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# United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

IN REPLY REFER TO:  
7202.4-DOI-OS-2021-001898

July 15, 2021

Via email

The Office of the Secretary FOIA office received your Freedom of Information Act (FOIA) request, dated January 16, 2021 on January 19, 2021 and assigned it control number **DOI-OS-2021-001898**. Please cite this number in any future communications with our office regarding your request.

A copy of the Department of Interior Capital Plan (i.e., Agency-wide Real Property Capital Plan), as required and described in OMB Memorandum M-20-03 issued November 6, 2019, and M-20-03 Implementation Guidance issued July 2, 2020.

## **Response**

We are writing to respond to your request on behalf of the Office of the Secretary. We have enclosed 1 file consisting of 89 pages, which are being released to you in their entirety.

## **Fees**

We do not bill requesters for FOIA processing fees when their fees are less than \$50.00, because the cost of collection would be greater than the fee collected. (see 43 C.F.R. § 2.37(g)). Therefore, there is no billable fee for the processing of this request. This completes the Office of the Secretary's response.

## **Conclusion**

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of FOIA. *See* [5 U.S.C. 552\(c\)](#). This response is limited to those records that are subject to the requirements of FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

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Contact information for the Department's FOIA Public Liaison, who you may also seek dispute resolution services from, is available at <https://www.doi.gov/foia/foiacenters>.

Sincerely,

**CYNTHIA  
SWEENEY**

Cynthia Sweeney  
Office of the Secretary  
FOIA Office

Digitally signed by  
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**The Department of the Interior**

**Capital Plan Submission**

January 8, 2021

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# 1. Introduction

## INTRODUCTION

The Department of the Interior (Interior, DOI) is incorporating the Office of Management and Budget's (OMB) recently issued capital planning requirements into its existing capital planning process. OMB Memorandum M-20-03, "Implementation of Agency-wide Real Property Capital Planning," seeks to strengthen "agency capital planning practices to optimize their portfolio in order to cost efficiently achieve the agency's mission," through the implementation of the OMB Circular A-11 Capital Programming Guide. DOI supports the approach of aligning the Department's real property portfolio with its overarching strategic plan and identifying funding gaps through sound analytical methods, such as conducting needs assessments, alternatives analysis, and life cycle cost estimates.

Memorandum M-20-03 requires that agencies annually submit their capital plan to OMB for review. The Federal Real Property Council (FRPC) recognizes that agency compliance with M-20-03 will be an iterative process. As such, the Department's initial submission draws from existing departmental policy, guidance, and plans. Several of these documents were updated in FY 2020 to better conform to OMB's requirements. This paragraphs below describe the Department's real property portfolio and governance structure and how real property management aligns with the DOI strategic plan. Also enclosed for review are the documents upon which DOI's capital planning process is based.

## BACKGROUND

DOI's mission is to conserve and manage the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provide scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honor the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper. This mission affects the lives of all Americans. Interior is the steward of 20 percent of the Nation's lands, oversees the responsible development of nearly one-fifth of the United States energy supplies, and is the largest supplier and manager of water in the 17 western States. Interior maintains relationships with more than 560 federally recognized Tribes and provides services to more than two million American Indian and Alaska Native peoples. In FY 2018, production and activities on DOI lands contributed about \$183 billion to the Nation's GDP, supported about \$315 billion in economic output, and supported an estimated 1.8 million jobs.<sup>1</sup>

The far-reaching nature of Interior's mission requires significant resources and investments in many arenas. Interior executes its mission through component bureaus and offices, other organizational entities, and a wide array of programs. Major bureaus include:

- **Bureau of Indian Affairs** enhances the quality of life, promotes economic opportunity, and carries out Federal responsibilities to protect and improve the trust assets of American Indians, Indian Tribes, and Alaska Natives.

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<sup>1</sup> U.S. Department of the Interior Economic Report FY 2018 (<https://www.doi.gov/sites/doi.gov/files/uploads/fy-2018-econ-report-final-9-30-19-v2.pdf>)

- **Bureau of Indian Education** provides quality education opportunities from early childhood through life, in accordance with a Tribe's needs for cultural and economic well-being and in keeping with the wide diversity of Indian Tribes and Alaska Native villages as distinct cultural and governmental entities.
- **Bureau of Land Management** sustains the health, diversity, and productivity of the public lands for the multiple use and enjoyment of present and future generations.
- **Bureau of Reclamation** manages, develops, and protects water and related resources in an environmentally and economically sound manner in the interest of the American public.
- **National Park Service** conserves the scenery and the natural and historic objects and the wildlife therein and provides for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.
- **US Fish and Wildlife Service** works with others to conserve, protect, and enhance fish, wildlife, plants, and their habitats for the continuing benefit of the American people.
- **US Geological Survey** serves the Nation by providing scientific information to describe and understand the Earth; minimize loss of life and property from natural disasters; manage water, biological, energy, and mineral resources; and enhance and protect quality of life.

These entities leverage the expertise and commitment of more than 70,000 employees and approximately 280,000 volunteers who implement the mission daily.

Investment in and management of real property is inherent to successful implementation of Interior's mission. DOI's real property inventory includes approximately 43,000 buildings, nearly 100,000 miles of road, and 80,000 structures. It consists of owned building space as well as space provided through the General Services Administration (GSA), direct leases, and cooperative agreements with State agencies and universities.

DOI manages the life-cycle requirements of nearly every type of constructed asset found in a typical town and city, including visitor centers, dams, schools, power generating facilities, housing, hotels, campgrounds, roads, water and wastewater treatment plants, offices, and more. Each of the assets supports a unique function at a local level that combines with additional asset functions across the entire Department to create a robust portfolio for mission delivery and support. DOI also maintains many historic properties and sites that have cultural significance with specialized needs. In fact, DOI estimates that between one half and two-thirds of buildings in its portfolio that are predominantly used for office space are designated as historic. These unique assets facilitate the support of DOI's mission and represent a critical element of our core mission.

## **ROLES AND RESPONSIBILITIES**

DOI's capital planning process ensures that investments are made to sustain the facilities and infrastructure upon which its mission depends. Departmental leadership for implementing the capital planning program is provided by the following:



- **Deputy Secretary** provides senior leadership, strategic direction, and accountability for the Administration's priority initiatives.
- **Assistant Secretary - Policy, Management, and Budget** serves as the DOI Chief Financial Officer (CFO).
- **Principal Deputy Assistant Secretary - Policy, Management and Budget** serves as the Department's Senior Real Property Officer (SRPO).
- **Asset Management Council Executive Steering Committee (AMC ESC)** is responsible for executive leadership, strategic guidance, and oversight of the Departmental asset management program. The ESC also oversees the implementation of the DOI Real Property Efficiency Plans, Five-Year Deferred Maintenance and Capital Improvement Plans, and the Five-Year Space Management Plans. The ESC is composed of senior Departmental officials and bureau Senior Asset Management Officers (SAMOs).
- **Asset Management Council Operations Board (OB)** is a standing body within DOI under the ESC authority, which supports the ESC on matters related to real property asset management. The Space Management Partnership, the Transportation Coordinators Partnership, and the Departmental Energy Conservation Committee also provide support to the OB and ESC.
- **Bureau Investment Review Boards (BIRBs)** are responsible for assessing whether proposed investments address identified business needs and priorities. Each BIRB establishes criteria that will be used when making investment decisions and will approve those investments that best support the Bureau Strategic Plan—including major and non-major projects. They are responsible for ensuring the preparation and thorough review of business cases, identifying project integration opportunities, reviewing multi-year plans and investment decisions for consistency with the approved investment strategy, and managing bureau investment portfolios and overseeing the bureau's CPIC process. The BIRB reports to the Bureau Director, Bureau Deputy Director, or the SAMO.
- **Office of Budget (POB)** directs and manages formulation, presentation, justification, and execution of the DOI budget across all entities.
- **Office of Financial Management (PFM)** provides direction, planning, and oversight for financial policy and procedures, financial reporting, the internal controls program, accounting policy and systems, and audit follow-up.
- **Office of Acquisition and Property Management (PAM)** provides policy, oversight and technical support to the SRPO for the implementation and coordination of the capital planning and overall asset management program across bureaus/offices.

## **POLICY AND OVERSIGHT**

DOI maintains a Capital Planning and Investment Control (CPIC) process that aligns with the annual budget formulation cycle. It includes development, review, and approval of five-year capital investment plans for each bureau/office that specifically identify and prioritize projects in accordance with DOI policy. The DOI SRPO and the Directors of PAM and POB, evaluate bureau plans and targets and engage bureau SAMOs to improve overall outcomes.

DOI currently leverages multiple processes to ensure appropriate reviews and approvals are required for real property acquisitions, expansions, growth, and associated offsets. These processes include requirements for Departmental review and approval of bureau Five-Year Construction Plans (owned assets) as well as Five-Year Space Management Plans (Direct Leases/GSA-provided space).

In addition to Departmental approval processes, DOI requires approval by the bureau CFO or SAMO for new direct leases, acquisitions, expansions and additions (or increases) to office and warehouse space before they can be implemented. Requests for expansions must also identify the specific offsets that will be incorporated into the project scope to ensure the bureau/office baseline is not exceeded.

The Department's capital planning activities are supported jointly by PAM and POB on behalf of the SRPO and CFO. In FY 2020, PAM issued updated CPIC policy and guidance. POB, meanwhile, in conjunction with PAM, issues the Deferred Maintenance and Capital Improvements (DMCI) Planning Guidance, an attachment to the Department's budget guidance, which informs the creation of the bureau Five-Year Plans. In FY 2020, PAM and POB updated the budget guidance to reflect the requirements of OMB M-20-03. Specifically, bureaus are tasked with the following:

- Needs Assessment/Gap Elimination. Bureaus are to conduct comprehensive needs assessment across the programs and mission critical portfolio to identify real property gaps in meeting mission requirements and the annualized estimated cost to eliminate mission gaps. The estimate is to be divided into critical lifecycle phases such as planning, acquisition/construction, operations, maintenance, repair, recapitalization/modernization, and disposal.
- Life Cycle Cost Estimate. Bureaus must describe a methodology for estimating the total lifecycle cost of the capital plan, including critical phases such as planning, acquisition/construction, operations, maintenance, repair, recapitalization/modernization, and disposal.
- Alternatives Analysis. Bureaus must describe alternatives analysis executed for programs, including cost-benefit methodologies, and how program levels are determined.

Capital planning is thoroughly integrated into the Department's overarching Strategic Plan. As stated in this Plan, DOI's goal is to:

“ ... balance mission delivery demands with adequate investments in operations and maintenance to sustain the portfolio in an appropriate condition befitting of our role as America's stewards. Appropriately maintained assets enable the DOI to accomplish habitat and resource management, provide outdoor recreation activities, deliver water, fulfill trust and treaty responsibilities, and provide critical economic inputs and job creation for local communities. Adequately constructed and maintained Federal real property supports healthy habitats and populations, availability of safe and reliable public use opportunities, and robust local economies.”

The Plan sets a goal for bureaus to prioritize DOI infrastructure needs and reduce deferred maintenance backlog and challenges the Department to improve the condition of its priority real property assets such that 84% are in the desired state of acceptable condition by the end of FY 2022.<sup>2</sup>

## **REDUCE THE FOOTPRINT**

The Reduce the Footprint (RTF) policy is still in effect, and DOI continues to strive to meet its space reduction goals. A summary of the Department’s space reduction targets for FY 2020-25 are included.

## **ATTACHMENTS**

Attached to this package are several foundational capital planning policies and guidance documents—the CPIC and DMCI guides and the budget guidance referenced above. Together, these form the core of the DOI capital planning program and describe the processes executed at each bureau. Also attached are DOI’s FY 2021-2025 Space Reduction targets and a list of capital projects in the DOI Five Year Plan as included in the Budget Justification to Congress.

1. Capital Planning Policy
2. Budget Guidance for DM/CI Plans
3. Deferred Maintenance and Capital Improvement Guidance
4. Capital Projects in 5 Year Plan
5. DOI Space Reductions Target Summary

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<sup>2</sup> DOI Strategic Plan for Fiscal Years 2018 – 2022 (<https://www.doi.gov/sites/doi.gov/files/uploads/fy2018-2022-strategic-plan.pdf>)

## **2. Capital Planning Policy**

## Department of the Interior Acquisition, Arts, and Asset Policy (DOI-AAAP)

<b>Title</b>	Capital Planning and Investment Control for Construction and Leased Space
<b>Reference Number</b>	0167
<b>Version Number</b>	1
<b>Function(s)</b>	Real Property, Space Management
<b>Point of Contact</b>	Collinge, Daniel P
<b>Source of this Requirement</b>	OMB Memorandum M-20-03, "Implementation of Agency-wide Real Property Capital Planning"
<b>Regulatory Reference</b>	OMB Circular A-11, Capital Programming Guide

### Version Detail

The table below describes the version history of this policy.

Version Number	Date	Author	Description of update
00	09/11/2020	Dan Collinge	This version rescinds and replaces the 2007 version of the guide.

### Purpose:

The purpose of this document is to establish the following guide as policy: [Capital Planning and Investment Control for Construction and Leased Space](#).

### Scope:

This policy applies to all bureaus and offices with construction activities, direct commercial leases, and GSA Occupancy Agreements (OA).

### Effective date:

This policy is effective upon signature.

### Background:

The [Capital Planning and Investment Control for Construction and Leased Space](#) guide has been updated to reflect current policies and practices. This version replaces the previous version, last updated in 2007.

### Action:

Bureaus and offices are responsible for adhering to the provisions specified in [Capital Planning and Investment Control for Construction and Leased Space](#).

### Attachments:

[Capital Planning and Investment Control for Construction and Leased Space](#)

### Approval Signature:

9/17/2020

**X Megan Olsen**

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Megan Olsen

Director, Office of Acquisition and Property Mana...

Signed by: MEGAN OLSEN

# Department of the Interior

## Capital Planning and Investment Control (CPIC) for Construction and Leased Space

**Version 3.0**

**August 2020**

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## EXECUTIVE SUMMARY

The United States Department of the Interior (DOI) invests more than \$1.5 billion in construction, renewal, replacement, and repair/rehabilitation projects annually. The success of these investments directly influences the ability of DOI bureaus to execute business plans and fulfill missions.<sup>1</sup>

In recent years, legislative and Administration mandates have been aimed at (1) ensuring that agencies consistently implement sound capital planning practices to optimize portfolios; and (2) identifying, planning for, and allocating resources to eliminate programmatic gaps. Significant legislative and policy requirements were identified in Executive Order 13327, “Federal Real Property Asset Management,” which promotes efficient and economical life-cycle management and use of Federal real property assets, OMB’s Real Property Strategy and Capital Planning Policy ([M-20-03](#)), the Federal Property Management Reform Act, and the Federal Asset Sale and Transfer Act.<sup>2</sup>

A well-defined, effective Capital Planning and Investment Control (CPIC) process helps ensure that DOI will achieve its mission and goals in a cost-effective manner and conform to the requirements above. This guide identifies and articulates the processes and measures to be used in overall management of construction capital investments and leases, with emphasis on those that are high cost or of critical importance.<sup>3</sup>

All bureaus with construction activities, direct commercial leases, and GSA Occupancy Agreements (OA) must employ a CPIC process that aligns with this guide to evaluate and manage major and non-major investments.

This CPIC process is supported and maintained within DOI by the Office of Acquisition and Property Management (PAM) and the Office of Budget (POB). Bureaus must provide updates on specific investments to PAM and POB as described in this guidance.

## CHAPTER 1—CPIC GUIDE PURPOSE, BACKGROUND, AND OBJECTIVES

### 1.1 Purpose

This guide identifies and articulates the requirements for selecting and managing capital investments to ensure that they are well conceived, cost effective, and support mission and business goals. The guide is based on direction and guidance from OMB, the United States Congress, and the Government Accountability Office (GAO). This guide addresses CPIC for constructed and leased assets and does not address CPIC for information technology assets managed through the DOI Chief Information Officer.

DOI bureaus are to use this CPIC Guide to establish, implement and maintain a capital programming process across the organization. Effective capital programming uses long range

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<sup>1</sup> The term "Bureaus" includes Departmental Offices.

<sup>2</sup> DOI defines assets as owned and leased buildings, structures, linear assets, and non-stewardship land used for administrative purposes. Non-stewardship land is the land associated with constructed assets such that it would be impractical to try to separate for sale. DOI also defines the motor vehicle fleet as an asset, but these are not covered in this CPIC guide.

<sup>3</sup> The term lease is used generically in this guide to include commercial leases, memorandum of agreement for space, and GSA Occupancy Agreements.

planning and a disciplined, integrated budget process as the basis for managing a portfolio of capital investments and leases to achieve performance goals with the lowest life-cycle costs and least risk. This process should provide agency management with accurate information on both programmatic needs and project-level acquisition and life-cycle costs, schedules, and performance of current and proposed capital investments and leases.

This CPIC Guide supports the following requirements for an effective capital planning program:

- Defining Mission Requirements for Real Property
- Conducting Prioritized Comprehensive Needs Assessment
- Performing Alternatives Analysis
- Prioritizing
- Estimating Portfolio Cost
- Defining Performance Goals and Metrics

## 1.2 Scope

- This guide provides high level direction for all capital investments and leases, but specifically describes the governance process for a major renovation, repair, replacement, rehabilitation, expansion or new construction project with a cost of \$20 million or higher.<sup>4</sup> Projects receiving appropriated funding or legislatively mandated work are subject to the requirements of this guidance. Certain processes also apply to actions taken under delegated leasing authorities and GSA Occupancy Agreements (OA) with annual costs greater than the GSA prospectus threshold.<sup>5</sup>

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## CHAPTER 2—CPIC PROGRAM ELEMENTS AND REQUIREMENTS

### 2.1 Definition of Capital Planning

The term capital planning as used in this guide is defined as follows:

(a) A structured approach to identifying, evaluating, prioritizing, and selecting capital investments across an organization to ensure the most critical investments are selected, that they are cost-effective, and are coordinated with other related investments to provide the greatest possible benefit to mission delivery; and (b) includes processes and decision points surrounding identification, evaluation, and selection of high cost leases or occupancy agreements.

### 2.2 Capital Planning and Investment Control Elements

The objectives of the CPIC program are achieved through the execution of the phases of the CPIC process discussed in further detail in Chapter 3. The elements of each phase include decision points in which executive boards review and approve a project's entry to the next phase, based on satisfactory completion of exit criteria from the prior phase. The elements for

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<sup>4</sup> As described in section 2.6, Capital investment projects between \$5 million and \$20 million in total costs require a business case that is reviewed, selected, and managed through the bureau-level CPIC program, but are not submitted to DOI. Bureaus are encouraged to implement a CPIC program for investments below \$5 million or as directed by DOI or OMB.

<sup>5</sup> <https://www.gsa.gov/real-estate/design-construction/gsa-annual-prospectus-thresholds>

each phase may be different or non-existent depending on whether the investment involves construction activities or a lease.

Successful implementation of the Department's CPIC methodology is demonstrated through:

- Identification of portfolio-wide resource needs within each phase of real property lifecycle.
- Executive support for high priority investments that support the strategic plan and mission of the organization. Authorized investments are incorporated into the budget process or alternative funding sources are identified.<sup>6</sup>
- Integrated construction and leasing plans and decisions by bureau leadership.
- Investments that meet cost, schedule, scope and performance goals.
- Management of investments that exceed pre-set variances for cost, schedule, and performance goals through well-defined Corrective Action Plans.
- Comparison of actual results to performance goals to assess investment performance.
- Assessment of completed capital investments to ascertain their continued effectiveness in supporting mission requirements.

CPIC requires organizational discipline, executive involvement, accountability, and focus on risks and returns using quantifiable measures.

### **2.3 Key Components in DOI's CPIC Program for Construction and Leased Space**

The CPIC environment defined in this guide consists of three key components: executive decision-makers, supporting tools, and repeatable processes described below.

#### **2.3.1 Executive Decision-makers**

Executive Decision-makers consist of the:

- Asset Management Council Executive Steering Committee (ESC) – This executive-level investment review board is supported by the inter-bureau Operations Board and subject matter expert teams such as the Space Management Partnership;
- Bureau Heads, Bureau Investment Review Boards (BIRB) with support from program managers;
- Project sponsors with support from project managers and integrated project teams.

These key decision-makers oversee the Department's and the bureaus' CPIC programs and processes. They are stakeholders in the success of the CPIC program, the success of individual projects, and the portfolio of individual projects that comprise the CPIC program.

#### **2.3.2 Supporting Tools**

DOI uses various software systems to aid in developing, managing, and tracking individual major construction projects. These tools allow for project development, prioritization, and business case development in accordance with OMB Circular A-11, and provide a streamlined system for entering, reviewing and revising investment analyses. The Department's tools include an electronic CPIC (eCPIC) system, and the Financial and Business Management System (FBMS).

Once a major investment concept has been approved by the BIRB these tools are also used to track investment performance. This includes quarterly status reports for all major projects

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<sup>6</sup> For Reclamation, new construction projects are approved by OMB and Congress (i.e., authorized) before they enter the budget process.

starting when design funds are requested in bureau budgets, and the Corrective Action Report and/or Change in Baseline Request for those projects at variance thresholds defined in section 3.3.3. These reports enable DOI and bureau executive decision-makers, project sponsors and project managers to review, analyze and report the progress of projects in a consistent manner.

FBMS is the official system of record for real property and leases managed by DOI. FBMS stores financial and property related information and supports the processes used to ensure accurate, complete, and timely accountability for capital investments.

### **2.3.3 Repeatable Processes**

CPIC is the DOI-wide process and practice for (1) making investment decisions and prioritizing the overall portfolio; (2) creating and analyzing the business case for these investments; and (3) managing execution of investments.

The three CPIC components of executive decision-makers, supporting tools, and repeatable processes are fundamental to enabling and successfully implementing the transition from a project-centric to a portfolio-based asset management approach. This approach ensures that managers:

- Make effective business and operational investment decisions on assets that contribute to the mission and strategic goals and further the Secretary's initiatives;
- Manage assets to optimize utilization, improve effectiveness and efficiency and promote regulatory compliance, stewardship, and resilience;

### **2.4 Requirements for CPIC Program**

All major construction projects, and GSA OAs greater than the GSA prospectus threshold within DOI must comply with this CPIC Guide and must be reviewed and approved by BIRBs.

All bureaus must develop and employ a CPIC process to evaluate and manage major construction investments and leases. Capital investment projects on DOI-owned assets between \$5 million and \$20 million in total costs require a business case that is reviewed, selected, and managed through the bureau-level CPIC program, but are not submitted to DOI, unless specifically requested. Capital investment projects above \$20 million in total costs require a business case that is reviewed and approved by DOI. Bureaus are expected to implement a CPIC program for investments below \$5 million, following the Department's Capital Improvement/Deferred Maintenance Planning Guidelines. Documentation of each bureau's CPIC process shall be available to PAM and the Senior Real Property Officer (SRPO).

