokane District		2			2
<b>WY</b>		<b>1</b>		<b>4</b>	<b>5</b>
Grand Teton National Park				1	1
Yellowstone National Park				3	3
Rock Springs District		1			1

\* As defined in 54 USC 200401, the term 'project' means any activity to reduce or eliminate deferred maintenance of an asset, which may include resolving directly related infrastructure deficiencies of the asset that would not by itself be classified as deferred maintenance.

U.S. DEPARTMENT OF THE INTERIOR  
Fiscal Year 2021 Priority Deferred Maintenance Project List  
Required By Paragraph (g) of the Great American Outdoors Act

Project*	BIE	BLM	FWS	NPS	Grand Total
<b>Demolition</b>	<b>8</b>	<b>5</b>	<b>-</b>	<b>3</b>	<b>\$ 62,209</b>
<b>AK</b>		<b>1</b>			<b>1</b>
Anchorage District		1			1
<b>AZ</b>	<b>2</b>				<b>2</b>
Southwest Region	1				1
Western Region	1				1
<b>AZ, NM</b>	<b>3</b>				<b>3</b>
Navajo Region	3				3
<b>FL</b>		<b>1</b>			<b>1</b>
Jupiter Inlet Outstanding Natural Area		1			1
<b>ID</b>		<b>1</b>			<b>1</b>
Twin Falls District		1			1
<b>KS</b>	<b>1</b>				<b>1</b>
Central Region	1				1
<b>ND, SD, MT</b>	<b>1</b>				<b>1</b>
Great Plains Region	1				1
<b>NV</b>		<b>1</b>		<b>1</b>	<b>2</b>
Lake Mead National Recreation Area				1	1
Battle Mountain District		1			1
<b>OH</b>				<b>1</b>	<b>1</b>
Cuyahoga Valley National Park				1	1
<b>OR</b>		<b>1</b>			<b>1</b>
Prineville District		1			1
<b>VA</b>				<b>1</b>	<b>1</b>
Shenandoah National Park				1	1
<b>WA</b>	<b>1</b>				<b>1</b>
Northwest Region	1				1

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Project*	BIE	BLM	FWS	NPS	Grand Total
<b>Recreational Assets</b>					<b>\$ 62,807</b>
	-	8	-	6	14
<b>CA</b>		1		2	3
Yosemite National Park				2	2
Central California District		1			1
<b>CO</b>		1			1
Colorado Recreation Sites		1			1
<b>DC</b>				1	1
National Mall & Memorial Parks				1	1
<b>MT</b>		1			1
Western Montana District		1			1
<b>NY</b>				1	1
Saratoga National Historical Park				1	1
<b>PR</b>				1	1
San Juan National Historic Site				1	1
<b>UT</b>		4			4
Canyon Country District		2			2
Color Country District		2			2
<b>WA</b>				1	1
Mount Rainier National Park				1	1
<b>WY</b>		1			1
Wind River Bighorn Basin District		1			1

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Project*	BIE	BLM	FWS	NPS	Grand Total
<b>Transportation</b>	-	37	1	14	\$ 707,361
<b>AK</b>		3			3
Anchorage District		3			3
<b>AR</b>			1		1
Dale Bumpers White River NWR			1		1
<b>AZ</b>		1			1
Gila District		1			1
<b>CA</b>		1		1	2
Yosemite National Park				1	1
Central California District		1			1
<b>CO</b>		1			1
Colorado Road Network		1			1
<b>ID</b>		3			3
Twin Falls District		1			1
Boise District		1			1
Idaho Falls District		1			1
<b>MT</b>		7		1	8
Glacier National Park				1	1
Eastern Montana District		4			4
Western Montana District		3			3
<b>NC</b>				2	2
Blue Ridge Parkway				2	2
<b>ND</b>				1	1
Theodore Roosevelt National Park				1	1
<b>NJ, PA</b>				1	1
Delaware Water Gap National Recreation Area				1	1
<b>NM</b>		3			3
Las Cruces District		2			2
Taos District		1			1
<b>NV</b>		1			1
Carson City District		1			1
<b>OR</b>		7			7
Burns District		1			1
Coos Bay District		1			1
Lakeview District		3			3
Prineville District		2			2
<b>TN</b>				1	1
Great Smoky Mountains National Park				1	1
<b>UT</b>		5			5
Canyon Country District		2			2
Color Country District		2			2
Green River District		1			1
<b>VA</b>				2	2
George Washington Memorial Parkway				1	1
Shenandoah National Park				1	1
<b>WA</b>		1		2	3
Fort Vancouver National Historic Site				1	1
Mount Rainier National Park				1	1
Spokane District		1			1
<b>WY</b>		4		3	7
Grand Teton National Park				1	1
High Desert District		1			1
Yellowstone National Park				2	2
Wind River Bighorn Basin District		1			1
Wind River Bighorn Basin District		2			2

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Project*	BIE	BLM	FWS	NPS	Grand Total
<b>Water &amp; Utilities</b>					<b>\$ 185,510</b>
	-	27	2	10	39
<b>AZ</b>		2			2
Lake Havasu District		2			2
<b>CA</b>		1		3	4
Sequoia and Kings Canyon National Park				1	1
Yosemite National Park				2	2
California Telecommunications Network		1			1
<b>CO</b>		4		1	5
Rocky Mountain National Park				1	1
Colorado Building Utilities		1			1
Colorado Telecommunications		1			1
Grand Junction Air Center		1			1
Rocky Mountain District		1			1
<b>FL</b>				1	1
Everglades National Park				1	1
<b>ID</b>		1	1		2
Camas NWR			1		1
National Interagency Fire Center		1			1
<b>MD</b>				1	1
Chesapeake and Ohio Canal National Historical Park				1	1
<b>MT</b>		6			6
Eastern Montana District		1			1
Western Montana District		3			3
North Central District		2			2
<b>Multiple</b>			1		1
Maintenance Action Teams at Multiple National Wildlife Refuges			1		1
<b>NJ</b>				1	1
Gateway National Recreation Area				1	1
<b>NM</b>		5			5
Las Cruces District		4			4
Albuquerque District		1			1
<b>NV</b>		3		1	4
Lake Mead National Recreation Area				1	1
Carson City District		1			1
Nevada Telecommunications Network		1			1
Southern Nevada District		1			1
<b>OR</b>		1			1
Burns District		1			1
<b>VA</b>				1	1
Colonial National Historical Park				1	1
<b>WY</b>		4		1	5
Grand Teton National Park				1	1
High Desert District		1			1
Wind River Bighorn Basin District		2			2
Rock Springs District		1			1

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Project*	BIE	BLM	FWS	NPS	Grand Total	
					#	\$ (000)
Building & Structures	2	22	6	18	48	\$ 410,308
Demolition	8	5	-	3	16	\$ 62,209
Recreational Assets	-	8	-	6	14	\$ 62,807
Transportation	-	37	1	14	52	\$ 707,361
Water & Utilities	-	27	2	10	39	\$ 185,510
Program Support / Project Delivery	-	-	-	-	-	\$ 171,843
Grand Total	10	99	9	51	169	\$ 1,600,038

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