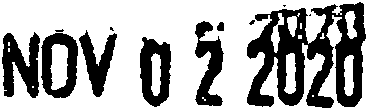
THE SECRETARY OF THE INTERIOR WASHI NGTON



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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 ofprojects to befonded for fiscal year 2021 that-*

* + 1. *are identified by the Secretary and the Secretary of Agriculture aspriority 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. 1 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.

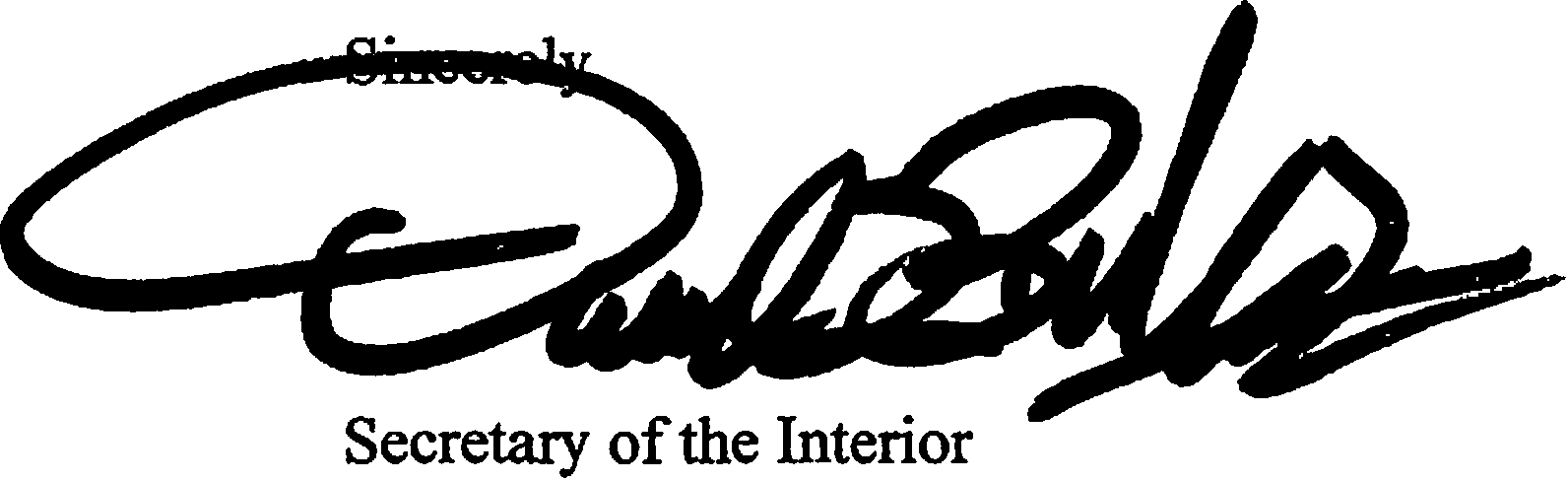
Based on these efforts, I have concluded that successfully addressing the backlog of each Bureau/Office depends on accurate data, a comprehensive investment strategy, and efficient processes for executing projects. My personal inspection of dozens of sites led me to conclude that the condition assessments 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.

1 "Project" is defined inthe 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.



Enclosure

U.S.DEPARTMENT OF THE INTERIOR

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Building & Structures

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Glacier Bay National Park & Preserve Fairbanks District

AZ

Grand Canyon National Park Colorado River District

AZ.NM

Navajo Region

CA

Golden Gate National Recreation Area Tule Lake NWR

Northern California District California Field Offices

co

Colorado Buildings DC

National Mall & Memorial Parks

Fl

Jupiter Inlet Outstanding NaturalArea ID

National lnteragency Fire Center IL

Crab Orchard NWR

KY

Mammoth Cave National Park MA

Boston National HistoricalPark ME

Acadia NationalPark Ml

Seney NWR Multiple

Preservation Maintenance Action Teams at Multiple Parks ND,SD, MT

Great Plains Region NM

Las Cruces District

Albuquerque District NV

Winnemucca District NY

Statue of Liberty National Monument OK

Wichita Mountains Wildlife Refuge OR

Burns District Coos Bay District Medford District Roseburg District Spokane District

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Fort Vancouver National Historic Site Spokane District

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AZ, NM

Navajo Region Fl

Jupiter Inlet Outstanding Natural Area ID

Twin Falls District KS

Central Region ND,SD, MT

Great Plains Region NV

Lake Mead National Recreation Area Battle Mountain District

OH

Cuyahoga Valley National Park OR

Prineville District VA

Shenandoah National Park WA

Northwest Region



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Recreational Assets

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CA

Yosemite National Park Central California District

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Colorado Recreation Sites DC

National Mall & Memorial Parks

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Western Montana District NY

Saratoga National Historical Park PR

San Juan National Historic Site

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Canyon Country District Color Country District

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Mount Rainier National Park WY

Wind River Bighorn Basin District

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Yosemite National Park

Central California District

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Colorado Road Network ID

Twin Falls District Boise District Idaho Falls District

MT

Glader National Park Eastern Montana District Western Montana District

NC

Blue Ridge Parkway ND

Theodore Roosevelt National Park

NJ, PA

Delaware Water Gap National Recreation Area NM

Las Cruces District Taos District

NV

Carson City District OR

Burns District Coos Bay District Lakeview District Prineville District

TN

Great Smoky Mountains National Park UT

Canyon Country District Color Country District Green River District

VA

George Washi ngton Memorial Parkway Shenandoah National Park

WA

Fort Vancouver National Historic Site Mount Rainier National Park

Spokane District WY

Grand Teton National Park High Desert District Yellowstone National Park

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

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| Demolition | 8 | 5 |  | 3 | 16 | $ 62,209 | *asset, which moy include resolving directly* |
| Recreational Assets |  | 8 |  | 6 | 14 | $ 62,807 | *related infrastructure deficiencies of the* |
| Transportation |  | 37 | 1 | 14 | 52 | $ 707,361 | *asset that would not by itself be classified* |
| Water & Utilities |  | 27 | 2 | 10 | 39 | $ 185,510 | *as deferred maintenance.* |
| Program Support *I* Project Delivery |  |  |  |  | - | $ 171,843 |  |