A bureau CPIC process must establish and maintain management capability to:

- Identify comprehensive lifecycle investment needs across the portfolio of real property assets, aligned with distinct phases of asset life.
- Identify individual capital investments necessary for the bureau and DOI to meet mission and performance goals consistent with the Administration's priorities and the Department's and bureaus' strategic plans;
- Coordinate strategies and decisions across programs for owned and leased facilities;
- Promote collocation/consolidation activities to take advantage of economies of scale and shared facilities;
- Prioritize capital investments within overall program budgets;
- Invest in new projects and maintenance and repair of existing assets that are mission critical;
- Select the capital investment alternative that has the best value for the Government;

- Use value analysis to ensure an appropriate balance between function, lifecycle costs, and potential risks where appropriate;
- Adhere to Department and bureau project management principles;
- Modify or terminate projects that are over budget or behind schedule in consultation with contracting officer;
- Ensure accountability for results and performance of each project throughout its life cycle; and
- Identify when to dispose or replace investments that are not cost efficient to operate and maintain, no longer meet the mission needs, not utilized and/or are in poor condition.

## **2.5 Five-Year Plans**

Multi-year investment planning is a key element of capital planning. Bureaus shall implement processes for long-term investment planning and budgeting to ensure multi-year plans are maintained and support current priorities and investment needs across asset lifecycles.

The Five-Year Deferred Maintenance and Capital Improvement Plan (Five-Year Plan) is the basis for multi-year construction and major maintenance/repairs plans. The bureau Transportation Improvement Plan, with concurrence by the Federal Highway Administration, is the basis for multi-year transportation capital improvements funded from the Highway Trust Fund, authorized by Title 23 of U.S. Code. Guidance for developing these plans is provided annually through the Department's "Deferred Maintenance and Capital Improvement (DMCI) Planning Guidelines" (formerly known as Attachment G). The Five-Year Space Management Plan (SMP) is the basis for representing multi-year space management actions. Five-Year Plans should align closely with bureau Strategic Plans, which may span a timeframe longer than five years.

Development and maintenance of the Five-Year Plan, Transportation Improvement Plan, and SMP will help bureaus identify major capital asset projects early in the project planning process and align them with the appropriate CPIC process elements. The plans will be reviewed by DOI to ensure alignment with policies, initiatives, and to identify potential opportunities for coordination across bureaus. It is important to note that while the Five-Year plan requirements apply to all proposed projects, including major capital asset projects, the CPIC process elements are only required for major capital projects as defined below.

## **2.6 Thresholds for Capital Planning**

Major projects are capital investments and leases that require special management attention because of their importance to the agency mission; high costs; high risk; high return; or their significant role in the administration of agency programs.

Major projects meet at least one of the following criteria:

- The total planning, design and construction activity costs funded through DOI sources are greater than \$20 million, including multi-phase projects that total more than \$20 million for all phases combined;
- Component renewal activities that, for a specific component type, total more than \$20 million over the lifecycle of the asset;
- Direct Leases (Delegated and Independent Statutory Authority), GSA Occupancy Agreements, or Tenant Improvements greater than the GSA annual prospectus threshold;
- Other significant projects requested by OMB or DOI.

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These investments are of strategic importance for the Department and thus require greater

evaluation, approval levels, and oversight. They will be subject to both bureau and DOI CPIC review processes and reporting requirements, including eCPIC business cases, quarterly variance reports, corrective action reports, and, as necessary, baseline change requests. These investments are also subject to OMB submittal, review and approval at each phase of the CPIC process.

For investments less than the thresholds discussed above, the bureau shall develop an internal planning process based on the basic tenets presented in this guide. Investments between \$5 million and \$20 million in total costs require a business case that is reviewed, selected, and managed through the bureau-level CPIC program, but is not submitted to DOI. Bureaus are encouraged to implement a CPIC program for investments below \$5 million or as directed by DOI or OMB.

## 2.7 Roles and Responsibilities

The following departmental and bureau decision-making and oversight bodies play an ongoing role in managing the CPIC process. The governing and approval bodies are responsible for ensuring that investments meet DOI strategic, business, and technical objectives.

- ❑ **Asset Management Council Executive Steering Committee (ESC)** is responsible for executive leadership, strategic guidance, and oversight of the Departmental asset management program, including the CPIC Process and real property initiatives. The ESC also oversees the implementation of the DOI Real Property Efficiency Plans, Five-Year Deferred Maintenance and Capital Improvement Plans, and the Five-Year Space Management Plans. The Principal Deputy Assistant Secretary- Policy, Management, and Budget, is the Department's Senior Real Property Officer, and the Assistant Secretary- Policy Management and Budget chairs the ESC. The ESC is composed of senior Departmental officials and bureau Senior Asset Management Officers with responsibility for facility management and implementation of E.O. 13327.
- ❑ **Asset Management Council Operations Board (OB)** is a standing body within DOI under the ESC authority, which supports the ESC on matters related to real property asset management. The Space Management Partnership, the Transportation Coordinators Partnership, the Departmental Energy Conservation Committee, and the Heritage Asset Partnership also provide support to the OB and ESC.
- ❑ **Bureau Investment Review Boards (BIRBs)** are responsible for assessing if proposed investments address identified business needs. Each BIRB establishes criteria that will be used when making investment decisions, and will approve those investments that best support the Bureau Strategic Plan—including major and non-major projects. They are responsible for ensuring the preparation and thorough review of business cases, identifying project integration opportunities, reviewing multi-year plans and investment decisions for consistency with the approved investment strategy, and managing bureau investment portfolios and overseeing the bureau's CPIC process.
- ❑ Membership of the BIRB should include representation from the following business areas: mission programs, acquisition, budget, financial management, information management, administration, planning, construction, and human resources. The BIRB reports to the Bureau Director, Bureau Deputy Director, or the Senior Asset Management Officer. Requirements for BIRB project review and approval extends to all new investment proposals as well as changes in baseline and other significant corrective

actions proposed for ongoing projects. BIRB review and approval are prerequisites for Departmental review of requests for change in baseline of current ongoing projects.

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**Capital Planning Staff** support the work of the BIRB in the management of the bureau's project portfolio and identify major and non-major projects with a total planning, design and construction cost of \$5 million or greater for placement in the multi-year construction plan for consideration by the BIRB. Capital planning staff, in coordination with the project sponsor and project manager, provide essential information on a continuous basis to the BIRB on the status of projects so that the BIRB can effectively govern the bureau's portfolio of investments.

## 2.8 Project Management

Project Management requires use of an integrated skill set to address project planning, scope management, cost, schedule, performance, risk, and organizational management.

The **Project Sponsor** has final authority over the project's strategic direction, the project manager, and oversight of the Integrated Project Team (IPT). The sponsor obtains budget approval for the project, accepts responsibility for problems escalated by the project manager, resolves conflict issues and scope changes, approves major deliverables, signs-off on project documents such as the business case, risk management plan and project initiation document, provides high-level direction and champions the project. The sponsor is responsible for ensuring necessary deliverables are provided to the BIRB, ESC, and other executive steering committees.

The **Project Manager** is responsible for coordinating all tasks related to project implementation, delivering the investment on schedule and within budget, and communicating with stakeholders (i.e., users, customers, sponsor(s) and senior leaders). Project managers must meet the requirements of DOIs FAC-P/PM policy.<sup>7</sup>

## 2.9 CPIC Timeline and Quarterly Updates

The DOI CPIC process supports the major budget milestones and procurement activities. Refer to the most recent version of the Department's DMCI Planning Guidelines (formerly known as Attachment G) for the Five-Year Plan and CPIC schedule of deliverables.

Bureaus must submit quarterly updates for the current fiscal year for review by PAM and POB. Bureaus must be available to meet with PAM and POB to discuss submissions.

Specific deliverables may include but are not limited to:

- Business cases for all ongoing prior year and current year projects, including ongoing major projects requesting funding in the upcoming budget
- Quarterly update memos for all approved projects and any baseline changes
- Corrective Actions Reports for any project that reports a negative variance of five percent or more in cost and/or schedule
- Summary Status Report identifying planned versus actual cost and schedule information for each project.

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<sup>7</sup> DOI has implemented the direction of the Office of Federal Procurement Policy of April 25, 2007 that establishes a "Federal Acquisition Certification Program and Project Managers" program requiring the certification for program and project managers that are assigned to major acquisitions as defined in OMB Circular A-11, Part 7, Exhibit 300, "Planning, Budgeting, Acquisition, and Management of Capital Assets."

## **2.10 Major Project Investment Proposals**

Bureaus that have major project proposals in year three of respective multi-year plans shall prepare and submit a preliminary project data sheet (PDS) or equivalent, describing the investment. If the preliminary PDS is approved by the BIRB and department SRPO, bureaus will submit a detailed business case in the department's CPIC software program once the project is listed in year two of the multi-year plan, according to the guidelines provided in this document.

The BIRB evaluates major project business cases for quality and conformance to policies and guidelines. The BIRB reviews and scores the project business cases against applicable strategic investment criteria.

The BIRB's approval of concept indicates that the bureau has done the preparatory work necessary to fully justify the investment and has the mechanisms and budget in place to manage the investment through acquisition, development, implementation and operation/maintenance. The investment must still compete for funding as it progresses through the budget process.

All new investments using DOI funds must appear on a current Five-Year Deferred Maintenance and Capital Improvement Plan, Space Management Plan, or Transportation Improvement Plan. Supplemental appropriations will be addressed on a case-by-case basis. Bureaus are responsible for carrying out the training and establishing the necessary internal controls to ensure capital expenditures are only made for approved projects.

These elements provide a consistent and predictable flow and coordination of activities within each phase of a major capital investment.



## CHAPTER 3—CPIC PROCESS BY PHASE

### Chapter Overview

This Chapter defines the construction CPIC process applied to major projects and presents the governance roles and responsibilities. The bureaus' CPIC programs must conform to the governance process defined in this chapter.

Essentially, a project is conceived to meet mission demands or needs, submitted through bureau-wide requests for investment needs, and evaluated against structured prioritization criteria (**Requirements Phase**). (Occasionally, a project is directly authorized and mandated by Congress.) Various possibilities may be considered in the business case analysis segment, and the overall value to the Government of each alternative will be assessed and compared to select the best possible project (**Planning/Programming**). The life-cycle costs and funding sources for the proposed alternatives must also be examined, and the project will be programmed with respect to the timing for its completion and for available funding.

After the scope of the project is clearly defined, detailed engineering design will provide the documents for construction, and a class B cost estimate will serve as the baseline for cost control (**Design**). In the procurement and construction segment, the delivery of materials and the completion of the project on site must be carefully planned and controlled over the period of performance (**Construction**). Finally, the management of the facility is turned over to the sponsor for full occupancy/control (**Operations and Maintenance**) until the facility is designated for demolition or conversion (**Disposal/Reinvestment**).

The following subchapters outline the phases of the CPIC process, each following the same basic format:

- Purpose—Describes the objective of the phase;
- Entry Criteria—Describes the phase requirements, and thresholds for entering the phase; and
- Decision Needed—Describes the decision needed to move to the next phase.

In the management of an investment, completing one phase is typically necessary before beginning a subsequent phase. In each phase, the BIRBs review investments to ensure that each investment receives the appropriate level of managerial review and that coordination and accountability exist.

**Figure 3-1** below outlines the five phases of the DOI CPIC process with respect to typical construction activities.

Construction Capital Planning and Investment Control Process (CPIC)						
For projects > \$20.0M in total cost (to include design, construction and FF&E)						
Program Requirements	Requirements Phase	Planning / Programming	Design	Construction	Operations & Maintenance (O&M)	Disposal/ Reinvestment
<b>Examples of Elements each in Phase</b>	Requirements / Project Description	Programming Study	Design	Construction	Post Occupancy Evaluation	Reinvestment/ Recapitalization Project Planning
	Project Justification	Value Analysis	Construction Documents	Furniture	AUC Close Out	Decommissioning
	Identify Options	Alternatives Analysis / Collocation Opportunities	Contracting Package	Award Construction Contract	Commissioning	Tenant Moves
	Acquisition Strategy / Plan	Acquisition Strategy / Plan	Value Engineering Studies	Construction Management	Evaluate Performance	NHPA
	Preliminary Environmental Analysis	NEPA / NHPA	Establish AUC	Post Award Services	Execute O&M	Intra-Agency Transfers
	Program Plan	Risk Management Plan	Spend Plan	AUC Transfers	Condition Assessments	Excess Property Reporting
	Initial Business Case	Spend Plan / Cost Estimate and Schedule	Schedule	Disposal of Excess		Demolition, Disposal, External Transfers
	Preliminary NPV/Benefit-Cost Analysis	Update Program Plan	Class A Estimate for Construction	O&M Plan		Property and Financial Record Updates
	Class D, C Estimates for Construction	Class B Estimate for Construction		Move In		
				Close-Out		
<b>Bureau Role</b>	BIRB Approves Business Case, Plans for Meeting Compliance Requirements, Proposed Schedule, Scope and Cost Estimate	BIRB Approves Program Plan, Updated Estimate and Schedule	BIRB Approves Final Program, Estimate, and Schedule	BIRB Reviews Quarterly Status of Construction Cost/Schedule	Maintain Asset to Ensure Acceptable Condition	BIRB Decides to Dispose or Reinvest in Asset
<b>DOI Role</b>	AMC ESC and Chair Briefed on scope of 5 Year Plan (Major Projects)	ESC Chair Briefed on Program Plan / Estimate / Schedule; May Request ESC Concurrence or Elevate	ESC Chair Briefed on Final Plan / Estimate / Schedule; May Request ESC Concurrence or Elevate	ESC Briefed on Projects at Substantial Variance in Cost/Schedule and Completion	Monitor Portfolio to Ensure Acceptable Condition	ESC Briefed on Major Disposals/Proposed Reinvestment Projects
<b>AMC ESC Chair Decision Needed</b>	Approval of Project Prioritization and Program (5-Year Plans) through Budget	Approval to Move to Design Phase (Design Funding) through Budget	Approval to Move to Construction Phase (Construction Funding) through Budget	N/A	N/A	N/A
<b>Suggested Schedule</b>	Construction Year -3	Construction Year -2	Construction Year -1	Construction Year	Construction Year +	Construction Year +

Figure 3-1 DOI CPIC Phases with Respect to Typical Construction Activities

## 3.1—REQUIREMENTS PHASE

### 3.1.1 Purpose

The Requirements Phase provides a process to:

- Capture bureau-wide investment needs.
- Assess an investment's contribution to bureau and Departmental strategic and mission needs.
- Identify initial requirements for leases or OAs.
- Provide initial analysis to further support construction investments.

In the Requirements Phase, the Project Sponsor will link proposed investments to the bureau and Departmental mission and strategic plan goals and objectives. Senior bureau and office decision-makers assess each proposed investment's support of DOI's strategic and mission goals and incorporate it into the appropriate outyear of the Five-Year Plan. Project sponsors and managers compile the information necessary for developing preliminary business case supporting multi-year plans. Class D and C cost estimates are included in years 4 and 5 of a 5-year plan and cost estimates get progressively more detailed as projects get closer to execution.

In the Requirements Phase, project managers begin the process of defining key stakeholders, business requirements, performance measures, benefits and costs, and how the project supports a business case. Project managers will also prepare a preliminary PDS for inclusion in the Department's Five-Year Plan.

#### Typical Activities include:

- Initial Scoping
- Acquisition Strategy
- Real Estate Options
- Compliance Planning
- Justification, Purpose and Need Statements
- Initial Business Case
- Class D/Class C Cost Estimates
- Preliminary Net Present Value/Benefit-Cost Analysis

### 3.1.2 Entry Criteria

Prior to entering the Requirements Phase, the project must have a concept that supports the bureau and Department mission needs (i.e., supports a business case).

### 3.1.3 DOI Decision

Approval of Five-Year Plan, Transportation Plan, and SMP for Major Investments by the Chair, ESC.

## 3.2—PLANNING/PROGRAMMING PHASE

### 3.2.1 Purpose

In the Planning/Programming Phase, DOI requires a structured review and evaluation process that ensures that the proposed investments in the second and third year of the Five-Year Plan and the Transportation Plan fully support the mission and strategies of the Department. Individual investments are evaluated against Administration and DOI initiatives and in terms of technical merit and program enhancement as measured by cost, schedule, benefit, and risk.

In this phase, the BIRBs review and approve project business cases where the total cost for planning, design and construction meets or exceeds \$5 million (or the GSA Prospectus Level). PAM staff review the business cases for projects exceeding \$20 million or meeting the criteria in Section 2.6 (Thresholds for Capital Planning) of this guide for ESC approval.

### **Typical Activities and Potential Deliverables**

- Alternatives Analysis
- Market Surveys
- Net Present Value/Benefit-Cost Analysis Updates
- Scoping/Programming Study
- Value Analysis
- Evaluation of Collocation Opportunities
- Environmental Assessments/NEPA
- Class B Cost Estimate
- Tenant Improvement Allowances
- Updated Business Case
- Risk Management Plan
- Project Schedule with Milestones and Dependencies Identified

### **3.2.2 Entry-Criteria**

Prior to entering the Planning/Programming Phase, investments must be included in the DOI approved Five-Year Plan, Transportation Plan, or SMP.

### **3.2.3 Decisions**

The Planning/Programming Phase begins with an investment concept (approved during the Requirements Phase) and further develops the business case (for major construction activities only) including acquisition plan, risk analysis, performance measures, budget and a project schedule. These plans lay a foundation for success in subsequent phases. The Planning/Programming Phase culminates in a well-defined business case, concept sketches, preliminary environmental analyses, updated cost estimates, and an approval to move to the Design Phase. In some cases, these deliverables must be completed prior to entering this phase. The decision to modify or terminate a project may be made in this phase if a project cannot demonstrate a solid purpose and need justification as well as a strong connection to a well-developed business case.

## **3.3—DESIGN AND CONSTRUCTION PHASES**

### **3.3.1 Purpose**

The CPIC actions in the Design and Construction Phases focus on ensuring that projected benefits are being realized; cost, schedule and performance goals are being met; risks are understood, minimized and managed; and the investment continues to meet strategic needs. Decisions are based upon reviews at key milestones during the project's design and construction lifecycle. Investments should be tracked against the Risk Management Plan developed in the Planning Phase. Departmental and bureau management decision-making and reviewing bodies should regularly monitor the progress and performance of ongoing capital investment projects against projected cost, schedule, performance, and scope. BIRB and DOI reviews occur through quarterly summary and variance reports and updated capital asset business plan submissions (for major construction activities only). Projects that are at significant

variance from the planned baselines should be considered for corrective actions, as defined in section 3.3.3.

### **Typical Activities**

- Architectural/Engineering Services
- Pre-Design
- Establish Asset Under Construction (AUC) Accounting
- Value Engineering Studies
- Design – 35%, 60%, 95%, and 100% milestones (typical)
- Class A Cost Estimate
- Construction Solicitation
- Bid Openings
- Construction Management and Inspection
- Construction Close-out
- Post Construction Documentation
- Post Award Change Orders
- Tenant Improvement Reimbursable Work Authorizations
- Furniture, Fixtures, and Equipment Procurement and Installation
- Operations and Maintenance (O&M) Plan Development
- Building Commissioning Plan Development and Implementation

### **3.3.2 Entry Criteria**

Prior to entering the Design or Construction Phase, investments must have:

- Obtained funding to begin the design phase of the investment;
- An approved schematic or concept that details the entire project scope;
- Established performance goals and quantifiable performance measures;
- Developed a project plan which details quantifiable objectives, including an acquisition/outlay schedule, project deliverables/milestones and projected and actual costs; and
- Identified costs, schedule, benefits and risks.
- Approved construction documents (Construction Phase)
- A BIRB approved Program of Requirements (Leases)

Once the investment enters the Design or subsequent Construction Phase, the project manager is responsible for the project performance and execution. The BIRB will monitor the project throughout planning, design and construction and the bureau will report investment status through quarterly reviews to DOI. The Project Manager, in coordination with the bureau Capital Planning Staff, will develop a milestone review schedule for evaluation and approval by the BIRB.

### **3.3.3 Decisions**

The Design Phase culminates with the BIRB approval of the project's final business case, design, and construction documents, and ESC Chair concurrence so construction funding can be requested. For projects \$20 million and above, the project business case is submitted to DOI Budget and Acquisition & Property Management Office for projects in the 5-Year Plans for the current fiscal year, the upcoming fiscal year, and the following fiscal year (current FY+2). The BIRB shall approve the final business case of a project prior to a funding request appearing on year 1 of a 5-Year Plan. The final business case is the basis of the Budget request and PDS printed in the budget justification.

Throughout the Construction phase, the project sponsor and project manager provide the BIRB with project reviews to assist them in monitoring all investments in the portfolio.

Project reviews at the BIRB provide an opportunity for stakeholders to raise issues concerning the capital investment, including risk management, safety, value engineering change proposals, contract modifications, inspection management, budget, schedule and scope variances, etc., to the project manager and BIRB Chair for appropriate action. If the project is at a negative variance of five percent or more, a corrective action plan or a request for a change in baseline will be sought from the ESC Chair.

PAM and POB maintain a control review schedule for all projects in the Department's major investment portfolio and monitors investments quarterly.

## **3.4—OPERATIONS AND MAINTENANCE PHASE**

### **3.4.1 Purpose**

The purpose of the Operations and Maintenance (O&M) Phase is to ensure expected results after an investment is fully constructed and operational and to continue appropriate lifecycle management of the investment. This is done to ensure the long-term success of the investment, identify deficiencies while the project is still under warranty, identify the level of customer satisfaction, and monitor condition over time. The O&M Phase begins upon acceptance of the constructed facility/asset. The primary review focus during this Phase is on the mission support, cost, and condition assessment.

### **Typical Activities**

- Occupancy
- Building Commissioning
- Assessing customer satisfaction
- Financial accounting (Asset Under Construction) transfers and In-servicing
- Enterprise Asset Management System updates for inventory and O&M Plans
- Post Occupancy Evaluation
- O&M Plan Execution
- Condition Assessments
- Update as necessary to address emerging issues or impacts due to natural events or unforeseen circumstances

### **3.4.2 Entry Criteria**

The O&M Phase begins once the project has been accepted and occupancy or other use of the facility begins. Prior to entering the O&M Phase the investments must have:

- Completed construction;
- Accepted and validated operations and maintenance (O&M) manuals, staff training, and pertinent contractor deliverables
- Issued appropriate contracting documents to the contractor indicating acceptance of the project;
- Identified and collected warranties and documentation; and
- Completed the final business case for submission to DOI.

### **3.4.3 Decisions**

In the O&M Phase, projects move from implementation to warranty and maintenance. From the time the project is completed it is monitored for performance, reliability, sustainability, and user satisfaction. Comprehensive condition assessments, annual and cyclic maintenance, and other

capital investments are programmed across the lifecycle of the now active asset. Decisions include whether the asset still aligns with bureau strategies and unit management plans, to continue utilization of the asset, and if/when to make lifecycle investments.

## **3.5—DISPOSAL/REINVESTMENT PHASE**

### **3.5.1 Purpose**

The purpose of the Disposal/Reinvestment Phase is to evaluate assets at the end of their current lifecycle to determine whether it is in the Government's best interest to dispose of the asset, convert the asset to a new use, or recapitalize the asset for a new lifecycle.

### **Typical Activities**

- Reinvestment/Recapitalization Project Planning
- Decommissioning
- Tenant Moves
- National Historic Preservation Act Evaluations
- Intra-Agency Transfers
- Excess Property Reporting
- Demolition, Off-site Disposal, External Transfers
- Property and Financial Record Updates

### **3.5.2 Entry Criteria**

The Disposal/Reinvestment Phase begins once the asset has reached the end of its planned life and investment needs are beyond those programmed under operation and maintenance or lease.

Prior to entering the Disposal/Reinvestment Phase the investments must have:

- Achieved the end of its planned life or been subject to significant unplanned deterioration;
- Lease expiration within 36 months;
- No longer meets the defined need of the initial investment or comprehensive plans;
- Condition warrants reinvestment or disposal
- Bureau support for decommissioning;

### **3.5.3 Decisions**

In the Disposal/Reinvestment Phase the BIRB decides when assets are no longer supporting the bureau mission and should be disposed, or to reinvest in the asset. Assets determined to be disposed are prioritized for inclusion in bureau disposition programs. For leases, this phase includes consideration of whether the need still exists, whether the need can be supported in another location through consolidation, or whether the lease should be terminated, recompeted, or renewed.

## APPENDIX A – GLOSSARY OF KEY TERMS AND ACRONYMS

**Acquisition Plan** – Description of the acquisition approach including the contract strategy (defined government and contractor roles and responsibilities and major milestones).

**Alternatives** – Viable options to achieve the same programmatic goals wherever practical and more cost beneficial, including new program design or operational improvements through cross-cutting initiatives or cross-servicing prior to selecting an alternative.

**Alternatives Analysis** – An analysis to compare and evaluate the costs and benefits of various alternatives for meeting a requirement for the purpose of selecting the alternative that is most advantageous to the enterprise.

**Assets** – For the purposes of this guidance, assets are owned and leased buildings, structures, linear assets, and non-stewardship land used for administrative purposes. Non-stewardship land is the land associated with constructed assets such that it would be impractical to try to separate for sale. DOI also defines the motor vehicle fleet as an asset, but these are not covered in this CPIC guide.

**Bureau Head** – Senior bureau executive responsible for approving the multi-year investment plan and Capital Asset Plan and Justification documents.

**Business Case** – A structured proposal for business improvement that functions as a decision package for organizational decision-makers. The business case provides justification that the initiative supports DOI's core business or strategic goals and meets legislative requirements and includes documentation of performance measures, analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints and a risk-adjusted benefit-cost analysis.

**Capital Assets** – Land, buildings, structures, and equipment that are used by the Federal government and have an estimated useful life of two years or more

**Capital Improvement** – A capital improvement is generally a non-recurring expenditure or any expenditure for physical improvements. This includes costs for acquisition of existing buildings, land, or interests in land; construction of new buildings or other structures, including additions and major alterations; construction of streets and highways or utility lines; and acquisition of fixed equipment.

**Capital Investment** – The direction of resources towards a capital improvement, alteration, recapitalization, modernization, or new construction.

**Capital Planning and Investment Control** – A decision-making process for ensuring that investments integrate strategic planning, budgeting, procurement, and management of the asset (IT, construction, etc.) in support of agency missions and business needs.

**Capital Project** – A form of capital improvement which includes the planning, engineering, procurement and construction activities for buildings, plants, facilities and infrastructure.

**Class A Cost Estimate** – A detailed cost estimate which is prepared at completion of construction drawings and specifications. It is often referred to as the Official Government Estimate.



**Class B Cost Estimate** – An estimate prepared based on the fully developed schematic design, typically at the 30% to 50% complete construction drawing level. The Class B cost estimate will serve as the baseline for cost control. It continues to be revised and refined until it results in the Class A cost estimate or Official Government Estimate.

**Class C Cost Estimate** – An updated Rough Order of Magnitude cost estimate based on unit costs of similar construction.

**Class D Cost Estimate** – An initial, conceptual Rough Order of Magnitude cost estimate based on unit costs of similar construction.

**Commissioning** – A systematic process of ensuring, using appropriate verification and documentation that all facility systems perform interactively in accordance with the design documentation and intent of the facility and that operational needs of the facility, including preparation of operation personnel, are met.

**Controls** – Ongoing monitoring process that manages capital projects against predetermined schedules, budgets, and performance measures.

**Earned Value Management** – A management technique that relates resource planning to schedules and to technical, cost and schedule requirements. All work is planned, budgeted and scheduled in time-phased "planned value" increments constituting a cost and schedule measurement baseline. The two major objectives of an earned value system are to encourage contractors to use effective internal cost and schedule management control systems and to permit the government to be able to rely on timely data produced by those systems for determining product-oriented contract status.

**Investment** – The decision by a DOI organization to expend resources or the actual expenditure of resources on selected initiatives with the expectation that the benefits from the expenditure meet or exceed the value of the resources expended.

**Investment Control** – The ongoing monitoring and management of the performance of projects that comprise DOI's capital investment portfolio against cost, schedule, risk, and technical baselines, and the identification of corrective actions to manage and mitigate project risk.

**Major Project** – A project that requires special management attention because of its importance to an agency mission; its high development, operating, or maintenance costs; or its significant role in the administration of agency programs, finances, property, or other resources.

**Post Occupancy Evaluation** – An evaluation process of a construction investment or project that addresses the operational and conditions against the actual cost, schedule and other results achieved, after an investment or project has been completed.

**Project** – For the purposes of this document, a project is a set of construction activities, organized, bundled, and managed to attain an intended goal or outcome. A project may include one or more assets, and has a defined cost, budget, and schedule.

**Project Manager** – Responsible for managing all CPIC program activities that may include many individual projects. Reviews project Capital Asset Plan and Justification documents before review by the BIRB. Provides oversight for project performance and maintains information project status, control, performance, risk, corrective action and outlook. Has lead responsibility

for project execution and is accountable to the Project Sponsor on issues related to the project.

**Project Plan** – Outlines the technical and management (performance-based) approach to be followed for a project. This includes project milestones and associated resources, tools and techniques, and organizational roles and responsibilities.

**Project Sponsor** – Identifies the initial deficiency or need for an individual project and frames the project requirements necessary to resolve the need. Oversees preparation of documents necessary to describe the project need and request funding. Accountable for the overall success of the project from concept to project completion.

**Recapitalization** - Investment that does not increase function or capacity but does extend the life of a facility.

**Risk** – An uncertain event that affects the performance objectives (cost, schedule, scope or quality) of a project, usually negatively.

**Risk Management** – An approach for addressing the risks associated with investment. Risk management includes identification, analysis, prioritization and control of risks. Especially critical are those techniques that help define preventative measures to reduce the probability of these factors from occurring and identify countermeasures to successfully deal with these constraints if they develop.

**Value Analysis (VA)** – A systematic process of reviewing and analyzing the requirements and functions of processes, systems, project, equipment, facilities, services, and supplies for the purpose of achieving the essential functions at the lowest lifecycle cost consistent with required performance, reliability, quality, and safety. The process is generally performed in a workshop environment by a multidisciplinary team made up of in-house agency personnel and/or by contractor personnel. The term Value Management (VM) is often used when conducting VA Studies of administrative procedures, organizational structures, or management systems.

**Work Breakdown Structure (WBS)** – A deliverable-oriented decomposition of a project into smaller components to ensure that a program is completely defined at appropriate levels. The WBS is used in Earned Value Management.

## APPENDIX B – REFERENCES

- [Executive Order 13327 - Federal Real Property Asset Management \(E.O. 13327\)](#)
- [Capital Programming Guide, Supplement to OMB Circular A-11 - Preparation, Submission, and Execution of the Budget](#)
- [Department of the Interior Deferred Maintenance and Capital Improvement Planning Guidance](#)
- [DOI-AAAP-0004, Implementing OMB Circular A-131, Value Engineering](#)

### **3. Budget Guidance for DM/CI Plans**

**Exhibit 6c: Deferred Maintenance and Capital Improvement/  
Construction Five-Year Plans**  
(BLM, USGS, FWS, NPS, BIA, OWF and Reclamation)

**NOTE: Bureaus and Offices with Deferred Maintenance and Capital Improvement/Construction Programs may receive additional guidance on presenting these programs in the FY 2022 President's Budget.**

Please refer to 2021 DMCI Program and Budget Guidelines for detailed instructions on how to complete Project Data Sheets. An updated version of the Guidance was distributed to the Department's Bureau/Office budget officers, senior asset management officers, and the senior asset management team operations board on June 24, 2019.

To the extent applicable, submissions shall be consistent with Secretarial Orders 3347, "Conservation Stewardship and Outdoor Recreation," and 3356, "Hunting, Fishing, Recreational Shooting, and Wildlife Conservation Opportunities and Coordination with States, Tribes, and Territories."

Bureaus should submit all documents using the MAX site created for the Departmental Submission.

### **Simplified Approaches to Planning and Design**

In order to maximize the value of available resources, the Department of the Interior is encouraging Bureaus/Offices to develop standard or prototypical designs or design standards for classes of assets (e.g., visitor centers, recreation facilities, schools, administrative buildings, and housing) that can be implemented across multiple sites with minimal design changes. Bureaus/Offices are also encouraged to continue to use streamlined acquisition methods to expedite the design/construction timelines and increase opportunities for cost savings. Such approaches result in the best value to the government.

When proposing new or replacement facilities in a deferred maintenance/capital improvement or construction project list, Bureaus/Offices must determine where use of these standard designs for a class of asset can be successfully employed to meet the mission needs of the asset. This determination may best align with the conceptual value engineering study.

### **Implementation of Real Property Capital Plan**

As part of the recently issued "Addendum to the National Strategy for the Efficient Use of Real Property," the Office of Management and Budget (OMB) now requires agencies to implement a rigorous capital planning process consistent with the Capital Programming Guide in OMB Circular A-11. Refer to OMB Memo M-20-03, "Implementation of Agency-wide Real Property Capital Planning" for details. Although the Department's Deferred Maintenance and Capital Improvement Guidelines satisfy many of the updated OMB standards, Bureaus/Offices will need to provide additional information to meet the initial agency submission deadline of December 31, 2020.

Bureaus/Offices must begin/continue to incorporate the elements described below into their internal capital planning processes and decisions and be prepared to provide the Office of Budget (POB) and Office of Acquisition and Property Management (PAM) with summary information, as requested. PAM and POB acknowledge that fully meeting the expanded Capital Planning requirements will be an iterative process. Further guidance on these elements is under development by the Federal Real Property Council and may be released this summer.

- Needs Assessment/Gap Elimination. Conduct comprehensive needs assessment across the programs and mission critical portfolio to identify real property gaps in meeting mission requirements and the annualized estimated cost to eliminate mission gaps. The estimate should be divided into critical lifecycle phases such as planning, acquisition/construction, operations, maintenance, repair, recapitalization/modernization, and disposal.
- Life Cycle Cost Estimate. Describe a methodology for estimating the total lifecycle cost of the capital plan, including critical phases such as planning, acquisition/construction, operations, maintenance, repair, recapitalization/modernization, and disposal.
- Alternatives Analysis. Describe alternatives analysis executed for programs, including cost-benefit methodologies, and how program levels are determined.

Reduce the Footprint. The Reduce the Footprint (RTF) policy is still in effect, and Bureaus/Offices must continue to submit annual reduction targets for office, warehouse, and owned property space. Bureaus/Offices are encouraged to invest in consolidation and collocation projects that result in cost savings.

## **Project Data Sheets**

For the Summary and Individual Project Data sheets, do not use acronyms in the fields for Facility/Unit Name or Project Title/Description. Please be sure you can read the entire Facility/Unit Name and Project Title/Description. See the formatting guidance in the 2021 DMCI Program and Budget Guidelines.

The summary PDS template (included here and sent under separate cover) includes an additional column for “Incorporates Standard Design”):

- If the new or replacement project utilizes a standard design or a modified standard design, enter “Yes”
- If the new or replacement project does not utilize a standard design or a modified standard design, enter “No”
- If the project is not new construction or a replacement project, enter “N/A”

## **Construction**

**Summary Project Data Sheets and Individual Project Data Sheets are due at the time of the Bureau or Office Greenbook submission to POB.**

**BIA, FWS, NPS and Reclamation** – The Department is committed to the repair and rehabilitation of current assets. Submissions should continue to focus Construction funding on major repair, rehabilitation, or renovation of existing assets. The “no new construction” policy will remain in effect through 2022; however, in-kind replacements without expansion or functional change are permitted. Waivers to this policy are to be requested through Bureau Senior Asset Management Officers to the DOI Senior Real Property Officer through PAM/POB. Bureaus must reserve three percent of the total Construction request for disposal/consolidation activities with emphasis on those that result in cost savings through reduced O&M or reduction in leased space costs.

## **Deferred Maintenance and Capital Improvements**

**Summary Project Data Sheets are due at the time of the Bureau or Office Greenbook submission to POB.**

**BLM, FWS, NPS, OWF, BIA, and USGS** – Bureaus/Offices are required to discuss asset condition and any asset classes (e.g. Housing, Recreation Facilities, etc.) which are prioritized at the funding level.

Bureaus with funding for the Department wide Joint Communications Infrastructure Improvement Program should ensure the funding for this initiative continues in all years of the five-year plan.

## **4. Deferred Maintenance and Capital Improvement Guidance**





UNITED STATES  
DEPARTMENT OF THE INTERIOR  
Director of Budget

**Memorandum**

**To:** Bureau Budget Officers

**From:** Director, Office of Budget *Denise Flanagan* JUN 24 2019

**Subject:** 2021 Budget Guidance – Deferred Maintenance and Capital Improvements (DMCI) Planning Guidelines

Attached please find instructions related to development of the FY 2021 – 2025 five-year deferred maintenance and capital improvement (DMCI) Plans. Data formats will also be available electronically.

Bureaus provided FY 2021 – 2025 summary project data sheets for construction programs as part of the FY 2021 Departmental budget submission that was due on June 7, 2019. Bureau submissions for DMCI plans to support the 2021 budget formulation process for OMB submission are due as follows:

- Construction individual project data sheets and updated summary project data sheets are due on August 21, 2019
- Deferred maintenance summary project data sheets are due on August 21, 2019

These DMCI Planning Guidelines provide a more detailed schedule of budget deliverables for the entire formulation cycle. In addition, the guidelines include the eCPIC due dates to provide a single source for Asset Management budget deliverables.

This guidance provides a high-level, consistent DOI process for development of the DMCI 5-Year Plans. The criteria allow the bureaus to refine the distribution of scoring points based on bureau missions and provide this through bureau-specific guidance.

We appreciate the bureaus and offices contributions to the review of this year's DMCI Planning Guidelines.

Please direct any questions to Jeffrey Lang in the Office of Budget (202-208-4480) or to Craig Lasser (202-513-0697) in the Office of Acquisition and Property Management.

**Attachments**

cc: DAS-BFGA  
Chief Information Officer  
Director, Office of Acquisition and Property Management  
Director, Office of Financial Management  
Asset Management Team  
POB Analysts

## **Department of the Interior**

### **Deferred Maintenance and Capital Improvement Planning Guidelines**

The Department of the Interior (DOI) owns and operates over 110,000 buildings and structures, more than 65,000 miles of public roads, and a wide variety of other constructed assets. These facilities serve millions of visitors annually, provide schooling for tens of thousands of Native American children, and are places of work for DOI employees. The current replacement value (CRV) of these assets exceeds \$300 billion, with more than \$1 billion spent annually on operations, maintenance, and repair. Many are priceless for their historical significance. As the steward of these assets, DOI is committed to improving the condition of these existing facilities and making the capital investments in facilities that are critical to its mission. The facilities maintenance and construction management practices described in this document have been instituted department-wide to ensure responsible investments within the appropriations provided.

This document provides an Interior-wide approach to planning and budgeting for infrastructure investment and direction to Bureaus and Offices (collectively, “Bureaus”) required to develop five-year deferred maintenance and capital improvement plans.

Bureaus must coordinate and integrate the five-year construction, transportation, deferred maintenance and capital improvement plans with the bureau’s five-year space management plan to develop a comprehensive capital investment strategy that meets mission requirements and controls costs. Bureaus must coordinate their five-year construction, transportation, deferred maintenance and capital improvement plans to align with budget requests to the Department, OMB, and the Congress (President’s budget). The five-year plan is an integral part of the bureau’s budget request and is the primary justification for requests in these programs.

This document is organized into two parts:

- Part One – Technical Guidance (*Revised 2019*)
- Part Two – Formulation and Monitoring Guidance (*Revised 2019*)

Sections may be updated separately as policies, regulations, and initiatives change.

Reporting templates are included at the end of Part Two.

**Department of the Interior**  
**Deferred Maintenance and Capital Improvement Planning Guidelines**

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**Department of the Interior**  
**Deferred Maintenance and Capital Improvement Planning Guidelines**

## *1 Part One – Technical Guidance*

### **1.1 Objectives of the Five-Year Plan**

Development of the five-year transportation, deferred maintenance and capital improvement plan (the five-year plan) is important in sustaining DOI's infrastructure. This policy provides a corporate methodology for implementing investment priorities across a diverse portfolio of capital assets and is executed through an annual process where bureaus analyze, prioritize, and select capital investment projects that best support bureau missions, DOI goals and objectives, and the Administration's emphasis areas and initiatives.

The five-year plan has three major components:

- The **construction** portion of the plan is funded through the bureau's construction activity and historically consists of new construction, capital improvements, and major maintenance activities.
- The **deferred maintenance** portion of the plan consists of projects directed toward predominantly lower cost deferred maintenance and repair work and is funded through the deferred maintenance activity at each bureau where one exists.
- The **transportation** portion of the plan consists of projects funded through the highway trust fund at each bureau that receives this funding through the U.S. Department of Transportation, and should be integrated with the transportation planning process required by Title 23, U.S. Code.

The success of the stewardship of constructed assets is measured by each bureau's ability to direct resources to high priority assets, sustain the long-term mission capability of its asset portfolio, and achieve goals for energy efficiency and resiliency. These planning and performance measurement processes help establish that the program and the projects that comprise the five-year plan are appropriate and in alignment with Administration direction and DOI goals.

The five-year plan is a critical element in the implementation of the DOI asset management plan, bureau asset management plans, and site-specific asset business plans. It places priority on projects that stabilize, restore, replace, or improve life-cycle performance of assets that are mission critical or mission dependent. Furthermore, the five-year plan is an important component in cost savings and space consolidation goals, especially when developed in coordination with bureau space management plans. Bureaus should coordinate and integrate these two plans to develop a comprehensive capital investment strategy, which allows bureaus to leverage both programs to meet mission requirements and reduce costs.

Elements for ranking projects include Asset Priority Index (API) and Facility Condition Index (FCI); Scope of Project Benefits (SB); Investment Strategy (IS); and, Consequences of Failure to Act (CFA). Further details on the use of these elements are below. The DOI's primary goal is to focus resources on constructed assets that are most important to mission delivery, and to maintain or improve asset condition at the most efficient cost. This generally means focusing upon the upper right quadrant of the "API/FCI Analysis" chart below, which contains the constructed assets most important to mission delivery and in the worst condition. However, sustaining critical assets already in acceptable condition to prevent significant deterioration is also a viable strategy for prioritizing limited funding. To ensure sustainment, bureaus must adequately fund annual and cyclic maintenance for priority assets, especially those receiving investments through the five-year plan, so that essential maintenance is no longer deferred.

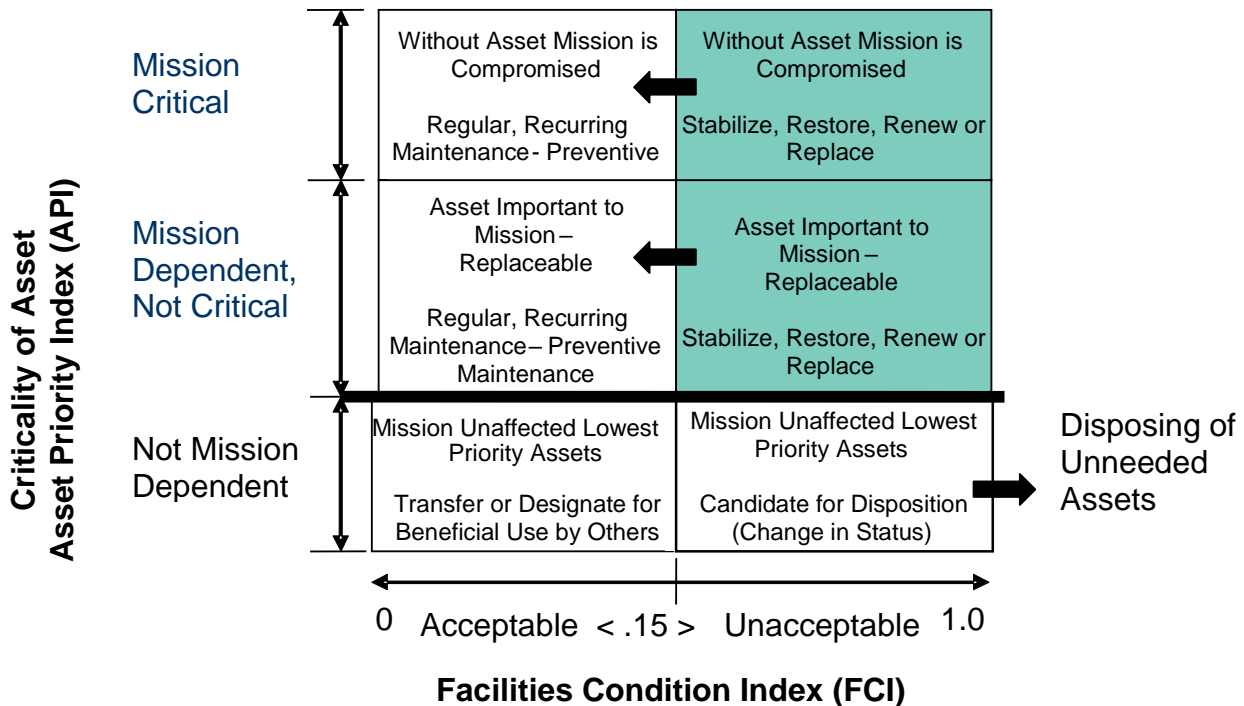
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There will be situations where funding outside of these quadrants is warranted, such as in the case of disposals.

The strategy depicted in the API/FCI analysis chart helps the Department implement the ongoing requirements of Executive Order (EO) 13327 “Federal Real Property Asset Management,” issued in 2004. These guidelines meet the intent of the EO and the direction provided by the Federal Real Property Council while still addressing the mission needs of the bureaus.

NOTE: Bureaus are directed to evaluate all health and safety issues in accordance with the Department of the Interior, Risk Assessment System (RAS) and mitigate the hazard or deficiency in the associated timeline according to the Risk Assessment Code (RAC). Departmental Manual 485 Chapter 6 explains the RAS and defines project completion timelines according to the RAC.

Since funding requests for projects are developed at least 2 years in advance of appropriations, bureaus should ensure that interim control measures (ICM) are in place to mitigate risks until funding for



**Figure 1 - API versus FCI Analysis Chart**

permanent repairs is available. Managers must exercise judgment in determining the most effective use of resources when health and safety concerns are at issue.

The five-year plan is the foundation for the capital planning and investment control (CPIC) process that DOI uses to select investments in major capital assets. Major capital asset investments require special management attention because they have high construction, maintenance, or replacement costs; they are inherently high risk; or they have a significant role in the administration of agency programs, finances, property, or other resources.

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### **Deferred Maintenance and Capital Improvement Planning Guidelines**

Development and maintenance of the five-year plan helps bureaus identify major capital asset projects early in the project planning process and enable application of the appropriate CPIC elements. While a project data sheet (PDS) is required for every proposed project, including major capital asset projects, the CPIC process elements are only required for major capital projects as defined below.

Projects that have an initial estimated cost greater than \$2 million, possess a high degree of risk, or are of unique importance are defined as major capital asset investments and are required to follow the full CPIC process and complete a business case in eCPIC. Completion of the business case in eCPIC is required at the same time the project design phase is incorporated into the first year of the five-year plan. The approval requirements for business cases are:

- Projects with estimated planning, design, and construction costs between \$2 million and \$10 million must be reviewed and approved by the bureau's investment review board (IRB).
- Projects with estimated planning, design, and construction costs greater than \$10 million must be reviewed and approved by the bureau's IRB and submitted for DOI review and approval after the bureau's IRB approval but prior to being submitted to OMB.

Refer to the DOI Construction Capital Planning and Investment Control Guide,<sup>1</sup> for details on the CPIC process.

## **1.2 Annual Plan Update and Completion Reporting**

Bureaus must update five-year plans annually to ensure the five-year outlook appropriately supports the President's budget request. Projects listed in the first two to three years of the five year plans should remain stable and be given sufficient planning and design funding to enable the bureau to execute the plan. Some reprioritizing may occur, but reprioritizing the entire plan each year defeats the purpose and benefits of this capital planning effort.

Similarly, with these annual updates of the five-year plan, bureaus will report completions for those projects funded in the five prior fiscal years and any changes to those lists based on the following criteria:

- 1) Work already completed,
- 2) Unfunded emergency work that required immediate attention,
- 3) Changes resulting from unforeseen site conditions, and
- 4) Work that no longer needs to be accomplished.

## **1.3 General Guidance on Project Lists**

Bureaus should involve their budget offices in discussions about budget planning levels and ensure plans align with budget direction and guidance from the Department's Office of Budget (POB). Part II of this document includes templates, formatting requirements, due dates, and other budget related direction. Bureaus must consider Secretarial Priorities when formulating their prioritization methodology, project lists, and requests. For further information, please see the DOI Strategic Plan, 2018-2022.<sup>2</sup>

## **Department of the Interior**

### **Deferred Maintenance and Capital Improvement Planning Guidelines**

#### **1.4 Condition Assessments**

All constructed assets in submitted projects must have an FCI indicating the overall condition of the asset and an API, which indicates the importance of that asset to the organization's mission. For projects that incorporate multiple assets, bureaus should calculate the API using a weighted average proportional to estimated work order costs for each of the assets. For project scoring, bureaus must calculate a single FCI using deferred maintenance and current replacement values for all assets included in the project.

The validity of the five-year plan depends upon complete and accurate information. To assure critical needs are addressed, bureaus must have a complete inventory of constructed assets, and document the cost of the deferred maintenance and other programmatic needs associated with assets included in a five-year plan through a process that complies with DOI requirements.

#### **1.5 Simplified Approaches to Planning and Design**

In order to maximize the value of available budgets and appropriations, the Department of the Interior is encouraging Bureaus to develop standard or prototypical designs or design standards for classes of assets (e.g., visitor centers, recreation facilities, schools, administrative buildings, and housing) that can be implemented across multiple sites with minimal design changes. Bureaus are also encouraged to continue utilizing streamlined acquisition methods that expedite the design/construction timelines and frequently result in cost savings. Such approaches result in the best value to the government.

When proposing new or replacement facilities in a deferred maintenance/capital improvement or construction project list, bureaus must determine where use of these standard designs for a class of asset can be successfully employed to meet the mission needs of the asset. This determination may best align as with the conceptual value engineering study.

No change to scoring methodology is prescribed at this time.

#### **1.6 Prioritizing Projects**

Bureaus must use the project scoring methodology in this document to prioritize projects. Any alternative scoring methods must improve upon the rigor of the DOI methodology while still meeting the strategic emphasis of the listed element. Bureaus must receive approval from DOI to use alternative methods and provide a crosswalk that illustrates how the proposed method aligns with the DOI standard.

The methodology in this document integrates the API with ranking categories to ensure priority mission assets receive highest consideration in the scoring process. This allows bureaus to develop five-year plans that balance Administration initiatives, the strategy displayed on Figure 1 - API versus FCI Analysis Chart, and the overall DOI asset management program.

The DOI ranking categories are flexible enough to allow various, unrelated project types to compete based upon the relative positive outcomes and impacts associated with each. This flexibility can result in misalignment of priorities if not managed appropriately.

Bureaus should strengthen internal guidance for implementation and emphasize reviews of project submittals to ensure projects accurately portray and adequately support the priorities and scores identified.

## **Department of the Interior**

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Furthermore, bureaus should review the overarching themes developed and focus areas created, whether intentional or not, through the five-year plan and validate these align with those defined by bureau leadership. For example, if a bureau's five-year plan allocates an inordinate amount of funds towards a certain asset type or activity, the perceived emphasis may not align with bureau goals and objectives.

DOI continues the freeze on construction of new facilities. Bureaus are to focus on repair, rehabilitation, resiliency, accessibility, and stabilization of existing assets, space consolidation, and elimination of high cost leases, and replacement of assets in kind. Replacement of existing facilities must include the disposal of the original asset in the scope and budget of the project. If bureau leadership determines a new construction project should be considered as an exception to this policy, the bureau Senior Asset Management Officer may request a waiver, in writing, from the DOI Senior Real Property Officer.

Bureaus should remain mindful of the percentage of the overall program budget for administration, engineering services, and overhead activities. Bureaus should take necessary actions to ensure these administrative costs remain a minimal component of the overall program.

For dam safety projects, the bureaus with dam safety responsibilities are moving toward risk-based management to prioritize major projects. The purpose of a risk-based approach will:

- 1) Identify potential failure modes that warrant action to reduce the associated risk;
- 2) Provide a systematic method of ranking potential failure events considering both likelihood and consequences of failure (risk); and
- 3) Mitigate risks in the order of their relative magnitude.

Bureaus are to cite the DOI dam safety rank and hazard classification when a dam is included in the five-year plans. Similarly, the Bureau of Reclamation should continue progress on the DOI dam safety priority list.

For transportation projects, the bureaus with transportation-related assets are moving toward a performance-based management approach for prioritization of projects. A performance-based approach will drive efficient program funding decisions by emphasizing the maintenance of assets in good condition (lower relative cost) over reconstruction of assets in failed condition (extremely high relative cost). This allows the bureaus to use the limited funding available to reduce the frequency of asset deterioration (deferred maintenance)—while still improving a few key assets in poor or failed condition—to slowly increase the overall condition of the entire transportation network over time.

Bureaus that have successfully transitioned to a performance-based management model for transportation assets are not required to use the DOI scoring methodology presented in section 1.7.

#### ***1.6.1 Energy Management, Environmental Management and Resilience***

DOI seeks to achieve energy and environmental management goals identified in the Energy Policy Act of 2005, and the Energy Independence and Security Act of 2007, and Executive Order 13834, "Efficient Federal Operations."

Per Section 109 of the Energy Policy Act of 2005, all new buildings must be designed to be 30 percent below ANSI/ASHRAE/IESNA Standard 90.1-2013 in terms of energy use, or designed to achieve maximum level of energy efficiency that is life-cycle cost-effective. In accordance with Section 432 of the Energy Independence and Security Act of 2007 (EISA), bureaus and offices are required to complete



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energy and water audits/evaluations of its identified EISA Covered Facilities, so that all Covered Facilities receive an audit/evaluation at least once every 4 years. The results of the audits/evaluations must be reported in the Department of Energy's EISA Section 432 Compliance Tracking System (CTS). Additionally, buildings over 5,000 gross square feet metered for electricity within a Covered Facility must be annually benchmarked in Energy Star® Portfolio Manager and data exported to CTS. Implemented energy and water conservation projects within Covered Facilities must also be reported in CTS annually.

Building projects, regardless of type, must follow all applicable energy and high-performance building requirements within the scope of the project. All new construction and modernization projects for bureau buildings 10,000 gross square feet (GSF) or greater shall comply with all of the applicable 2016 Guiding Principles for Sustainable Federal Buildings (2016 GPs),<sup>3</sup> or utilize a third-party building certification system or standard identified by GSA's Office of High Performance Buildings. In addition, projects proposed for existing buildings 10,000 GSF or greater that affect systems covered by the 2016 GPs, are required to comply with the applicable GPs or utilize a third-party building certification system/standard identified by GSA. New construction and modernization projects 10,000 GSF or greater must be benchmarked to meet the 2016 GPs, and all buildings are encouraged to be benchmarked to accurately understand portfolio performance.

Bureaus are encouraged to investigate the use of energy savings performance contracts, utility energy service contracts,<sup>4</sup> and available energy incentive programs<sup>5</sup> when energy and water conservation measures are planned, to leverage use of available funding. EO 13834 specifically calls upon agencies to leverage performance contracting vehicles to improve energy efficiency, and it makes sense to consider these contracts in conjunction with planning for major renovations to facilities.

Bureaus should consider siting facilities in locations that are accessible by multiple modes of transportation. Bureaus should also consider incorporating sustainable practices into design. For any development or redevelopment project involving a Federal facility with a footprint that exceeds 5,000 square feet, bureaus must use site planning, design construction, and maintenance strategies for the property to maintain or restore, to the maximum extent technically feasible, the predevelopment hydrology of the property with regard to the temperature, rate, volume, and duration of flow.

Bureaus are required to install building level meters for all utilities – electricity, natural gas, steam, and/or water – at all new buildings and facilities identified in the bureaus' FY 2016 metering implementation plan.

Bureaus must consider natural hazard risks and resilience in procurement, acquisition, real property, or leasing decisions. Examples include determining whether newly built, renovated, or leased facilities and occupants are at risk of current or future natural hazards; whether critical systems are located to minimize risk of flooding or damage; and whether facilities have back-up power systems and reliable access to necessary fuels. Additionally, DOI policy requires bureaus to assess vulnerability to natural hazards, including impacts on museum collections and other cultural resources. As such, bureaus should validate that the scope of projects included in the five-year plan appropriately address impacts identified through these vulnerability assessments and that investment decisions consider risks associated with anticipated natural hazards.

Bureaus must comply with the requirements of "Floodplain Management" and DOI Acquisition, Assistance and Asset Policy 26, "Addressing Natural Hazards Risks for Real Property Assets" (AAAP-0026).

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#### ***1.6.2 Reduce the Footprint***

To the extent that bureaus coordinated and demonstrated an integrated review of five-year plans for both owned and leased assets, projects that support the goals of the DOI Real Property Efficiency Plan (Reduce the Footprint) may be considered for the first year of a five-year plan outside of the rating criteria.

For example, if a bureau identifies an opportunity to replace a high cost lease by renovating an owned facility to improve utilization, the bureau is encouraged to submit this project within their construction or deferred maintenance/capital improvement plan. Such projects should be identified as a ‘Real Property Efficiency Project’ in the five-year plan and must be accompanied by a PDS that clearly explains how the investment will result in real savings and space consolidation for the bureau. The DOI office space utilization design standard is a maximum of 180 Usable Square Feet per Person (USF/Person).<sup>6</sup>

#### ***1.6.3 Health and Safety Projects***

Projects involving health and safety components of work should be coordinated with the bureaus’ safety managers, and management discretion must be used to ensure health and safety issues are addressed in accordance with the DOI Risk Assessment System, outlined in 485 DM 6. Physical security requirements are addressed in 444 DM 2, “Physical Protection, and Building Security.” Capital improvement projects that do not address health and safety or resource protection (e.g., obsolescence) should be reviewed carefully before funding is requested, and any such project requesting funds must demonstrate critical support of a high priority mission need. Projects that are mitigating a RAC 1, 2 or 3 should not be included in the five-year plans, as these require attention under a more aggressive timeline, unless the project is intended to provide a permanent remediation to a RAC, 1, 2, or 3 project that has been previously mitigated.

Facilities that do not comply with accessibility standards present health and safety dangers to visitors and employees with disabilities and increase liability for DOI. All bureaus are subject to the requirements of Section 504 of the Rehabilitation Act and the Architectural Barriers Act. The regulations related to both of these acts require that DOI facilities be readily usable to individuals with disabilities by meeting or exceeding accessibility code compliance established by the Architectural Barriers Act Accessibility Standards (ABAAS).

### **1.7 DOI Scoring Methodology**

The total project score consists of summing the weighted scores of four elements:

- Asset Priority Index versus Facility Condition Index (API/FCI);
- Scope of Benefits (SB);
- Investment Strategy (IS); and
- Consequences of Failure to Act (CFA),

Where:

$$\text{Total Project Score} = (0.4 * \text{API/FCI}) + (0.2 * \text{SB}) + (0.2 * \text{IS}) + (0.2 * \text{CFA})$$

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Bureaus are required to use the DOI element weights listed in section 0. Bureaus are required to use the criteria scores within each element unless the bureau has a DOI-approved corporate data structure and scoring model that improves upon the rigor of the DOI model while still meeting the strategic emphasis of the listed element.

Bureaus that have successfully transitioned to a performance-based management model for transportation assets are not required to use the DOI scoring methodology.

Appendix C provides an example of a project data sheet showing how a project is scored.

### 1.7.1 Elements for Calculating DOI Score

*Asset Priority Index versus Facility Condition Index (API/FCI)* emphasizes projects that involve mission critical assets in unacceptable condition with less emphasis on non-mission critical assets. The element measures the relative priority of the project is based on the combination of the assets' importance to the mission (API) and the amount of needed repair/deferred maintenance relative to replacement value (FCI). The element's weight in overall DOI score is 40 percent and scored with the following criteria:

API and FCI	Raw Score	Weighted Value in Total Project
API>80; FCI≥0.15*	100	40
API>80; FCI<0.15*	75	30
API 50-80; FCI≥0.15*	40	16
API 50-80; FCI<0.15*	30	12
API <50; FCI<0.15*	5	2
API<50; FCI≥0.15*	0	0

*\*BIA to use 0.10 for school assets*

Alternatively, for bureaus that implement a performance-based approach to transportation program management, the FCI component of this score would not be considered. Instead, the raw score would be equal to the API. Bureaus must indicate that they are utilizing a performance-based approach if they elect to utilize this flexibility.

*Scope of Benefits (SB)* emphasizes projects clearly aligned with DOI, bureau, office and program missions, initiatives, and strategic goals. This element measures the degree to which the project (not the asset) contributes to mission and strategic goals. Bureaus are to develop specific scoring guidance for regions and field offices. The element's weight in overall DOI score is 20 percent and scored with the following criteria:

Scope of Benefit	Raw Score	Weighted Value in Total Project
The project demonstrates a major and measurable contribution to established goals and objectives of the Department and the Bureau, aligning with specific strategic plan outputs and outcomes.	100	20
The project demonstrates a moderate contribution to established goals and objectives of the Department and the Bureau.	50	10
The project contribution to established goals and objectives of the Department and Bureau is minimal or not demonstrated.	0	0

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*Investment Strategy (IS)* emphasizes projects that can clearly define a positive return on investment, leverage outside interests, or reduce operation and maintenance costs. This element is structured to deemphasize projects that increase DOI operation and maintenance costs. The element measures the project’s strategic business investment by decreasing operation and maintenance requirements (including demolition/ disposal), economizing current mission processes, or is supported by significant partner contributions which reduce the Federal cost. Bureaus are to develop specific scoring guidance for regions and field offices. The element’s weight in overall DOI score is 20 percent and scored with the following criteria:

<b>Investment Strategy</b>	<b>Raw Score</b>	<b>Weighted Value in Total Project</b>
The project demonstrates a major and measurable net savings for the Government, strongly supports financial sustainability efforts, or leverages significant non-DOI resources.	100	20
The project demonstrates a minor reduction in operation and maintenance costs or a moderate leveraging of non-DOI resources.	50	10
The project does not reduce operation and maintenance and does not have any matching contributions.	0	0
The project demonstrates a significant increase in operation and maintenance costs for the organization.	-25	-5

*Consequences of Failure to Act (CFA)* emphasizes projects with unacceptable risk if the project is not being completed. This includes risks to public or employee health and safety as well as natural or cultural resource damage. Bureaus are to develop specific scoring guidance for regions and field offices. The element’s weight in overall DOI score is 20 percent and scored with the following criteria:

<b>Consequence of Failure to Act (CFA)</b>	<b>Raw Score</b>	<b>Weighted Value in Total Project</b>
Failure to complete this project would have major direct impacts on public or employee health and safety.	100	20
Failure to complete this project would have major direct impacts on natural or cultural resources.	50	10
Failure to complete this project would not have major direct impact on health and safety or natural/cultural resources.	0	0

## **1.8 Project Planning and Completion Goals**

DOI’s objective is to complete all construction, rehabilitation, efficiency and repair projects in a timely and efficient manner to utilize available resources to the greatest possible benefit. Bureaus should develop budget requests and project schedules to meet the project completion goals below. These goals do not prescribe or except specific procurement methods (e.g. design-bid-build or design-build) but demonstrate appropriate timelines for projects of certain costs:

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<b>Estimated Project Cost</b>	<b>Project Completion Goal – Schedule and Request Funding to:</b>
\$10 million or greater (or highly complex projects)	Allow one year for project planning, one year for design, and up to five years for construction
\$2 million to \$10 million	Allow up to one year for planning, one year for design, and two years for construction.
Under \$2 million	Allow one year for planning and design and one year for construction.

In general, bureaus should make funds available for planning and design work one or two fiscal years prior to requesting full project funding to implement construction, rehabilitation, and repair activities. In most cases, this requires dividing project requests so that planning and design is requested in one or more budget requests and completing the construction is requested in subsequent budget requests. This allows for a full definition of project scope and cost, which will minimize the project scope, cost, and schedule variances and ensure funds are employed efficiently. It will also enable bureaus to meet the minimum estimate class requirements for individual projects contained in this section.

Departmental policy found at 369 DM 1, “Value Engineering” directs bureaus to complete value analyses (VA) on projects estimated at \$1.0 million or more and details reporting requirements. Further implementation guidance is provided through DOI Acquisition, Assistance, and Asset Policy 0004.

**1.8.1 Minimally Acceptable Cost Estimate Class**

Projects in the first year of the five-year plan should achieve the minimally acceptable cost estimate class in the table below prior to requesting funds to construct the project. This will result in more thorough project planning and design and will limit cost and schedule variance. Performance in this area is targeted for improvement in order to ensure that the greatest possible benefit is realized within available funds. Redirecting funds to address additional costs imposed by poor estimating processes is inefficient and does not support DOI’s mission or Congressional intent. Class D cost estimating may not be used for projects within the first year of the funding request. See Appendix D for definitions of classes.

<b>Estimated Project Cost</b>	<b>Minimum Estimate Class When Requesting Construction Funding</b>
\$2 million or more	Class B <sup>†</sup>
Less than \$2 million	Class C

<sup>†</sup>Exceptions to this include contract vehicles such as design-build or others where construction documents are not fully prepared prior to soliciting proposals.

Bureaus should make funding available to complete project planning and design to achieve the estimate classes above prior to requesting project funds. Project development schedules must include time to receive planning and design funds and achieve the specified estimate prior to requesting project funding. Bureaus should plan to achieve the more rigorous estimate class for more complicated or unusual projects to minimize the risk of overruns after the budget request is final.

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## ***2 Part Two – Budget Guidance***

The five-year plans are critical to support budget requests and bureaus must submit the plans and supporting documents indicated in Appendix H – Compliance Matrix for Bureaus Submitting Five Year Plans along with other budget documents that are due at that time. The budget formulation technical guidance issued by POB for each stage of the budget formulation process has more information on due dates and submission procedures.

### **2.1 General Formulation Requirements**

#### ***2.1.1 Bureau Plans***

Appendix H – Compliance Matrix for Bureaus Submitting Five Year Plans provides a list of required plans by bureau and indicates what is required for submission at each phase of the budget process.

#### ***2.1.2 Simplified Approaches to Planning and Design***

Section 1.5 of these guidelines encourages Bureaus to develop standard or prototypical designs or design standards for classes of assets (e.g., visitor centers, recreation facilities, schools, administrative buildings, and housing) that can be implemented across multiple sites with minimal design changes.

The 2021 Departmental Technical Guidance for Budget Formulation directs Bureaus with deferred maintenance and capital improvement and/or line-item construction programs used for new or replacement facilities to include a brief discussion of what has been accomplished to date and what is planned to incorporate these simplified approaches to planning and design.

To assist in understanding the extent to which this approach has been implemented and where additional progress may be possible, these DMCI guidelines change the 2021-2025 summary PDS (see Appendix F – Summary PDS Template) to include a column for “Incorporates Standard Design” is added. In this column:

- If the new or replacement project utilizes a standard design or a modified standard design, enter “Yes”
- If the new or replacement project does not utilize a standard design or a modified standard design, enter “No”
- If the project is not new construction or replacement project, enter “N/A”

Note: this requirement only applies to new or replacement construction.

#### ***2.1.3 Budget Formulation Scenarios***

Bureaus must submit a five-year plan at the highest funding scenario for the program presented as part of the DOI submission or OMB submission.

Bureaus must submit five-year plans for the President’s budget that match the funding level for the President’s budget.

#### ***2.1.4 Scoring***

Bureaus must use the project scoring methodology in Part One of this document to prioritize projects.

#### ***2.1.5 Cost Containment***

Bureaus must evaluate the percentage of the overall program budget programmed for administration,

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engineering services, and other overhead activities, and minimize these costs.

**2.1.6 Disposals**

Bureaus must direct no less than three percent of line item construction budgets each year toward disposals and space consolidation activities and identify these projects in bureau submissions.

**2.1.7 Projects with Multiple Phases**

For phased projects (i.e., implemented over two or more years), bureaus must:

- Discuss the scope of each phase and display costs of prior year, budget year, and future phases on the individual PDS in the project description
- Revise the individual PDS for a budget year project to describe the work to be completed in that phase

**2.1.8 Government Furnished Housing (GFH)**

The space and housing management program directives and guidance identify specific requirements governing the construction or replacement of GFH for employees, contractors, and volunteers. For any projects in the first year of the five-year plan that propose construction of new or replacement of existing GFH, bureaus must submit a copy of the Housing Requirements Analysis and the approved Justification for New or Replacement Quarters (Form DI 1871 or similar) as required in the DOI Housing Management Handbook.

**2.1.9 Full Funding Requirement**

While bureaus may phase projects over multiple fiscal years when appropriate, each phase must be complete and useable for its intended purpose. Bureaus must follow A-11 during project development and execution. OMB Circular A-11 Capital Programming Guide<sup>7</sup> provides the following direction on full funding of projects:

*Agencies should request budget authority sufficient to complete a useful segment of a capital project (or the entire capital project, if it is not divisible into useful segments). Full funding must be appropriated before any obligations for the useful segment (or project) may be incurred.*

**2.2 Bureau Specific Guidance**

**2.2.1 Federal Lands Recreation Enhancement Act (Rec Fee) Program (NPS)**

NPS must submit a Two-Year Plan covering fiscal years 2020 and 2021 (i.e., the current year and the budget year in relationship to the President's Budget). The plan must include:

- A summary PDS that includes all projects exceeding \$500,000 that are either real property repair/rehab, in-kind replacements, or exceed ten percent capital improvement (for the OMB Submission and the President's budget).
- Individual PDS for each of the projects (for the President's budget only)

**2.2.2 Demolition & Disposal (NPS) and Abandoned Mineral Lands Programs (NPS)**

NPS must submit lists of demolition & disposal projects and Abandoned Mineral Lands (AML) projects for the budget year. The plan must:

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- Use the summary PDS format
- Include an individual PDS for any projects greater than \$500,000 or when projects collectively at a unit exceed \$1 million.

NPS should also maintain line item construction funding for demolition & disposal and AML unchanged from the year one amount for years two through five of the plan.

These plan are for internal DOI review only. Any distribution outside of DOI will be coordinated with NPS.

#### ***2.2.3 Joint Communication Infrastructure Improvement Project/Radio Program (BLM)***

Except as modified by either Secretarial or OMB passback, the BLM must provide funding for the DOI Joint Communication Infrastructure Improvement Project (formerly DOI Radio Initiative) at no less than the level provided in the 2020 President's Budget for all years of the 2021 to 2025 five-year DMCI plan.

#### ***2.2.4 Fire Facilities (BIA, BLM, FWS, NPS)***

The FY 2020 President's budget does not include funding for fire facilities within the request for the Office of Wildland Fire. Bureaus must consider construction, deferred maintenance, repair, and capital improvements for fire facilities along with other bureau priorities when developing the 2021-2025 five-year plan. The Office of Wildland Fire will continue to develop a list of priority projects for fire facilities in coordination with bureaus.

#### ***2.2.5 Transportation Assets (BLM, FWS, NPS, Reclamation)***

Bureaus that receive Highway Trust Funds from the U.S. Department of Transportation are required by statute to develop a Transportation Improvement Program (TIP) approved by the Federal Highway Administration (FHWA).<sup>8</sup>

Bureaus must submit a copy of the most recent TIP approved by the FHWA with the Departmental budget submission.

Upon DOI request, bureaus will provide PDSs on specific projects for review. Documents will remain internal, not to be included in any budget justification submission. Note, these TIP PDS may be in a different format than in Appendix E – Individual PDS Template.

#### ***2.2.6 Programs without Funding in the 2020 President's Budget (BIE, OWF)***

The 2020 President's budget does not include funding for:

- Bureau of Indian Education – School Replacement
- Bureau of Indian Education – Facilities Replacement
- Office of Wildland Fire – Fire Facilities<sup>9</sup>

If at any stage of the 2021 President's Budget formulation, the bureau proposes funding for these programs, the bureau must submit plans and supporting documents indicated in Appendix H – Compliance Matrix for Bureaus Submitting Five Year Plans along with other budget documents that are due at that time

If program funds are not proposed for 2021, Bureaus must maintain a prioritized project list that would ensure bureaus continue to analyze capital investment projects that best support bureau missions, DOI goals and



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objectives, and the Administration’s emphasis areas and initiatives. Additionally, the continued development of prioritized project lists for school construction ensures a robust set of projects have been scored and prioritized for possible inclusion in the Public Land Infrastructure Fund proposed in the 2020 President’s budget.

## **2.3 Required Submissions Supporting Budget Formulation and Monitoring**

Appendix A – Five-Year Plan Schedule provides the approximate schedule for submissions. These dates are finalized by the budget formulation memorandum issued by POB.

Appendix H – Compliance Matrix for Bureaus Submitting Five Year Plans, shows what each bureau must provide at each submission stage of the budget cycle.

### ***2.3.1 Summary and Individual Project Data Sheets***

The five-year plan, as submitted, consists of the summary project data sheet (PDS) and any required or requested individual PDS. Note that bureaus must maintain an individual PDS for each project even when submission to PAM and POB is not required.

#### **2.3.1.1 Summary PDS**

Summary PDS must:

- 1) Present each year separately, with projects listed in priority order
- 2) Be submitted in Microsoft Excel
- 3) Use the required format (see Appendix F)
- 4) Follow the formulation guidance provided in this document.
- 5) Follow the formatting guidance provided in Section 2.4. Note the addition of the column for “Incorporates Standard Design” (see 2.1.2 Simplified Approaches to Planning and Design)

Projects proposed, but not funded, in the first year of the prior five-year plan should be integrated into the first year of the new five-year plan. Bureaus must cite and explain exceptions.

#### **2.3.1.2 Individual PDS**

Individual PDS must:

- 1) Be submitted in Microsoft Word
- 2) Use the required format (see Appendix E)
- 3) Use the scoring methodology provided, unless PAM has approved a more robust scoring model.

### ***2.3.2 Bureau Policies for Formulating Project Lists***

Bureaus must submit bureau-specific guidance for scoring and programming projects to both PAM and POB with the DOI request.

Bureaus with multiple plans must include definitions of the attributes that the bureau uses for determining which funding mechanism to use for a given project.

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### **2.3.3 Summary Status Reports**

Bureaus must update and report on the progress of their five-year plans. Bureaus must report project completions for projects funded in the previous four years and the current year (e.g., in fiscal year 2019, report on 2015 through FY 2019) and any changes, including:

- Work already completed
- Unfunded emergency work that required immediate attention
- Changes resulting from unforeseen site conditions
- Work that no longer needs to be accomplished

Appendix G – Summary Status Report provides a template.

## **2.4 Formatting Requirements**

Bureaus must use consistent presentation in their five-year plans.

Each plan must:

- Present the region/area/district consistently across its plans and the line items within those plans (i.e., all PDS and summary PDS must consistently append, the organization level such as “field office,” “region,” or “district,” but not use abbreviations such as “FO,” “Distr.,” or “Reg.”; bureaus may choose not to append the descriptive organizational level (e.g., “Field Office” if they apply this consistently)
- When referencing regions, use only the DOI unified region designation (consistently using either the number or the name)
- Use the proper two-letter state abbreviation
- Use a two-digit Congressional District identifier (e.g., 01, 14 and “AL” for at-large districts)
- Spell out all acronyms the first time they appear in an individual PDS and the first time they appear in each year’s project list in the summary PDS, and consistently use that acronym thereafter
- Avoid abbreviations other than those specified in these instructions
- Use the same number of decimal places throughout the plan for scoring
- Be free of spelling and grammatical errors
- Be free of rounding and computational errors
- Be consistent in use of punctuation
- Identify the phase of multiphase projects in the project’s title on the summary project data sheet and use a consistent methodology (e.g., phase I of III, [p]lanning/[d]esign/[i]nitiate construction, [c]omplete construction) and project names across years, and note (on the summary PDS column for that purpose) which years the other phases are programmed

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***Appendix A – Five-Year Plan Schedule of Deliverables***

<b>Milestone*</b>	<b>Bureau/Office Budget Officer Action</b>	<b>Bureaus/Offices</b>
<b>June 2019</b>	Deferred Maintenance and Capital Improvement Planning Guidelines issued.	POB and PAM
<b>DOI Submission</b>	Submit bureau-specific guidance for development of the five-year plans.	BLM, BIA, BIE, FWS, NPS, USGS, OWF Reclamation
	Submit description of Bureau use of simplified approaches to planning and design.	BLM, BIA, BIE, FWS, NPS, USGS, OWF Reclamation
	Submit Bureau leadership- and Assistant Secretary-approved <b>Construction Summary PDS</b> .	BIA, BIE, NPS, FWS
<b>OMB Submission for DOI Review</b>	Submit Bureau leadership- and Assistant Secretary-approved <b>Construction Summary PDS and Individual PDS</b> .	BIA, BIE, NPS, FWS
	Submit Bureau leadership- and Assistant Secretary-approved <b>Deferred Maintenance Summary PDS</b> .	BLM, BIA, BIE, FWS, NPS, USGS, OWF
	Submit Bureau leadership- and Assistant Secretary-approved <b>Rec Fee Summary PDS</b> .	NPS
<b>OMB Submission</b>	Submit final version plans (construction and deferred maintenance), incorporating review comments for transmittal to OMB.	BLM, BIA, BIE, FWS, NPS, USGS, OWF
<b>President's Budget for DOI and OMB Review</b>	Submit Bureau leadership- and Assistant Secretary-approved <b>Construction Summary PDS and Individual PDS</b> in Congressional Budget Justification (Greenbook) format.	BIA, BIE, NPS, FWS
	Submit Bureau leadership- and Assistant Secretary-approved <b>Summary PDS</b> for deferred and extraordinary Maintenance and Construction (SOD, DM, IWRS, new construction).	Reclamation
	Submit Bureau leadership- and Assistant Secretary-approved <b>Rec Fee Summary PDS and Individual PDS</b> in Greenbook format.	NPS
	Submit Bureau leadership- and Assistant Secretary-approved <b>Deferred Maintenance Summary PDS</b> .	BLM, NPS, FWS, USGS
<b>President's Budget</b>	Submit Greenbook (including Construction and Rec Fee plans), incorporating responses to comments from POB and PAM for printing and posting the budget to the website.	BIA, BIE, NPS, FWS
	Submit deferred maintenance plans, incorporating review comments, for availability as supplemental budget material.	BLM, NPS, FWS, USGS

*\*Bureaus should be aware that due dates will be aligned with the due dates for other budget materials, which are typically early June for the DOI submission, mid-August for OMB Submission for DOI review, and early January for DOI review of President's budget*

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***Appendix B – CPIC Schedule***

<b>Date*</b>	<b>Action</b>
<b>February 1</b>	Complete quarterly updates in eCPIC for the 1 <sup>st</sup> quarter, ending Dec. 31 <sup>st</sup> . Business cases for all current and prior year ongoing projects must be updated for schedule and to reflect passback direction and appropriations. Submit quarterly update memo for all approved projects and any baseline changes requested in eCPIC. A <i>Corrective Actions Report</i> , available in eCPIC, must accompany any project that reports a negative variance of five percent or more in cost and/or schedule.
<b>April 15</b>	Complete quarterly updates in eCPIC for the 2nd quarter, ending March 31 <sup>st</sup> . Submit quarterly update memo for all approved projects and any baseline changes requested in eCPIC. A <i>Corrective Actions Report</i> , available in eCPIC, must accompany any project that reports a negative variance of five percent or more in cost and/or schedule.
<b>July 15</b>	Complete quarterly updates in eCPIC for the 3rd quarter, ending June 30 <sup>th</sup> for all projects. Submit quarterly update memo for all approved projects and any baseline changes requested in eCPIC. A <i>Corrective Actions Report</i> , available in eCPIC, must accompany any project that reports a negative variance of five percent or more in cost and/or schedule.
<b>August 1</b>	Submit Final Business Cases to POB and PAM for major projects, including ongoing major projects requesting funding in the upcoming budget.
<b>October 15</b>	Complete quarterly updates in eCPIC for the 4th quarter, ending September 30 <sup>th</sup> . Submit quarterly update memo for all approved projects and any baseline changes requested in eCPIC. A <i>Corrective Actions Report</i> , available in eCPIC must accompany any project that reports a negative variance of five percent or more in cost and/or schedule.
<b>December 15</b>	Bureaus will submit two (2) copies of the Summary Status Report in hard copy and electronically in MS Excel. In addition, bureaus will submit the Value Engineering accomplishment report for the prior fiscal year.

\* When the date falls on a weekend, the submission will be due the next business day.

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**Appendix C – Sample Project Scoring**

This project provides a new co-location Administrative Office Building for the Kanab Field Office. This project will also provide a warehouse for the co-location. It is a Bureau-owned facility approaching the end of the identified life cycle with significant accessibility and maintenance issues. This project will dispose of an owned 6,200 square foot facility and a leased 18,000 square foot facility, consolidating into a 13,000 square foot building, a net disposal is 11,200 square foot. The new project will co-locate personnel and improve business efficiencies that previously were duplicated or separated due to location. The project will decrease annual costs by \$200,000 a year through the reduction of the rent (\$185,000) and the elimination of operations and maintenance costs of the old facility (\$80,000). The new facility operation and maintenance cost is estimated at \$65,000. There will be substantial operational and administrative benefits from the co-location, increasing the ability to share information within natural resources and providing the public with a one-stop shop.

**Sample Scoring of a Project: Kanab Field Office**

<b>Asset Priority and Facility Condition Index ( API/FCI)</b>						
	<b>Project API</b>	<b>Project FCI</b>	<b>Index Points</b>	<b>Raw Value</b>	<b>Element %</b>	<b>Weighted Value</b>
Asset has a high API (>80) & FCI (≥.15)			100	<b>75</b>	<b>40</b>	<b>30</b>
<b>Asset has a high API (&gt;80) &amp; FCI (&lt;.15)</b>	<b>92</b>	<b>0.09</b>	<b>75</b>			
Asset has a moderate API (50-80) & FCI (≥.15)			40			
Asset has a moderate API (50-80) & FCI (<.15)			30			
Asset has a low API (<50) & FCI (<.15)			5			
Asset has a low API (<50) & FCI (≥.15)			0			
<b>Scope of Benefits (SB)</b>						
<b>A. Project demonstrates a major and measurable contribution to established goals and objectives of the Department and the Bureau, aligning with specific strategic plan outputs and outcomes.</b>			<b>100</b>	<b>100</b>	<b>20</b>	<b>20</b>
B. Project demonstrates a moderate contribution to established goals and objectives of the Department and the Bureau.			50		20	
C. Project contribution to established goals and objectives of the Department and Bureau is minimal or not demonstrated.			0		20	
<b>Investment Strategy (IS)</b>						
<b>A. Project demonstrates a major and measurable net savings for the Government, strongly supports financial sustainability efforts, or leverages significant non-DOI resources.</b>			<b>100</b>	<b>100</b>	<b>20</b>	<b>20</b>
B. Project demonstrates a minor reduction in operation and maintenance costs or a moderate leveraging of non-DOI resources.			50		20	
C. Project does not reduce operation and maintenance and does not have any matching contributions.			0		20	
D. Project demonstrates a significant increase in operation and maintenance costs for the organization.			-25		20	
<b>Consequences of Failure to Act (CFA)</b>						
A. Failure to complete this project would have major direct impacts on public or employee health and safety.			100	<b>50</b>	20	<b>10</b>
<b>B. Failure to complete this project would have major direct impacts on natural or cultural resources.</b>			<b>50</b>		<b>20</b>	
C. Failure to complete this project would not have major direct impact on employee/public health and safety or natural/cultural resources.			0		20	
<b>Project Summary Score</b>						
<b>Total Project Score</b>						<b>80</b>

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***Appendix D – Class Estimate Definitions***

Cost estimate classes are defined as:

- **Class A – Working Drawings and Specifications Complete:** This estimate is based on complete quantity take-off from completed construction drawings and on specifications ready for a competitive bid. It reflects the best available estimate of construction costs based on a competitive bid situation.
- **Class B – 40-60% Design Complete:** This estimate is based on the development of the selected alternative and tentative bid schedule items, either lump sum or unit price. It uses quantities based on design drawings. At the end of project planning, the project should be developed in sufficient detail to demonstrate that the design will fulfill the functional and technical requirements of the project. This is the first time in the planning and design process where a project construction cost estimate is accurate enough to support a budget request. Projects with estimated cost of \$2 million or greater must have at least a Class B estimate completed prior to requesting funding in the President's budget. Exceptions to this include contract vehicles such as design-build or others where construction documents are not fully prepared prior to soliciting proposals.
- **Class C – Planning Complete:** This estimate is a conceptual cost estimate based on square footage or other unit cost of similar construction. The project identification/feasibility process should result in a description of facility goals, objectives, needs, and the information required to evaluate the feasibility of the project and to provide a preliminary project cost range and initial project schedule. This description is used to request future planning and engineering design funds only. The estimate is considered within -15 to +25 percent of project cost. Projects with estimated cost of \$500,000 up to \$2 million must have at least a Class C estimate completed prior to requesting funding in the President's budget.
- **Class D – Pre-Planning:** This estimate is based on a tentative project design, with project size and complexity that is still experiencing significant development. This class of estimate should only be used for projects with estimated costs of \$500,000 or less that are constrained such that insufficient time is available to achieve more precise estimates.

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*Appendix E – Individual PDS Template*

**[BUREAU NAME]**  
**Project Data Sheet**

Total Project Score/Ranking:	
Planned Funding FY2021:	
Funding Source:	

**Project Identification**

<b>Project Title:</b>			
<b>Project Number:</b>	<b>Unit/Facility Name:</b>		
<b>Region/Area/District:</b>	<b>Congressional District:</b>	<b>State:</b>	

**Project Justification**

DOI Asset Code	FRPP Unique Id #	API:	FCI-Before:
<b>Project Description:</b>			
<b>Scope of Benefits (SB):</b>			
<b>Investment Strategy (IS):</b>			
<b>Consequences of Failure to Act (CFA):</b>			
<b>Ranking Categories:</b> Scores should be equal to the scores on the Project Scoring Sheet (Exhibit 1A)			
FCI/API (40%)	FCI _____	API _____	Score = _____
SB (20%)	_____	_____	Score = _____
IS (20%)	_____	_____	Score = _____
CFA (20%)	_____	_____	Score = _____
Combined ranking factors = (.40 x API/FCI score) + (.20 x SB score) + (.20 x IS score) + (.20 x CFA score)			
<b>Capital Asset Planning</b> Exhibit 300 Analysis Required: VE Study: Scheduled _____ Completed _____			<b>Total Project Score:</b>

**Project Costs and Status**

<b>Project Cost Estimate (this PDS):</b>		<b>Project Funding History:</b> (entire project)	
	\$                  %	Appropriated to Date:	\$ _____
Deferred Maintenance Work:	\$ _____	Requested in FY 2021 Budget:	\$ _____
Capital Improvement Work:	\$ _____	Future Funding to Complete Project:	\$ _____
<b>Total:</b>	\$ _____	Total:	\$ _____
<b>Class of Estimate</b> (circle one):                  A B C		<b>Planning and Design Funds: \$'s</b>	
Estimate Escalated to FY:	(mm/yy)	Planning Funds Received in FY _____	\$ _____
		Design Funds Received in FY _____	\$ _____
<b>Dates:</b>	Sch'd          Actual	<b>Project Data Sheet</b>	<b>DOI Approved:</b>
Construction Award/Start:	___/___     ___/___	Prepared/Last Updated:	
Project Complete:	___/___		

**Annual Operations & Maintenance Costs \$**

Current: \$	Projected: \$	Net Change: \$
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**Appendix F – Summary PDS Template**

[BUREAU NAME]															
[PLAN TYPE - E.G., LINE ITEM CONSTRUCTION] FIVE YEAR PLAN -- FY 2021-2025															
Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				Remaining to be Funded	Future Years of Funding for Other Phases	Incorporates Simplified Design	Change in O&M(\$000)	
							Total Project	Funded to Date	Budget Year Funding						Total
									DM	CI					
2021	1	Theodore Roosevelt National Park	Construct a 1200 Square Foot Addition at the South Visitor Center to Accommodate First Aid and Fee Collection	ND	AL	79.70	1,774	-	710	1,064	1,774	-	-	N.A	-140
2021	2	Yosemite National Park	Add 35 Campsites, Improve Walkways, and Construct a Restroom Facility at Camp 4 (Phase 2 of 3)	CA	08	75.60	4,951	554	1,130	900	2,030	2,367	2021	N.A	0
<b>Total for Fiscal Year 2021</b>											<b>\$3,804</b>				
2022	1	Denali National Park	Construct a 10000 Square Foot Storage Unit and Garage	VA	07	79.70	1,437	-	650	787	1,437	-	-	Yes	20
2022	2	Yosemite National Park	Add 35 Campsites, Improve Walkways, and Construct a Restroom Facility at Camp 4 (Phase 3 of 3)	CA	08	75.60	4,951	2,584	1,633	734	2,367	-	-	N/A	0
<b>Total for Fiscal Year 2022</b>											<b>\$3,804</b>				





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***Appendix H – Compliance Matrix for Bureaus Submitting Five Year Plans***

	Plan	Phase of Budget Cycle <sup>10</sup>		
		DOI Request	OMB Request	President's Budget
<b>BLM</b>	Deferred Maintenance and Capital Improvements		Summary PDS	Summary PDS
	FHWA-Approved Transportation Improvement Plan	Summary PDS		
<b>OWF</b>	Fire Facilities		Summary PDS	Summary PDS
<b>USGS</b>	Deferred Maintenance and Capital Improvements		Summary PDS	Summary PDS
<b>FWS</b>	Refuges Deferred Maintenance		Summary PDS	Summary PDS
	Hatcheries Deferred Maintenance		Summary PDS	Summary PDS
	FHWA-Approved Transportation Improvement Plan	Summary PDS		
	Line Item Construction	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
<b>NPS</b>	Repair and Rehabilitation		Summary PDS	Summary PDS
	<i>Construction</i> – Line Item	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
	<i>Construction</i> – Demolition & Disposal			Budget Year Project List <sup>11</sup>
	<i>Construction</i> – AML			Budget Year Project List <sup>12</sup>
	FHWA-Approved Transportation Improvement Plan	Summary PDS		
	Recreation Fee <sup>13</sup>		Summary PDS	Summary and Individual PDS
<b>BIA</b>	<i>Education</i> – Replacement School	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
	<i>Education</i> – Replacement Facility	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
	<i>Education</i> – Major FI&R		Summary PDS <sup>14</sup>	Summary PDS <sup>15</sup>
	<i>Education</i> – Employee Housing		Summary PDS	Summary PDS
	<i>PS&amp;J</i> – Detention Centers <sup>16</sup>	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
	<i>PS&amp;J</i> – Employee Housing		Summary PDS	Summary PDS
	<i>Resource Management</i> – Irrigation Projects	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
	<i>Resource Management</i> – Safety of Dams	Summary PDS	Summary and Individual PDS	Summary and Individual PDS
<b>Reclamation</b>	Deferred and Extraordinary Maintenance and Construction (SOD, DM, IWRS, New Construction)			Budget Year Project List
	FHWA-Approved Transportation Improvement Plan	Summary PDS		

## Department of the Interior Deferred Maintenance and Capital Improvement Planning Guidelines

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<sup>1</sup> [https://www.doi.gov/pam/programs/asset\\_management/upload/CPICguide62107.pdf](https://www.doi.gov/pam/programs/asset_management/upload/CPICguide62107.pdf)

<sup>2</sup> <https://www.doi.gov/sites/doi.gov/files/uploads/fy2018-2022-strategic-plan.pdf>

<sup>3</sup> <https://energy.gov/eere/femp/guiding-principles-sustainable-federal-buildings>

<sup>4</sup> <http://energy.gov/eere/femp/federal-energy-and-water-efficiency-project-financing>

<sup>5</sup> <http://energy.gov/eere/femp/energy-incentive-programs>

<sup>6</sup> DOI-AAAP-0049, "Office Space Utilization Design Standard"

<sup>7</sup> [https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/assets/a11\\_current\\_year/a11\\_2017/capital\\_programming\\_guide.pdf](https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/assets/a11_current_year/a11_2017/capital_programming_guide.pdf)

<sup>8</sup> Title 23 United States Code, Section 201(c) (2).

<sup>9</sup> When formulating a fire facilities project list or five-year plan, bureau asset management and wildland fire representatives must concur on any projects that involve facilities owned by or located on that bureau's land.

<sup>10</sup> No submission required if left blank; POB or PAM may request individual project data sheets for projects where individual PDS submission is not mandatory.

<sup>11</sup> Submit individual PDS when projects at a unit collectively exceed \$1 million (use a single PDS per unit)

<sup>12</sup> Submit individual PDS when projects at a unit collectively exceed \$1 million (use a single PDS per unit)

<sup>13</sup> See section 2.2.1 for specific requirements

<sup>14</sup> Submit individual PDS when projects at a campus collectively exceed \$2 million (use a single PDS per campus)

<sup>15</sup> Submit individual PDS when projects at a campus collectively exceed \$2 million (use a single PDS per campus)

## **5. Capital Projects in 5 Year Plan**

**Bureau of Indian Education  
Education Construction Five-Year Plan -- FY 2021-2025**

Plan Fund Year	Priority	Facility or Unit/Program Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total
							<i>2021 Replacement School Construction</i>			0	
							<i>2021 Replacement Facility Construction</i>			0	
							<i>2021 Replacement / New Employee Housing</i>			1,000	
							<i>2021 Employee Housing Repair</i>			5,066	
2021	1	Navajo Preparatory School	Install HVAC Systems in 3 Dormitory buildings	NM	3	95	2,668		2,668	2,668	
2021	2	Rock Point Community School	Buildings 410 and 421, HVAC system	AZ	01	95	3,796		3,796	3,796	
2021	3	Theodore Roosevelt School	Replace HVAC system and renovate bathrooms and laundry rooms in Bldg 231	AZ	01	87	1,994		1,994	1,994	
2021	4	Tse'ii Ahi (Standing Rock) Community School	Provide 3-Phase electrical power to the site.	NM	03	80	2,367		2,367	2,367	
2021	5	T'iists Oozi Biolta (Crownpoint) Community School	Domestic Water and Sewer System Replacements with connection to NTUA and roadway	NM	03	75	2,061		2,061	2,061	
2021		Major Facilities Improvement and Repair	Projects between \$250,000 and \$1 million at various locations				7,417		7,417	7,417	
2021		Minor Facilities Improvement and Repair	Projects under \$250,000 at various locations				18,000		18,000	18,000	
2021		Advance Planning and Design	Multiple projects at various locations				2,000		2,000	2,000	
2021		Asset disposal	Multiple projects at various locations				5,000		5,000	5,000	
2021		Boiler inspections	Multiple projects at various locations				350		350	350	
2021		Condition assessments	Multiple projects at various locations				2,002		2,002	2,002	
2021		Education telecommunications	Multiple projects at various locations				200		200	200	
2021		Emergency repair	Multiple projects at various locations				3,000		3,000	3,000	
2021		Energy program	Multiple projects at various locations				2,000		2,000	2,000	
2021		Environmental projects	Multiple projects at various locations				2,000		2,000	2,000	
2021		Portable classrooms	Multiple projects at various locations				2,000		2,000	2,000	
2021		Seismic safety	Multiple projects at various locations				50		50	50	
2021		Program Management					5,914			5,914	
							<i>2021 Facilities Improvement and Repair</i>			62,819	
							<b>2021 Total Education Construction</b>			<b>68,885</b>	

**Bureau of Indian Education  
Education Construction Five-Year Plan -- FY 2021-2025**

Plan Fund Year	Priority	Facility or Unit/Program Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total
							<i>2022 Replacement School Construction</i>			0	
							<i>2022 Replacement Facility Construction</i>			0	
							<i>2022 Replacement / New Employee Housing</i>			1,000	
							<i>2022 Employee Housing Repair</i>			5,066	
2022		Major Facilities Improvement and Repair	Projects over \$250,000 at various locations				19,303		19,303	19,303	
2022		Minor Facilities Improvement and Repair	Projects under \$250,000 at various locations				18,000		18,000	18,000	
2022		Advance Planning and Design	Multiple projects at various locations				2,000		2,000	2,000	
2022		Asset disposal	Multiple projects at various locations				6,000		6,000	6,000	
2022		Boiler inspections	Multiple projects at various locations				350		350	350	
2022		Condition assessments	Multiple projects at various locations				2,002		2,002	2,002	
2022		Education telecommunications	Multiple projects at various locations				200		200	200	
2022		Emergency repair	Multiple projects at various locations				3,000		3,000	3,000	
2022		Energy program	Multiple projects at various locations				2,000		2,000	2,000	
2022		Environmental projects	Multiple projects at various locations				2,000		2,000	2,000	
2022		Portable classrooms	Multiple projects at various locations				2,000		2,000	2,000	
2022		Seismic safety	Multiple projects at various locations				50		50	50	
2022		Program Management					5,914			5,914	
							<i>2022 Facilities Improvement and Repair</i>			62,819	
							<b>2022 Total Education Construction</b>			<b>68,885</b>	

**Bureau of Indian Education  
Education Construction Five-Year Plan -- FY 2021-2025**

Plan Fund Year	Priority	Facility or Unit/Program Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					
							Total Project	Funded to Date	Budget Year Funding			
									DM	CI	Total	
<i>2023 Replacement School Construction</i>											0	
<i>2023 Replacement Facility Construction</i>												0
<i>2023 Replacement / New Employee Housing</i>												1,000
<i>2023 Employee Housing Repair</i>												5,066
2023		Major Facilities Improvement and Repair	Projects over \$250,000 at various locations				19,303		19,303		19,303	
2023		Minor Facilities Improvement and Repair	Projects under \$250,000 at various locations				18,000		18,000		18,000	
2023		Advance Planning and Design	Multiple projects at various locations				2,000		2,000		2,000	
2023		Asset disposal	Multiple projects at various locations				6,000		6,000		6,000	
2023		Boiler inspections	Multiple projects at various locations				350		350		350	
2023		Condition assessments	Multiple projects at various locations				2,002		2,002		2,002	
2023		Education telecommunications	Multiple projects at various locations				200		200		200	
2023		Emergency repair	Multiple projects at various locations				3,000		3,000		3,000	
2023		Energy program	Multiple projects at various locations				2,000		2,000		2,000	
2023		Environmental projects	Multiple projects at various locations				2,000		2,000		2,000	
2023		Portable classrooms	Multiple projects at various locations				2,000		2,000		2,000	
2023		Seismic safety	Multiple projects at various locations				50		50		50	
2023		Program Management					5,914				5,914	
<i>2023 Facilities Improvement and Repair</i>												62,819
<b>2023 Total Education Construction</b>												<b>68,885</b>

**Bureau of Indian Education  
Education Construction Five-Year Plan -- FY 2021-2025**

Plan Fund Year	Priority	Facility or Unit/Program Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					
							Total Project	Funded to Date	Budget Year Funding			
									DM	CI	Total	
<i>2024 Replacement School Construction</i>											0	
<i>2024 Replacement Facility Construction</i>												0
<i>2024 Replacement / New Employee Housing</i>												1,000
<i>2024 Employee Housing Repair</i>												5,066
2024		Major Facilities Improvement and Repair	Projects over \$250,000 at various locations				19,303		19,303		19,303	
2024		Minor Facilities Improvement and Repair	Projects under \$250,000 at various locations				18,000		18,000		18,000	
2024		Advance Planning and Design	Multiple projects at various locations				2,000		2,000		2,000	
2024		Asset disposal	Multiple projects at various locations				6,000		6,000		6,000	
2024		Boiler inspections	Multiple projects at various locations				350		350		350	
2024		Condition assessments	Multiple projects at various locations				2,002		2,002		2,002	
2024		Education telecommunications	Multiple projects at various locations				200		200		200	
2024		Emergency repair	Multiple projects at various locations				3,000		3,000		3,000	
2024		Energy program	Multiple projects at various locations				2,000		2,000		2,000	
2024		Environmental projects	Multiple projects at various locations				2,000		2,000		2,000	
2024		Portable classrooms	Multiple projects at various locations				2,000		2,000		2,000	
2024		Seismic safety	Multiple projects at various locations				50		50		50	
2024		Program Management					5,914				5,914	
<i>2024 Facilities Improvement and Repair</i>												62,819
<b>2024 Total Education Construction</b>												<b>68,885</b>



**Bureau of Indian Education  
Education Construction Five-Year Plan -- FY 2021-2025**

Plan Fund Year	Priority	Facility or Unit/Program Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					
							Total Project	Funded to Date	Budget Year Funding			
									DM	CI	Total	
<i>2025 Replacement School Construction</i>											0	
<i>2025 Replacement Facility Construction</i>												0
<i>2025 Replacement / New Employee Housing</i>												1,000
<i>2025 Employee Housing Repair</i>												5,066
2025		Major Facilities Improvement and Repair	Projects over \$250,000 at various locations				19,303		19,303		19,303	
2025		Minor Facilities Improvement and Repair	Projects under \$250,000 at various locations				18,000		18,000		18,000	
2025		Advance Planning and Design	Multiple projects at various locations				2,000		2,000		2,000	
2025		Asset disposal	Multiple projects at various locations				6,000		6,000		6,000	
2025		Boiler inspections	Multiple projects at various locations				350		350		350	
2025		Condition assessments	Multiple projects at various locations				2,002		2,002		2,002	
2025		Education telecommunications	Multiple projects at various locations				200		200		200	
2025		Emergency repair	Multiple projects at various locations				3,000		3,000		3,000	
2025		Energy program	Multiple projects at various locations				2,000		2,000		2,000	
2025		Environmental projects	Multiple projects at various locations				2,000		2,000		2,000	
2025		Portable classrooms	Multiple projects at various locations				2,000		2,000		2,000	
2025		Seismic safety	Multiple projects at various locations				50		50		50	
2025		Program Management					5,914				5,914	
<i>2025 Facilities Improvement and Repair</i>											62,819	
<b>2025 Total Education Construction</b>												<b>68,885</b>

**BUREAU OF RECLAMATION  
CAPITAL IMPROVEMENT AND DEFERRED MAINTENANCE FIVE YEAR PLAN -- FY 2021-2025**

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				Remaining to be Funded	Future Years of Funding for Other Phases	Incorporates Simplified Design	
							Total Project	Funded to Date	Budget Year Funding					
									DM	CI				Total
2021		Nimbus Fish Hatchery	RAX 410 - Fish Hatchery Passage Project	CA	3	66.00	15,354	11,354	1,500	1,500	2,500			
2021		Gianelli Pump Generating Plant	RAX 543 - Replace/Refurbish Eight Butterfly Valves, Windings and Refurbishment of Casings and Tubing	CA	18	100.00	87,242	57,252	5,000	5,000	25,000			
2021		Tracy Fish Collection Facility	RAX 655 Brannon Island Fish Release Site Replacement	CA	11	75.00	6,460	-	300	300	6,160	2022, 2023, 2024		
2021		Tracy Fish Collection Facility	RAX 612 Antioch Fish Release Site Rebuild	CA	11	56.00	4,087	1,587	2,500	2,500	-			
2021		Northern California Area Office Powerplants	RAX 613 - NCAO Powerplants Fire Alarm Upgrades	CA	2	100.00	6,994	4,094	2,600	2,600	300			
2021		Shasta Dam	RAX 641 HVAC Replacement	CA	2	66.00	990	930	60	60	-			
2021		Whiskeytown Dam	RAX 499 Electrical Upgrades	CA	2	60.00	307	87	220	220	-			
2021		Clear Creek Tunnel	RAX 647 Clear Creek Tunnel Lining Repair	CA	2	70.00	1,721	18	175	175	1,528	2022, 2023		
2021		Delta Mendota Canal	RAX 659 Intertie Pump Replacement	CA	11	90.00	280	140	140	140	-			
2021		Tracy Fish Collection Facility	RAX 622 Hyacinth Removal Project	CA	11	100.00	8,186	441	245	245	7,500	2022, 2023, 2024		
2021		Tracy Fish Collection Facility	RAX 656 Electrical Balance/Backup Generator	CA	11	90.00	5,220	20	200	200	5,000	2022, 2023		
2021		C W Jones Pumping Plant	RAX 634 Jones Pumping Plant Rewind	CA	11	100.00	19,879	7,837	4,049	4,049	7,837			
2021		Friant Dam	RAX 646 18' Valve Replacement	CA	22	90.00	1,250	400	700	700	150	2022		
2021		Trinity Fish Hatchery	RAX 639 Replace Domestic Water Supply System	CA	2	72.00	318	68	250	250	-			
2021		Ponderosa Bridge	RAX 658 Ponderosa Bridge Replacement	CA	4	90.00	2,500	-	2,500	2,500	-			
2021		Joint Use Facilities	RAX 649 JUF Fire System Modernization	CA	16,21	87.00	18,213	1,813	7,000	7,000	9,400	2022, 2023, 2024, 2025		Yes
2021		Shasta Power Plant	RAX 565 Shasta Power Plant Oil Pump Replacement	CA	2	80.00	1,015	695	320	320	-			
2021		Folsom Power Plant	RAX 630 HVAC and Fire Alarm Upgrades	CA	4	90.00	4,521	4,421	100	100	-			
2021		Altus Dam, W.C. Austin Project	Safety of Dams Modification-Altus Dam	OK	3	90.00	38,500	20,828	84	6,000	11,672			
2021		Boca Dam, Truckee Storage Project	Safety of Dams Modification-Boca Dam	CA	4	100.00	27,800	29,565	400	500	-			
2021		Box Butte, Mirage Flats Project	Safety of Dams Modification-Box Butte	NE	3	90.00	10,500	10,235	265	265	-			
2021		Bull Lake Dam, PSMBP-Riverton Unit	Safety of Dams Modification-Bull Lake	WY	0	100.00	69,000	60,887	2,500	5,000	3,113			
2021		El Vado Dam/Middle Rio Grande	Safety of Dams Modification-El Vado Dam	NM	3	100.00	75,000	17,715	12,000	15,000	42,285			
2021		Heart Butte Dam, PSMBP	Safety of Dams Modification-Heart Butte	ND	0	90.00	22,000	3,590	1,500	2,000	16,410			
2021		Folsom Dam, Central Valley Project, American River	Safety of Dams Modification-Folsom Dam	CA	4	90.00	338,500	328,903	4,000	4,000	5,597			
2021		Fresno Dam, Milk River Project	Safety of Dams Modification-Fresno Dam	MT	0	100.00	60,000	3,208	20,000	2,000	54,792			
2021		Hyrum Dam/Hyrum Project	Safety of Dams Modification-Hyrum Dam	UT	1	100.00	100,000	15,533	20,000	2,000	82,467			
2021		Steinaker Dam/Central Utah Project/Vernal Unit	Safety of Dams Modification-Steinaker Dam	UT	2	100.00	40,000	26,600	597	500	12,900			
2021		Kachess Dam/Yakima Project	Safety of Dam Modification-Kachess	WA	4	100.00	23,000	1,839	800	1,000	20,161			
2021		Scoggins Dam, Tualatin Project	Safety of Dams Modification-Scoggins Dam	OR	1	100.00	690,000	12,670	2,000	2,500	674,830			
2021		BF Sisk Dam, Central Valley Project	Safety of Dams Modification-BF Sisk	CA	18	90.00	1,067,895	31,174	44,000	44,000	992,721			
2021		Conconully/Okanogan Project	Safety of Dam Modification-Conconully	WA	5	100.00	80,000	2,066	1,500	1,500	76,434			
2021		Alcova Dam	RAX 8007 - Spillway Concrete Repair	WY	1	72.00	2,435	2,025	273	273	137	2022		
2021		Yellowtail Dam	RAX 1604 - Facility Adin Office Building Replacement	MT	1	66.00	2,520	313	2,152	2,152	55	2022		
2021		Glen Elder Dam	RAX 1601 - Spillway Concrete Repair	KS	1	70.00	27,000	500	500	500	26,000			
2021		Milk River	RAX 1194 - St. Mary Diversion Dam Drop 5 Repair	MT	1	80.00	3,720	95	1,650	1,650	1,975	2022		
2021		Yellowtail Dam	RAX 1302 - Access Road Rock Scaling and Removal	MT	1	100.00	353	20	300	300	33	2022		
2021		Yellowtail Dam	RAX 1408 - Spillway Rockfall Protection System Addition	MT	1	80.00	1,505	86	14	14	1,405	2022		
2021		Yellowtail Dam	RAX 1703 - Right Abutment Ice Barrier Addition	MT	1	70.00	1,050	49	102	102	952	2022		
2021		Tiber Dam	RAX 1902 - Auxiliary Outlet Works Metalworks	MT	1	80.00	1,245	50	20	20	1,175	2022		
2021		Cle Elum Dam, Yakima Project	Cle Elum Fish Passage Facility	WA	4	45.00	100,000	56,386	5,210	5,210	38,404			
2021		American Falls Dam	American Falls Spillway Concrete Repair	ID	2	80.00	2,193	1,886	307	307	-			
2021		Columbia Basin Project-Main Canal	Columbia Basin Main Canal Trail Lakes Section Rehabilitation	WA	4	70.00	825	615	24	24	186			
2021		Leavenworth National Fish Hatchery	Leavenworth Fish Hatchery Wastewater Pumpback System	WA	4	90.00	1,195	460	610	610	125			

2021	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Replace Raceways with Rearing Tanks	WA	4	80.00	6,308	4,678	-	1,500	1,500	130		
2021	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Well Field Reconfiguration	WA	4	90.00	5,056	3,152	-	150	150	1,755		
2021	Roza Diversion Dam, Yakima Project	Roza Fish Screen Modification	WA	4	70.00	20,962	2,095	-	3,802	3,802	15,065		
2021	Grand Coulee Dam	Ring Seal Gate Refurbishment	WA	4	90.00	1,387	0	-	281	281	1,101		
2021	John Keys Pump Generation Plant	Governors, Exciters, Protectors, Relays & Unit Control Replacement	WA	4	90.00	3,289	2,476	-	437	437	376		
2021	Hungry Horse Dam	Visitor's Center Rock Netting	MT	0	76.00	197	1	120		120	13		
2021	Leavenworth National Fish Hatchery	Leavenworth National Fish Hatchery (LNFH) Surface Water Intake Replacement	WA	4	80.00	42,000	6,686	-	12,000	2,488	23,314		
2021	Yuma Area Projects	Wash Fan Removal	CA	51	90.00	1,000	-	-	850	850	150		
2021	Yuma Area Projects	Senator Wash - Rebuild Pump Motor Generator	CA	51	90.00	2,825	225	-	2,600	2,600	-		
2021	Colorado Front Work and Levee System	Yuma Mesa Conduit Ext.	AZ	3	80.00	15,508	11,684	-	3,824	3,824	-		
2021	Colorado River Basin Salinity Control Project - Title I	242 Wellfield Expansion Project	AZ	3	80.00	30,172	25,195	-	1,500	1,500	3,477		
2021	Yuma Area Projects	Senator Wash SCADA Replacement	CA	51	90.00	2,697	197	-	2,500	2,500	-		
2021	San Carlos Apache Tribe Water Settlement Act	San Carlos Apache Tribe Central Arizona Project Water Delivery System	AZ	1	80.00	143,206	4,738	-	1,500	1,500	136,918		
2021	Central Arizona Project	Tucson Reliability Division	AZ	3	70.00	16,561	7,680	-	1,040	1,040	7,841		
2021	Colorado River Front Work & Levee System	Colorado River Wash Fan Control Structures	AZ/CA	7/45	80.00	6,034	1,836	-	269	269	3,929		
2021	Pojoaque Basin Regional Water System	Aamodt Litigation Settlement	NM	3	90.00	230,793	131,059	-	4,000	4,000	80,734	2022, 2023, 2024	-
2021	Navajo Gallup Water Supply Project	Navajo Gallup Water Supply Project	NM	3	80.00	1,388,400	1,023,768	-	38,300	38,300	326,332		
									<b>Total for FY2021</b>	<b>\$183,947</b>			
2022	Boysen Powerplant	RAX 8013 - Rehabilitation Assessment	WY	1	80.00	2,200	950	-		1,250	-		
2022	Seminole Powerplant	RAX 8008 - Rehabilitation Assessment	WY	1	80.00	2,700	950	-		1,750	-		
2022	East Portal Dam	RAX 1803 - Spillway Concrete Repair	CO	2	80.00	2,656	300	-		115	2,241	2023	
2022	Flatiron Powerplant	RAX 1805 - Embedded Pipe Rehabilitation	CO	4	70.00	315	111	-		204	-		
2022	Leadville Mine Drainage Tunnel	RAX 1806 - New Treatment Plant and Chemical Storage Bldg	CO	3	80.00	88,600	4,700	-	1,000	1,000		2023, 2024, 2025, 2026	
2022	Heart Butte Dam	RAX 1112 - Outlet Works Wingwall Concrete Repair Drain	ND	1	90.00	210	-	-		210	-		
2022	Yellowtail Powerplant	RAX 1911 - Domestic Water Treatment System	MT	1	80.00	586	-	-		6	580	2023	
2022	Yellowtail Dam	RAX 1912 - Visitor's Center Roof Replacement	MT	1	60.00	496	-	-		55	440	2023	
2022	Yellowtail Dam	RAX 1913 - Maintenance Shed Roof Replacement	MT	1	72.00	476	-	-		36	440	2023	
2022	Cunningham Tunnel	RAX 1802 - Invert Lining Repair	CO	3	80.00	1,922	113	-		1,732	77	2023	
2022	Angostura Dam	RAX 0454 - Drain Cleaning	SD	1	90.00	200	-	-		200	-		
2022	Norton Dam	RAX 1703 - Spillway Gate Wire Rope Replacement	KS	1	70.00	730	100	-		630	-		
2022	Webster Dam	RAX 6100 - Spillway Concrete Repair	KS	1	70.00	24,500	22,500	-		2,000	-		
2022	New Melones Power Plant	RAX 600 Generator Refurbishments	CA	19	TBD	150	-	-	50	50	100	2023, 2024	
2022	Joint Use Facilities	RAX 649 JUF Fire System Modernization	CA	16,21	87.00	18,213	8,813	-	2,500	2,500	6,900	2023, 2024, 2025	
2022	Tracy Fish Collection Facility	RAX 586 Trash Rake Monorail Structure Enhancement	CA	15	46.00	3,865	865	-	2,500	2,500	500	2023	
2022	Friant Dam	RAX 646 18' Valve Replacement	CA	22	90.00	1,250	1,100	-	150	150	-		
2022	Gianelli Pump Generating Plant	RAX 543 - Replacement/Refurbishment of eight butterfly valves, replace windings, refurb casings and tubing	CA	18	100.00	87,242	62,242	-	5,000	5,000	20,000	2023, 2024, 2025, 2026	
2022	Tracy Fish Collection Facility	RAX 656 Electrical Balance/Backup Generator	CA	11	90.00	5,220	220	-	2,500	2,500	2,500	2023	
2022	Tracy Fish Collection Facility	RAX 622 Hyacinth Removal Project	CA	11	100.00	8,186	686	-	2,500	2,500	5,000	2023, 2024	
2022	Clear Creek Tunnel	RAX 647 Clear Creek Tunnel Lining Repair	CA	2	70.00	1,721	193	-	225	225	1,303	2023	
2022	Nimbus Fish Hatchery	RAX 410 - Fish Hatchery Passage Project	CA	3	66.00	15,354	12,854	-	2,500	2,500	-		
2022	Friant Dam	RAX 645 Drum Gate Corrosion Mitigation	CA	22	TBD	3,303	203	-	1,400	1,400	1,700	2023, 2024	
2022	Tracy Fish Collection Facility	RAX 655 Brannon Island Fish Release Site Replacement	CA	11	75.00	6,460	300	-	1,830	1,830	4,330	2023, 2024	
2022	NCAO Powerplants	RAX 613 - Fire Alarm Upgrades	CA	02	80.00	6,994	6,694	-	300	300	-		
2022	Jones Pumping Plant	RAX 634 - Pump Rewind	CA	11	100.00	19,879	11,886	-	3,042	3,042	4,951	2023, 2024, 2025	
2022	New Melones Recreation	RAX 651 Carport Solar Array Replacement	CA	19	TBD	722	-	-	722	722	-		
2022	Central Arizona Project	Verde River Fish Barriers	AZ	4	80.00	9,114	-	-	8,500	-	-		
2022	San Carlos Apache Tribe Water Settlement Act	San Carlos Apache Tribe Central Arizona Project Water Delivery System	AZ	1	80.00	143,206	6,288	-	1,500	550	136,368		
2022	Central Arizona Project	Tucson Reliability Division	AZ	3	70.00	16,561	8,720	-	1,040	990	6,359		

2022	Colorado River Front Work & Levee System	River Mile 33 Design and Reconstruction	CA	51	22.00	1,938	1,206	-	732	732	781		
2022	Colorado River Front Work & Levee System	Colorado River Wash Fan Control Structures	AZ/CA	7/45	80.00	6,034	2,565	-	761	761	-		
2022	Pojoaque Basin Regional Water System	Aamodt Litigation Settlement	NM	3	90.00	230,793	129,769	-	4,000	14,000	223,718		
2022	Navajo Gallup Water Supply Project	Navajo Gallup Water Supply Project	NM	3	80.00	1,388,400	1,062,068	-	38,300	38,300	288,032		
2022	Leavenworth National Fish Hatchery	Leavenworth Fish Hatchery Wastewater Pumpback System	WA	4	90.00	1,195		-	1,200	1,200			
2022	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Replace Raceways with Rearing Tanks	WA	4	80.00	6,308		-	1,995	1,995			
2022	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Well Field Reconfiguration	WA	4	90.00	5,056		-	1,000	1,000			
2022	Cle Elum Dam, Yakima Project	Cle Elum Fish Passage Facility	WA	4	45.00	100,000		-	15,000	15,000			
2022	Roza Diversion Dam, Yakima Project	Roza Fish Screen Replacement	WA	4	70.00	20,962		-	3,781	3,781			
2022	Grand Coulee Dam	Drum Gate Maintenance Structure	WA	4	60.00			-	1,975	1,975			
2022	Grand Coulee Dam	Ring Seal Gate Refurbishment	WA	4	90.00	1,387		-	282	282			
2022	John Keys Pump Generation Plant	KP10B Transformer Replacement and Disconnects (KP10) A&B)	WA	4	80.00			-	57	57	(57)		
2022	John Keys Pump Generation Plant	Governors, Exciters, Protectors, Relays & Unit Control Replacement	WA	4	90.00	3,289		-	103	103	(103)		
2022	Leavenworth Fish Hatchery	Leavenworth National Fish Hatchery (LNFH) Surface Water Intake Replacement	WA	4	80.00	42,000		-	4,447	4,447			
2022	Hungry Horse Dam and Reservoir	Hungry Horse - Visitors Center Building HVAC Replacement	MT	0	50.00	138	17	91		91	31		
2022	Hungry Horse Dam and Reservoir	Hungry Horse - Visitor Center Exhibits and Virtual Tour	MT	0	50.00	170	23	63		63	84		
2022	Grand Coulee Dam and FDR Reservoir (and General Property)	MP - IA Crane Control Upgrade.	WA	4	70.00	262		262		262	-		
2022	Grand Coulee Dam and FDR Reservoir (and General Property)	Grand Coulee Dam - Drum gate Recoating	WA	4	70.00	1,776	16	9		9	1,751		
2022	Grand Coulee Dam and FDR Reservoir (and General Property)	GCP -Warehouse 3 Replacement	WA	4	70.00	897	615	281		281	1		
2022	Hungry Horse Dam and Reservoir	HH - Rock Scaling/Netting Right Abutment Visitors Center	MT	0	76.00	187	174	13		13			
2022	Altus Dam, W.C. Austin Project	Safety of Dams Modification-Altus Dam	OK	3	90.00	38,500	26,828		84	6,000	5,672		
2022	Boca Dam, Truckee Storage Project	Safety of Dams Modification-Boca Dam	CA	4	100.00	27,800	30,065		63	-	(2,265)		
2022	Bull Lake Dam, PSMBP-Riverton Unit	Safety of Dams Modification-Bull Lake	WY	0	100.00	69,000	65,887		600	2,000	1,113		
2022	El Vado Dam/Middle Rio Grande	Safety of Dams Modification-El Vado Dam	NM	3	100.00	75,000	32,715		11,000	10,000	32,285		
2022	Heart Butte Dam, PSMBP	Safety of Dams Modification-Heart Butte	ND	0	90.00	22,000	5,590		1,000	10,000	6,410		
2022	Folsom Dam, Central Valley Project, American River	Safety of Dams Modification-Folsom Dam	CA	4	90.00	338,500	328,903		4,000	4,000			
2022	Fresno Dam, Milk River Project	Safety of Dams Modification-Fresno Dam	MT	0	100.00	60,000	5,208		20,000	15,000	39,792		
2022	Hyrum Dam/Hyrum Project	Safety of Dams Modification-Hyrum Dam	UT	1	100.00	100,000	17,533		20,000	2,000	80,467		
2022	Kachess Dam/Yakima Project	Safety of Dam Modification-Kachess	WA	4	100.00	23,000	2,839		200	1,000	19,161		
2022	Scoggins Dam, Tualatin Project	Safety of Dams Modification-Scoggins Dam	OR	1	100.00	690,000	15,170		5,000	2,500	672,330		
2022	BF Sisk Dam, Central Valley Project	Safety of Dams Modification-BF Sisk	CA	18	90.00	1,067,895	75,174		5,000	30,525	962,196		
2022	Conconully/Okanogan Project	Safety of Dam Modification-Conconully	WA	5	90.00	80,000	3,566		1,000	2,000	74,434		
								<b>Total for FY2022</b>		<b>\$205,323</b>			
2023	Central Arizona Project	Verde River Fish Barriers	AZ	4	80.00	9,114	-	-	8,500	2,610	4,022		
2023	San Carlos Apache Tribe Water Settlement Act	San Carlos Apache Tribe Central Arizona Project Water Delivery System	AZ	1	80.00	143,206	6,838	-	1,500	550	135,818		
2023	Central Arizona Project	Tucson Reliability Division	AZ	3	70.00	16,561	9,710	-	1,040	990	5,369		
2023	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Replace Raceways with Rearing Tanks	WA	4	80.00	6,308		-	2,135	2,135			
2023	Leavenworth National Fish Hatchery	Leavenworth Fish Hatchery Wastewater Pumpback System	WA	4	90.00	1,195		-	768	768			
2023	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Well Field Reconfiguration	WA	4	90.00	5,056		-	1,000	1,000			
2023	Cle Elum Dam, Yakima Project	Cle Elum Fish Passage Facility	WA	4	45.00	100,000		-	15,000	15,000			

2023	Roza Diversion Dam, Yakima Project	Roza Fish Screen Replacement	WA	4	70.00	20,962			3,710	3,710			
2023	Grand Coulee Dam	Drum Gate Maintenance Structure	WA	4	60.00				1,975	1,975			
2023	Grand Coulee Dam	Ring Seal Gate Refurbishment	WA	4	90.00	1,387			282	282			
2023	John Keys Pump Generation Plant	KP10B Transformer Replacement and Disconnects (KP10) A&B)	WA	4	80.00				401	401	(401)		
2023	John Keys Pump Generation Plant	Governors, Exciters, Protectors, Relays & Unit Control Replacement	WA	4	90.00	3,289			104	104	(104)		
2023	Leavenworth Fish Hatchery	Leavenworth National Fish Hatchery (LNFH) Surface Water Intake Replacement	WA	4	80.00	42,000			3,795	3,795			
2023	Hungry Horse Dam and Reservoir	Hungry Horse - Visitor Center Exhibits and Virtual Tour	MT	0	50.00	170	86	84		84			
2023	Grand Coulee Dam and FDR Reservoir (and General Property)	Grand Coulee Dam - Drum gate Recoating	WA	4	70.00	1,776	25	174		174		1,577	
2023	Navajo Gallup Water Supply Project	Navajo Gallup Water Supply Project	NM	3	80.00	1,388,400	1,100,368		27,500	27,500		260,532	
2023	Altus Dam, W.C. Austin Project	Safety of Dams Modification-Altus Dam	OK	3	90.00	38,500	32,828		84	5,000		672	
2023	Bull Lake Dam, PSMBP-Riverton Unit	Safety of Dams Modification-Bull Lake	WY	0	100.00	69,000	67,887		224	824		289	
2023	El Vado Dam/Middle Rio Grande	Safety of Dams Modification-El Vado Dam	NM	3	100.00	75,000	42,715		22,000	15,000		17,285	
2023	Heart Butte Dam, PSMBP	Safety of Dams Modification-Heart Butte	ND	0	90.00	22,000	15,590		436	5,000		1,410	
2023	Fresno Dam, Milk River Project	Safety of Dams Modification-Fresno Dam	MT	0	100.00	60,000	20,208		12,100	22,000		17,792	
2023	Hyrum Dam/Hyrum Project	Safety of Dams Modification-Hyrum Dam	UT	1	100.00	100,000	19,533		19,000	30,000		50,467	
2023	Kachess Dam/Yakima Project	Safety of Dam Modification-Kachess	WA	4	90.00	23,000	3,839		100	8,000		11,161	
2023	Scoggins Dam, Tualatin Project	Safety of Dams Modification-Scoggins Dam	OR	1	100.00	690,000	17,670		5,000	110,000		562,330	
2023	BF Sisk Dam, Central Valley Project	Safety of Dams Modification-BF Sisk	CA	18	90.00	1,067,895	105,699		5,000	145,000		817,196	
2023	Conconully/Okanogan Project	Safety of Dam Modification-Conconully	WA	5	90.00	80,000	5,566		500	2,500		71,934	
2023	New Melones Power Plant	RAX 600 Generator Refurbishments	CA	19	TBD	150	50		50	50		50	
2023	Joint Use Facilities	RAX 649 JUF Fire System Modernization	CA	16,21	87.00	18,213	11,313		2,500	2,500		4,400	
2023	Tracy Fish Collection Facility	RAX 586 Trash Rake Monorail Structure Enhancement	CA	15	46.00	3,865	3,365		500	500		-	
2023	Tracy Fish Collection Facility	RAX 656 Electrical Balance/Backup Generator	CA	11	90.00	5,220	2,720		2,500	2,500		-	
2023	Gianelli Pump Generating Plant	RAX 543 - Replacement/Refurbishment of eight butterfly valves, replace windings, refurb casings and tubing	CA	11	100.00	87,242	67,242		5,000	7,500		12,500	
2023	Tracy Fish Collection Facility	RAX 622 Hyacinth Removal Project	CA	11	100.00	8,186	3,186		2,500	2,500		2,500	
2023	Clear Creek Tunnel	RAX 647 Clear Creek Tunnel Lining Repair	CA	2	70.00	1,721	418		1,303	1,303		-	
2023	Friant Dam	RAX 645 Drum Gate Corrosion Mitigation	CA	22	TBD	3,303	1,603		1,400	1,400		300	
2023	Tracy Fish Collection Facility	RAX 655 Brannon Island Fish Release Site Replacement	CA	11	75.00	6,460	2,130		1,830	1,830		2,500	
2023	Shasta Dam	RAX 569 - Recoat Support Rod Couplers	CA	2	TBD	1,848	48		300	300		1,500	
2023	Jones Pumping Plant	RAX 634 - Pump Rewind	CA	11	100.00	19,879	14,928		2,500	2,500		2,451	
2023	Folsom Dam, Central Valley Project, American River	Folsom Admin Building Repair	CA	3	TBD	2,000	-		2,000	2,000		-	
									<b>Total for FY2023</b>		<b>\$429,285</b>		
2024	Central Arizona Project	Verde River Fish Barrier	AZ	4	80.00	9,114	-		8,500	2,610		1,412	
2024	San Carlos Apache Tribe Water Settlement Act	San Carlos Apache Tribe Central Arizona Project Water Delivery System	AZ	1	80.00	143,206	7,388		1,500	549		135,269	
2024	Navajo Gallup Water Supply Project	Navajo Gallup Water Supply Project	NM	3	80.00	1,388,400	1,138,668		13,900	13,900		235,832	
2024	John Keys Pump Generation Plant	Governors, Exciters, Protectors, Relays & Unit Control Replacement	WA	4	90.00	3,289			106	106		(106)	
2024	Grand Coulee Dam	Ring Seal Gate Refurbishment	WA	4	90.00	1,387			282	282			
2024	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Well Field Reconfiguration	WA	4	90.00	5,056			1,000	1,000			
2024	Leavenworth National Fish Hatchery Complex	Leavenworth Hatchery - Replace Raceways with Rearing Tanks	WA	4	80.00	6,308			1,320	1,320			
2024	Roza Diversion Dam, Yakima Project	Roza Fish Screen Replacement	WA	4	70.00	20,962			3,710	3,710			
2024	Cle Elum Dam, Yakima Project	Cle Elum Fish Passage Facility	WA	4	45.00	100,000			2,310	2,310			
2024	Grand Coulee Dam and FDR Reservoir (and General Property)	Grand Coulee Dam - Drum gate Recoating	WA	4	70.00	1,776	1,320	104		104		352	
2024	Altus Dam, W.C. Austin Project	Safety of Dams Modification-Altus Dam	OK	3	90.00	38,500	37,828		84	500		172	
2024	Bull Lake Dam, PSMBP-Riverton Unit	Safety of Dams Modification-Bull Lake	WY	0	100.00	69,000	68,711		224	289		-	

2024	El Vado Dam/Middle Rio Grande	Safety of Dams Modification-El Vado Dam	NM	3	100.00	75,000	57,715	-	18,000	10,000	7,285	
2024	Heart Butte Dam, PSMBP	Safety of Dams Modification-Heart Butte	ND	0	90.00	22,000	20,590	-	436	1,000	410	
2024	Fresno Dam, Milk River Project	Safety of Dams Modification-Fresno Dam	MT	0	100.00	60,000	42,208	-	1,690	12,000	5,792	
2024	Hyrum Dam/Hyrum Project	Safety of Dams Modification-Hyrum Dam	UT	1	100.00	100,000	49,533	-	3,350	30,000	20,467	
2024	Kachess Dam/Yakima Project	Safety of Dam Modification-Kachess	WA	4	100.00	23,000	11,839	-	100	8,000	3,161	
2024	Scoggins Dam, Tualatin Project	Safety of Dams Modification-Scoggins Dam	OR	1	100.00	690,000	127,670	-	31,400	150,000	412,330	
2024	BF Sisk Dam, Central Valley Project	Safety of Dams Modification-BF Sisk	CA	18	90.00	1,067,895	250,699	-	10,000	129,500	687,696	
2024	Conconully/Okanogan Project	Safety of Dam Modification-Conconully	WA	5	90.00	80,000	8,066	-	200	2,500	69,434	
2024	New Melones Power Plant	RAX 600 Generator Refurbishments	CA	19	TBD	150	100	-	50	50	-	
2024	Joint Use Facilities	RAX 649 JUF Fire System Modernization	CA	16,21	87.00	18,213	13,813	-	2,500	2,500	1,900	2025
2024	Tracy Fish Collection Facility	RAX 622 Hyacinth Removal Project	CA	11	100.00	8,186	5,686	-	2,500	2,500	-	
2024	Friant Dam	RAX 645 Drum Gate Corrosion Mitigation	CA	22	TBD	3,303	3,003	-	300	300	-	
2024	Spring Creek Powerplant	RAX 517 - Re-coat Interior of Penstocks #1 and #2	CA	2	TBD	3,300	-	-	600	600	2,700	2025
2024	Gianelli Pump Generating Plant	RAX 543 - Replacement/Refurbishment of eight butterfly valves, replace windings, refurb casings and tubing	CA	18	100.00	87,242	74,742	-	5,000	5,000	7,500	2025, 2026
2024	Shasta Dam	RAX 569 - Recoat Support Rod Couplers	CA	2	TBD	1,848	348	-	1,500	1,500	-	
2024	Tracy Fish Collection Facility	RAX 655 Brannon Island Fish Release Site Replacement	CA	11	75.00	6,460	3,960	-	2,500	2,500	-	
2024	Jones Pumping Plant	RAX 634 - Pump Rewind	CA	11	100.00	19,879	17,428	-	2,451	2,451	-	
								<b>Total for FY 2024</b>		<b>\$387,081</b>		
2025	Gianelli Pump Generating Plant	RAX 543 - Replacement/Refurbishment of eight butterfly valves, replace windings, refurb casings and tubing	CA	18	100.00	87,242	79,742	-	5,000	5,000	2,500	2026
2025	Joint Use Facilities	RAX 649 JUF Fire System Modernization	CA	16,21	87.00	20,013	16,313	-	3,700	3,700	-	
2025	Spring Creek Powerplant	RAX 517 - Re-coat Interior of Penstocks #1 and #2	CA	2	TBD	3,300	600	-	2,700	2,700	-	
2025	Central Arizona Project	Verde River Fish Barrier	AZ	4	80.00	9,114	-	-	8,500	2,610	-	
2025	Altus Dam, W.C. Austin Project	Safety of Dams Modification-Altus Dam	OK	3	90.00	38,500	38,328	-	-	172	-	
2025	Bull Lake Dam, PSMBP-Riverton Unit	Safety of Dams Modification-Bull Lake	WY	0	100.00	69,000	69,000	-	-	-	-	
2025	El Vado Dam/Middle Rio Grande	Safety of Dams Modification-El Vado Dam	NM	3	100.00	75,000	67,715	-	-	6,000	1,285	
2025	Heart Butte Dam, PSMBP	Safety of Dams Modification-Heart Butte	ND	0	90.00	22,000	21,590	-	-	410	-	
2025	Fresno Dam, Milk River Project	Safety of Dams Modification-Fresno Dam	MT	0	100.00	60,000	54,208	-	4,500	4,500	1,292	
2025	Hyrum Dam/Hyrum Project	Safety of Dams Modification-Hyrum Dam	UT	1	100.00	100,000	79,533	-	-	19,000	1,467	
2025	Kachess Dam/Yakima Project	Safety of Dam Modification-Kachess	WA	4	100.00	23,000	19,839	-	-	2,000	1,161	
2025	Scoggins Dam, Tualatin Project	Safety of Dams Modification-Scoggins Dam	OR	1	100.00	690,000	277,670	-	-	150,000	262,330	
2025	BF Sisk Dam, Central Valley Project	Safety of Dams Modification-BF Sisk	CA	18	90.00	1,067,895	380,199	-	-	106,975	580,721	
2025	Conconully/Okanogan Project	Safety of Dam Modification-Conconully	WA	5	90.00	80,000	10,566	-	-	2,500	66,934	
2025	Pojoaque Basin Regional Water System	Aamodt Litigation Settlement	NM	3	90.00	230,793	133,769	-	4,000	22,600	211,118	-
								<b>Total for FY 2025</b>		<b>\$328,167</b>		

US Fish Wildlife Service  
Construction FIVE YEAR PLAN -- FY 2021-2025

Version 7 - 8.19.2019

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				Remaining to be Funded	Future Years of Funding for Other Phases	Change in Annual O&M (actual \$/yr)	
							Total Project	Funded to Date	Budget Year Funding					
									DM	CI				Total
2021	1	Buffalo Lake NWR	Repair Umbarger Dam	TX	19	90	\$2,100	\$300	\$1,800	\$0	\$1,800	\$0		\$358
2021	2	Bears Bluff NFH	Replace and Relocate Laboratory [p/d/ic]	SC	06	80	\$1,464	\$0	\$800	\$200	\$1,000	\$464	2023	\$0
2021	3	Makah NFH	Replace Diversion Dam and Fish Barrier Phase II of IV [ic]	WA	06	80	\$5,208	\$1,687	\$1,000	\$0	\$1,000	\$2,521	2022, 2025	-\$4,456
2021	4	Branch of Dam Safety	Dam Safety Program - Evaluations of Newly Acquired Dams Phase V of V	*	*	70	\$1,250	\$1,000	\$250	\$0	\$250	\$0		\$0
2021	5	Branch of Dam Safety	Nation wide Seismic Safety Investigations and Mitigation Phase II of V	*	*	70	\$1,000	\$200	\$200	\$0	\$200	\$600	2022-2024	\$0
2021	6	Information Resources & Technology Management	Nation wide Radio Site Safety Investigations Phase IV of V	*	*	70	\$1,250	\$750	\$250	\$0	\$250	\$250	2022	\$0
2021	7	Saratoga National Fish Hatchery	Rehabilitate Water Treatment Facilities [cc]	WY	AL	55	\$1,102	\$644	\$458	\$0	\$458	\$0		
2021	8	Yukon Delta NWR	Remediate and Demolish Bureau of Indian Affairs Infrastructure Phase II of VI	AK	AL	40	\$13,000	\$400	\$380	\$0	\$380	\$12,220	2022-2024, Outside of scope	\$0
2021	9	Williams Creek NFH	Demolish Residence 6	AZ	01	36	\$60	\$0	\$60	\$0	\$60	\$0		-\$56
<b>Total for Fiscal Year 2021</b>											<b>\$5,398</b>			

US Fish Wildlife Service  
Construction FIVE YEAR PLAN -- FY 2021-2025

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Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					Remaining to be Funded	Future Years of Funding for Other Phases	Change in Annual O&M (actual \$/yr)
							Total Project	Funded to Date	Budget Year Funding					
									DM	CI	Total			
2022	10	Neosho NFH	Replace Feed Storage and Vehicle Storage Building	MO	07	90	\$500	\$0	\$500	\$0	\$500	\$0		-\$1,483
2022	11	Makah NFH	Replace Diversion Dam and Fish Barrier Phase III of IV [cc]	WA	06	80	\$5,208	\$2,687	\$2,063	\$0	\$2,063	\$458	2025	-\$4,456
2022	12	Branch of Dam Safety	Nation wide Seismic Safety Investigations Phase III of V	*	*	70	\$1,000	\$400	\$200	\$0	\$200	\$400	2023-2024	\$0
2022	13	Information Resources & Technology	Nation wide Radio Site Safety Investigations Phase V of V	*	*	70	\$1,250	\$1,000	\$250	\$0	\$250	\$0		\$0
2022	14	Yukon Delta NWR	Remediate and Demolish Bureau of Indian Affairs Infrastructure Phase III of VI	AK	AL	40	\$13,000	\$780	\$5,355	\$0	\$5,355	\$6,865	2023-2024, Outside of scope	\$0
2022	15	Iron River NFH	Demolish Dilapidated Milking Barn	WI	07	40	\$30	\$0	\$30	\$0	\$30	\$0		\$0
<b>Total for Fiscal Year 2022</b>											<b>\$8,398</b>			



US Fish Wildlife Service  
Construction FIVE YEAR PLAN -- FY 2021-2025

Version 7 - 8.19.2019

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					Remaining to be Funded	Future Years of Funding for Other Phases	Change in Annual O&M (actual \$/yr)
							Total Project	Funded to Date	Budget Year Funding					
									DM	CI	Total			
2023	16	Bears BluffNFH	Replace and Relocate Laboratory [cc]	SC	06	90	\$1,464	\$1,000	\$464	\$0	\$464	\$0		\$0
2023	17	Cmb Orchard NWR	Replace Water Lines Supporting Outdoor Recreation, Industry and Refuge Operations Phase I [p/d/ic]	IL	12	90	\$6,950	\$450	\$3,225	\$0	\$3,225	\$3,275	2024	\$0
2023	18	Genoa NPH	Construct Aeration Tower and Head Box	WI	03	80	\$1,000	\$0	\$0	\$1,000	\$1,000	\$0		\$0
2023	19	Craig Brook NPH	Update Waste Water Treatment Plant For NPDES Compliance	ME	02	80	\$442	\$0	\$442	\$0	\$442	\$0		-\$28,929
2023	20	Branch of Dam Safety	Nation wide Seismic Safety Investigations and Mitigation Phase IV of V	*	*	70	\$1,000	\$600	\$200	\$0	\$200	\$200	2024	\$0
2023	21	Alcheyay NPH	Effluent Treatment System [ic]	AZ	01	65	\$912	\$150	\$0	\$762	\$762	\$0		\$0
2023	22	Yukon Delta NWR	Remediate and Demolish Bureau of Indian Affairs Infrastructure Phase IV of VI	AK	AL	40	\$13,000	\$6,135	\$2,305	\$0	\$2,305	\$4,560	2024, Outside of scope	\$0
<b>Total for Fiscal Year 2023</b>											<b>\$8,398</b>			

US Fish Wildlife Service  
Construction FIVE YEAR PLAN -- FY 2021-2025

Version 7 - 8.19.2019

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					Remaining to be Funded	Future Years of Funding for Other Phases	Change in Annual O&M (actual \$/yr)
							Total Project	Funded to Date	Budget Year Funding					
									DM	CI	Total			
2024	23	Cmb Orchard NWR	Replace Water Lines Supporting Outdoor Recreation, Industry and Refuge Operations Phase II [cc]	IL	12	90	\$6,950	\$3,675	\$3,275	\$0	\$3,275	\$0		\$0
2024	24	Creston NFH	Replace Raceways 12-29	MT	AL	80	\$1,400	\$0	\$1,400	\$0	\$1,400	\$0		\$0
2024	25	Wichita Mountains Refuge	Modernize Infrastructure by Replacing Dilapidated Headquarters and Supporting Infrastructure Phase I [p/d]	OK	04	80	\$19,750	\$400	\$570	\$0	\$570	\$18,780	2019, 2025- Outside of scope	\$2,500
2024	26	Branch of Dam Safety	Nation wide Seismic Safety Investigations and Mitigation Phase V of V	*	*	70	\$1,000	\$800	\$200	\$0	\$200	\$0		\$0
2024	27	D.D. Eisenhower NFH	Construct Wildlife Water Production System - Treatment Building	VT	AL	70	\$850	\$0	\$15	\$835	\$850	\$0		\$0
2024	28	Emis NFH	Construct Water intake By-Pass	MT	AL	60	\$418	\$0	\$0	\$418	\$418	\$0		\$0
2024	29	Yukon Delta NWR	Remediate and Demolish Bureau of Indian Affairs Infrastructure Phase V of VI	AK	AL	40	\$13,000	\$8,440	\$1,685	\$0	\$1,685	\$2,875	Outside of scope	\$0
<b>Total for Fiscal Year 2024</b>											<b>\$8,398</b>			

US Fish Wildlife Service  
Construction FIVE YEAR PLAN -- FY 2021-2025

Version 7 - 8.19.2019

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)					Remaining to be Funded	Future Years of Funding for Other Phases	Change in Annual O&M (actual \$/yr)
							Total Project	Funded to Date	Budget Year Funding					
									DM	CI	Total			
2025	30	Wichita Mountains Refuge	Modernize Infrastructure by Replacing Dilapidated Headquarters and Supporting Infrastructure Phase II	OK	04	80	\$19,750	\$970	\$5,670	\$0	\$5,670	\$13,110	2019, 2024, Outside of scope	\$2,500
2025	31	Makah National Fish Hatchery	Replace Diversion Dam and Fish Barrier IV of IV [oc]	WA	06	80	\$5,208	\$4,750	\$458	\$0	\$458	\$0		
2025	32	Warm Springs National Fish Hatchery	Rehabilitate Water Intake System and Screens [oc]	OR	02	70	\$1,921	\$921	\$0	\$1,000	\$1,000	\$0		
2025	33	North Attleboro National Fish Hatchery	Construct New Equipment and Vehicle Storage Building	MA	4	62	\$900	\$0	\$681	\$219	\$900	\$0		
2025	34	Richard Cronin National Salmon Station	Construct Cooperative Research Lab Building - [p/d/c]	MA	1	42	\$500	\$0	\$345	\$25	\$370	\$130	Outside of scope	
<b>Total for Fiscal Year 2025</b>											<b>\$8,398</b>			

**NATIONAL PARK SERVICE**  
**Summary Project Data Sheet for Line Item Construction**

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total
2021	1	Pearl Harbor National Memorial	Replace Failing Shoreside Dock at Visitor Center	HI	HI01	87.1	\$6,597	\$950	\$5,647	\$0	\$5,647
2021	2	Chesapeake and Ohio Canal National Historical Park	Repair Canal Inlet Lock 1 and Lift Locks 1,2 and 5	MD	MD08	86.3	\$12,822	\$1,760	\$11,062	\$0	\$11,062
2021	3	Glacier National Park	Replace Utilities Along Lake McDonald	MT	MTAL	86.30	\$17,624	\$750	\$14,512	\$2,362	\$16,874
2021	4	Great Smoky Mountains National Park	Rehabilitate Sugarlands Water and Wastewater Systems	TN	TN01	85.6	\$9,714	\$1,100	\$8,614	\$0	\$8,614
2021	5	National Mall and Memorial Parks	Rehabilitate Elevator and Install Walkways at Thomas Jefferson Memorial	DC	DCAL	79.9	\$5,240	\$740	\$1,980	\$2,520	\$4,500
2021	6	First State National Historical Park	Rehabilitate Historic Sheriff's House in New Castle	DE	DEAL	79.5	\$10,211	\$2,340	\$4,014	\$3,857	\$7,871
2021	7	Rocky Mountain National Park	Replace Undersized Entrance Station at Fall River Entrance	CO	CO02	78.4	\$6,388	\$660	\$1,833	\$3,895	\$5,728
2021	8	Kalaupapa National Historical Park	Rehabilitate Unsafe and Failing Electrical System for Settlement	HI	HI02	76.8	\$17,686	\$1,656	\$8,817	\$7,213	\$16,030
2021	9	Gateway National Recreation Area	Replace Officers Row Seawall at Sandy Hook	NJ	NJ06	76.7	\$18,126	\$2,310	\$15,816	\$0	\$15,816
2021	10	President's Park	Repair Ornamental Fountains at Lafayette Park and White House Grounds	DC	DCAL	75.70	\$6,393	\$619	\$5,774	\$0	\$5,774
2021	11	Golden Gate National Recreation Area	Rehabilitate Unsafe and Inadequate Primary Electrical System at Fort Mason	CA	CA02	73.8	\$21,596	\$2,190	\$2,717	\$16,689	\$19,406
2021	12	Wrangell-Saint Elias National Park & Preserve	Replace Deficient VC/HQ Water Treatment System	AK	AKAL	67	\$4,727	\$450	\$1,112	\$3,165	\$4,277
2021	13	North Cascades National Park	Expand Utility Infrastructure for Stehekin Wildland Fire Facility and Dorm	WA	WA08	44.7	\$7,099	\$910	\$0	\$6,189	\$6,189
<b>Total FY 2021:</b>										<b>\$127,788</b>	

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total
2022	1	Mammoth Cave National Park	Rehabilitate Cave Trails: From the New Entrance to Frozen Niagara	KY	KY02	90.8	\$11,193	\$1,719	\$9,474	\$0	\$9,474
2022	2	Yosemite National Park	Rehabilitate El Portal Wastewater Treatment Facility	CA	CA04	81.6	\$39,431	\$6,200	\$26,585	\$6,646	\$33,231
2022	3	Great Smoky Mountains National Park	Rehabilitate Laurel Falls Trail	TN	TN01	80	\$5,498	\$581	\$2,950	\$1,967	\$4,917
2022	4	San Francisco Maritime National Historical Park	Implement Accessibility Improvements to Significant Park Facilities, Ships and Experiences	CA	CA12	75	\$3,820	\$277	\$2,905	\$638	\$3,543
2022	5	Cuyahoga Valley National Park	Stabilize Riverbank at High Priority Areas along Towpath Trail and Valley Railway	OH	OH10, OH13	72.2	\$4,984	\$770	\$632	\$3,582	\$4,214
2022	6	Great Smoky Mountains National Park	Rehabilitate and Expand Sugarlands Headquarters	TN	TN01	70.9	\$15,612	\$1,179	\$8,660	\$5,773	\$14,433
2022	7	Grand Canyon National Park	Improve Potable Water Supply to Intercanyon and South Rim	AZ	AZ01	69.9	\$112,466	\$30,460	\$0	\$52,006	\$52,006
2022	8	North Cascades National Park	Replace Obsolete Housing From Stehekin River Flood Plain	WA	WA01	43.7	\$6,610	\$640	\$0	\$5,970	\$5,970
<b>Total FY 2022:</b>											<b>\$127,788</b>

2023	1	Statue of Liberty National Monument and Ellis Island	Rehabilitate Terreplein and Improve Parapet Safety at Fort Wood	NY	NY10	97.2	\$24,379	\$3,900	\$16,998	\$3,481	\$20,479
2023	2	Yosemite National Park	Replace Obsolete Tuolumne Meadows Wastewater Treatment Plant	CA	CA19	88.5	\$30,469	\$4,650	\$25,819	\$0	\$25,819
2023	3	Boston National Historical Park	Repair and Replace Storm Drain System at Charlestown Navy Yard	MA	MA07	87.7	\$5,481	\$1,142	\$4,339	\$0	\$4,339
2023	4	Grand Teton National Park	Replace the Colter Bay Main Wastewater Lift Station	WY	WYAL	82.3	\$6,682	\$1,060	\$5,510	\$112	\$5,622
2023	5	Mesa Verde National Park	Rehabilitate and Stabilize Chapin Mesa Historic Buildings and Houses	CO	CO03	80.7	\$8,699	\$1,370	\$5,423	\$1,906	\$7,329
2023	6	North Cascades National Park	Replace Obsolete Stehekin Wastewater Treatment Plant	WA	WA04	80.6	\$7,115	\$1,002	\$428	\$5,685	\$6,113
2023	7	Organ Pipe Cactus National Monument	Replace Well and Water System Components for Housing and Maintenance Area	AZ	AZ03	75.6	\$12,032	\$1,750	\$9,254	\$1,028	\$10,282
2023	8	Martin Van Buren National Historic Site	Replace Temporary Visitor Contact and Support Center	NY	NY19	69.1	\$6,455	\$742	\$0	\$5,713	\$5,713
2023	9	White House	Replace White House Promenade Roof	DC	DCAL	66	\$5,994	\$0	\$2,637	\$3,357	\$5,994
2023	10	Puuhonua O Honaunau National Historical Park	Replace Maintenance Facility and Restore Landscape	HI	HI02	63.99	\$13,802	\$1,285	\$3,004	\$9,513	\$12,517
2023	11	Fort Vancouver National Historic Site	Rehabilitate Historic Main Parade Ground Barracks Building	WA	WA03	54.7	\$17,708	\$1,086	\$15,791	\$831	\$16,622
2023	12	White House	Upgrade Utilities Project F	DC	DCAL	43.5	\$6,959	\$0	\$0	\$6,959	\$6,959
<b>Total FY 2023:</b>											<b>\$127,788</b>

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total
2024	1	Wrangell-Saint Elias National Park & Preserve	Rehabilitate Kennecott Leach Plant Foundation	AK	AKAL	91.1	\$2,663	\$144	\$2,519	\$0	\$2,519
2024	2	Boston Harbor Islands National Recreation Area	Rehabilitate Waterfront Facilities at Thompson Island	MA	MA06, MA07, MA08, MA09, MA10	89.1	\$3,393	\$332	\$2,923	\$60	\$2,983
2024	3	Sequoia and Kings Canyon National Park	Replace Ash Mountain Water Treatment System	CA	CA23	88.7	\$3,556	\$310	\$3,246	\$0	\$3,246
2024	4	Rock Creek Park	Rehabilitate Thompson's Boating Center Seawall	DC	DCAL	85	\$35,502	\$0	\$35,502	\$0	\$35,502
2024	5	Everglades National Park	Rehabilitate Three Marina Bulkheads at Flamingo	FL	FL26	84.3	\$9,166	\$0	\$5,958	\$3,208	\$9,166
2024	6	Valles Caldera National Preserve	Replace Cabin District Water System	NM	NM03	82.9	\$3,763	\$135	\$726	\$2,902	\$3,628
2024	7	Golden Gate National Recreation Area	Stabilize 1939 Concrete Wharf AL211, Alcatraz Island	CA	CA12	79.5	\$16,305	\$2,700	\$13,605	\$0	\$13,605
2024	8	Gateway National Recreation Area	Repair Jacob Riis Seawall on Beach Channel Drive	NY	NY05	77.2	\$14,489	\$670	\$13,819	\$0	\$13,819
2024	9	Cape Hatteras National Seashore	Replace Fort Raleigh and Frisco Water Systems	NC	NC03	75.6	\$4,072	\$460	\$0	\$3,612	\$3,612
2024	10	Yellowstone National Park	Rehabilitate Norris Campground Wastewater System	WY	WYAL	70.7	\$3,968	\$210	\$38	\$3,720	\$3,758
2024	11	Mount Rushmore National Memorial	Rehabilitate and Expand Wastewater Treatment Plant	SD	SDAL	62.91	\$17,252	\$0	\$4,313	\$12,939	\$17,252
2024	12	Fort Vancouver National Historic Site	Rehabilitate Building 405 to Create Multi-park Museum Facility	WA	WA03	62.7	\$14,538	\$1,111	\$4,028	\$9,399	\$13,427
2024	13	Katmai National Park & Preserve	Relocate NPS Administrative Structures from Sensitive Resources	AK	AKAL	53.21	\$5,676	\$405	\$316	\$4,955	\$5,271
<b>Total FY 2024:</b>										<b>\$127,788</b>	

Plan Fund Year	Priority	Facility or Unit Name	Project Title	State	Cong. District	DOI Score	Project Cost Information (\$000)				
							Total Project	Funded to Date	Budget Year Funding		
									DM	CI	Total
2025	1	Thomas Edison National Historical Park	Replace Slate Roofs and Flashings at Edison's Glenmont Home	NJ	NJ10	92.2	\$6,483	\$118	\$6,365	\$0	\$6,365
2025	2	Boston National Historical Park	Rehabilitate Dorchester Heights Hardscapes for Accessibility and Eliminate Hazards	MA	MA08	91.1	\$8,688	\$446	\$7,253	\$989	\$8,242
2025	3	Colorado National Monument	Rehabilitate Saddlehorn Water System	CO	CO03	84.7	\$5,253	\$992	\$4,133	\$128	\$4,261
2025	4	Crater Lake National Park	Rehabilitate Cleetwood Trail and Marina to Mitigate Hazards	OR	OR02	84.2	\$13,658	\$1,500	\$12,158	\$0	\$12,158
2025	5	Glen Canyon National Recreation Area	Replace Wahweap Government Dock	AZ	AZ01	80	\$2,576	\$0	\$2,576	\$0	\$2,576
2025	6	Katmai National Park & Preserve	Replace South Side Accessible Trail and Access Ramp to Mitigate Human vs Bear Conflict	AK	AKAL	79.1	\$3,738	\$193	\$0	\$3,545	\$3,545
2025	7	Colonial National Historical Park	Repair Jones Mill Pond Dam	VA	VA02	78.5	\$7,529	\$255	\$6,474	\$800	\$7,274
2025	8	Sequoia and Kings Canyon National Park	Rehabilitate Cedar Grove Water System	CA	CA21	78.2	\$5,616	\$439	\$5,177	\$0	\$5,177
2025	9	Acadia National Park	Replace Maintenance Facilities at McFarland Hill Headquarters	ME	ME02	75.5	\$30,514	\$217	\$0	\$30,297	\$30,297
2025	10	Keweenaw National Historical Park	Rehabilitate C&H Warehouse No. 1 for Multi-Park Museum Facility	MI	MI01	72.8	\$10,992	\$1,365	\$4,910	\$4,717	\$9,627
2025	11	Chickasaw National Recreation Area	Replace Buckhorn Water Treatment Plant and Address Critical Water System Deficiencies	OK	OK04	72.3	\$11,274	\$720	\$2,216	\$8,338	\$10,554
2025	12	Golden Gate National Recreation Area	Rehabilitate Presidio Building 643 (PE-643) for NPS Maintenance Operations	CA	CA12	71.2	\$15,121	\$6,420	\$2,958	\$5,743	\$8,701
2025	13	Padre Island National Seashore	Replace Law Enforcement Operations Center	TX	TX34	59.6	\$11,365	\$580	\$0	\$10,785	\$10,785
2025	14	Harry S. Truman National Historic Site	Construct Visitor Center and Headquarters	MO	MO05	51.5	\$8,351	\$125	\$0	\$8,226	\$8,226
<b>Total FY 2025:</b>										<b>\$127,788</b>	



## **6. DOI Space Reductions Target Summary**

**Owned Office and Warehouse Square Footage Reduction Targets FY 2021 – FY 2025**

Bureau	Type	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target	FY 25 Target	Total FY21-25
BIA	Office Target (Net	65,225	34,658	9,314	24,264	0	133,461
	Warehouse Target (Net SF Reduction)	82,865	53,976	44,265	16,039	3,501	200,646
BIA							
BLM	Office Target (Net SF Reduction)	0	0	0	0	0	0
BLM	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
BOR	Office Target (Net SF Reduction)	7,974	3,631	0	2,935	16,157	30,697
BOR	Warehouse Target (Net SF Reduction)	11,130	27,254	1,260	5,944	11,593	57,181
BSEE/BOEM	Office Target (Net SF Reduction)	0	0	0	0	0	0
BSEE/BOEM	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
FWS	Office Target (Net SF Reduction)	0	62,538	11,440	2,838	0	76,816
FWS	Warehouse Target (Net SF Reduction)	13,071	14,440	14,486	237,519	38,520	318,036
NPS	Office Target (Net SF Reduction)	0	0	2,226	0	0	2,226
NPS	Warehouse Target (Net SF Reduction)	67,059	2,106	5,243	3,235	0	77,643
USGS	Office Target (Net SF Reduction)	0	0	0	0	0	0
USGS	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
<b>DOI Subtotal</b>		<b>247,324</b>	<b>198,603</b>	<b>88,234</b>	<b>292,774</b>	<b>69,771</b>	<b>896,706</b>

**Leased Office and Warehouse Square Footage Reduction Targets FY 2021 – FY 2025**

Bureau	Type	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target	FY 25 Target	Total FY21-25
BIA	Office Target (Net SF Reduction)	0	0	0	0	0	0
BIA	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
BLM	Office Target (Net SF Reduction)	0	0	3,000	3,000	0	6,000
BLM	Warehouse Target (Net SF Reduction)	3,773	0	7,162	3,000	0	13,935
BOR	Office Target (Net SF Reduction)	0	0	0	33,328	0	33,328
BOR	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
BSEE/BOEM	Office Target (Net SF Reduction)	0	0	0	35,000	0	35,000
BSEE/BOEM	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
FWS	Office Target (Net SF Reduction)	6,096	35,796	52,246	59,018	0	153,156
FWS	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
NPS	Office Target (Net SF Reduction)	45,538	4,764	8,191	16,987	7,075	82,555
NPS	Warehouse Target (Net SF Reduction)	0	0	0	0	0	0
USGS	Office Target (Net SF Reduction)	38,335	7,000	29,300	30,000	0	104,635
USGS	Warehouse Target (Net SF Reduction)	75,863	0	2,300	0	0	78,163
<b>DOI Subtotal</b>		<b>169,605</b>	<b>47,560</b>	<b>102,199</b>	<b>180,333</b>	<b>7,075</b>	<b>506,772</b>

**Disposal Targets for Owned Buildings FY 2021 – FY 2025**

Bureau	Type	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target	FY 25 Target	Total FY21-25
BIA	Disposal Target (Gross SF Reduction)	433,210	554,057	371,189	565,596	436,963	2,361,015
BLM	Disposal Target (Gross SF Reduction)	11,000	6,000	6,000	6,000	0	29,000
BOR	Disposal Target (Gross SF Reduction)	0	0	0	0	0	0
FWS	Disposal Target (Gross SF Reduction)	28,078	16,557	10,826	12,094	22,923	90,478
NPS	Disposal Target (Gross SF Reduction)	0	4,240	53,215	480	4,150	62,085
USGS	Disposal Target (Gross SF Reduction)	0	0	0	0	0	0
<b>DOI Subtotal</b>		<b>472,288</b>	<b>580,854</b>	<b>441,230</b>	<b>584,170</b>	<b>464,036</b>	<b>2,542,578</b>