

# Denver Service Center FISCAL YEAR 2003 ANNUAL REPORT

National Park Service  
United States Department of the Interior



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## Message from the DSC Director

This past fiscal year was a transitional one for the Denver Service Center (DSC) as we underwent an A-76 competitive sourcing study and realigned the entire organization. In fiscal year 2003 (FY03) the Denver Service Center worked on more than 550 projects, including line-item construction projects, Federal Lands Highway Program (FLHP) projects, park-funded projects, general management plans, and special resource studies. These projects throughout the National Park Service represent efforts funded over a number of years. We continued to emphasize the president's goals to reduce the deferred maintenance backlog, and our results included a 17% increase in award obligations in the line-item construction program and a 99% obligation rate of FLHP funds. A significant measure of the improved results from our office is that parks and regions have increased the portion of the program they are requesting the Denver Service Center to perform. Our portion of the National Park Service's line-item construction program has grown from 42% in fiscal year 2000 to 52% in fiscal year 2003, and we are managing almost 70% of the NPS line-item construction program in fiscal year 2004.

Throughout our challenges this past fiscal year, the employees of the Denver Service Center have continued to show their professionalism, strength, and character while supporting the National Park Service's planning, design, and construction programs. Overall workforce productivity and morale were maintained despite events that could have had a negative impact on the office, and without a drop in our line-item construction program obligation rates.

We look forward to fostering our working relationships with the parks and regions as we fully implement our realigned organization, and we'll continue to communicate our progress and results in future annual reports. This report is presented in two formats — printed and electronic — making this document more available to those interested. The document is available at <[www.nps.gov/dsc](http://www.nps.gov/dsc)>.



Daniel N. Wenk  
Director, Denver Service Center / National Park Service

# Contents

## GENERAL OVERVIEW 1

## CURRENT DEVELOPMENTS 2

- DSC Realignment 2
- DSC Financial Status 3
- President's Management Agenda 4

## PLANNING DIVISION 6

- General Management Plans and Special Resource Studies 6
- Other Planning Initiatives 9
- Other Planning Services 10
- Cane River National Heritage Area 11

## DESIGN AND CONSTRUCTION DIVISION 12

- The Line-Item Construction Program 12
- A/E Design and Construction Management 14
- Development Advisory Board 14
- South Rim Maintenance and Warehouse Facility, Grand Canyon National Park 15
- Design and Construction Project Highlights 16

## TRANSPORTATION DIVISION 20

- Park Roads and Parkways Program 20
- The Native Plants and Revegetation Program 21
- Alternative Transportation Program 22
- Transportation Planning: *Ride the Explorer* Lewis and Clark Shuttle System 23

## INFORMATION MANAGEMENT DIVISION 24

- Communications and Web Development 24
- Information Technology Improvements and Innovations 24
- Employee Development 24
- Library 25
- Technical Information Center 25
- DSC Pilots Department of Interior I-Records Project 26



## **CONTRACTING SERVICES 28**

Socioeconomic Program 29

A/E Services Selection Strategy 29

Responding to Emergency Park Service Needs 30

## **THE DIRECTOR'S OFFICE 31**

## **THE DENVER SERVICE CENTER: FY04 AND BEYOND 32**

### **Tables and Figures**

Figure 1. Total DSC Expenditures 3

Figure 2. Appropriated Funding for FY99–FY03 3

Table 1. DSC FY03 General Management Plan Program Accomplishments 7

Table 2. DSC Execution of the NPS Construction Program, Construction Awards by Region, FY99–03 12

Figure 3. Construction Awards FY98–FY03, All Fund Sources 13

Table 3. DSC Active Construction Contracts by Region, All Fund Sources, FY02 and FY03 13

Table 4. A/E Design Costs Associated with the DSC Share of the Line-Item Construction Program 14

Figure 4. DSC Construction Management Costs Associated with Line-Item Construction Program, FY01–FY03 14

Figure 5. Appropriation Year of LIC Projects Reviewed by FY03 Development Advisory Board 14

Table 5. Federal Highway Administration / Design and Construction Program FY03 Authorization/Award Schedule 21

Table 6. DSC ATP Projects in FY03 22

Table 7. Contract Actions FY99–FY03, All Contract Actions and All Fund Sources 28

Figure 6. All Contract Actions from All Fund Sources, Transaction Volume 28

Figure 7. Contract Actions, FY03 DSC Socioeconomic Program 29

## General Overview

The Denver Service Center (DSC) provides park and community planning, design, contracting services, project management, construction solutions, information management, and visual information services for the parks and regions within the National Park Service. The Denver Service Center, along with its consultants and partners in the private sector, share in the National Park Service's overall commitment to protect America's natural and cultural resources and provide for visitor enjoyment in an efficient and cost-effective manner.

### DSC REALIGNMENT

The Denver Service Center initiated realignment for the organization of 260 full-time-equivalent employees in FY03. As part of this realignment, four business line divisions (Design and Construction, Transportation, Planning, and Information Management) — all supported by Contracting Services — conducted a series of studies and analyses to determine the most efficient staffing levels for performing their respective functions.

The change to business line divisions was necessary to eliminate the competition for resources, both human and financial. In this

new organization each business line has dedicated staff and budget to accomplish the program of the business line and does not have to compete against priorities in other program areas.

The new alignment is designed to accomplish more work in each of the business lines with no increase in the overall office budget or staff. The Denver Service Center identified the costs associated with each business line, negotiated with NPS program managers in the Planning and Federal Lands Highway programs to identify the cost of the DSC portion of the work, and has each fund source pay for the administrative support of the program. The Denver Service Center is now able to fund each program area

near the levels recommended in the 1999 implementation plan for the office. This has improved the effectiveness of the whole office by maximizing resources within each business line and providing an accurate accounting for the cost of each individual program.

With the realignment a new position, Assistant Director for Professional Services and Development, was created within the Director's Office. This position is responsible for the selection, use, and retention of architectural and engineering (A/E) services for the Denver Service Center, and will work on the professional development goals for the office's workforce.

### DSC Business Lines



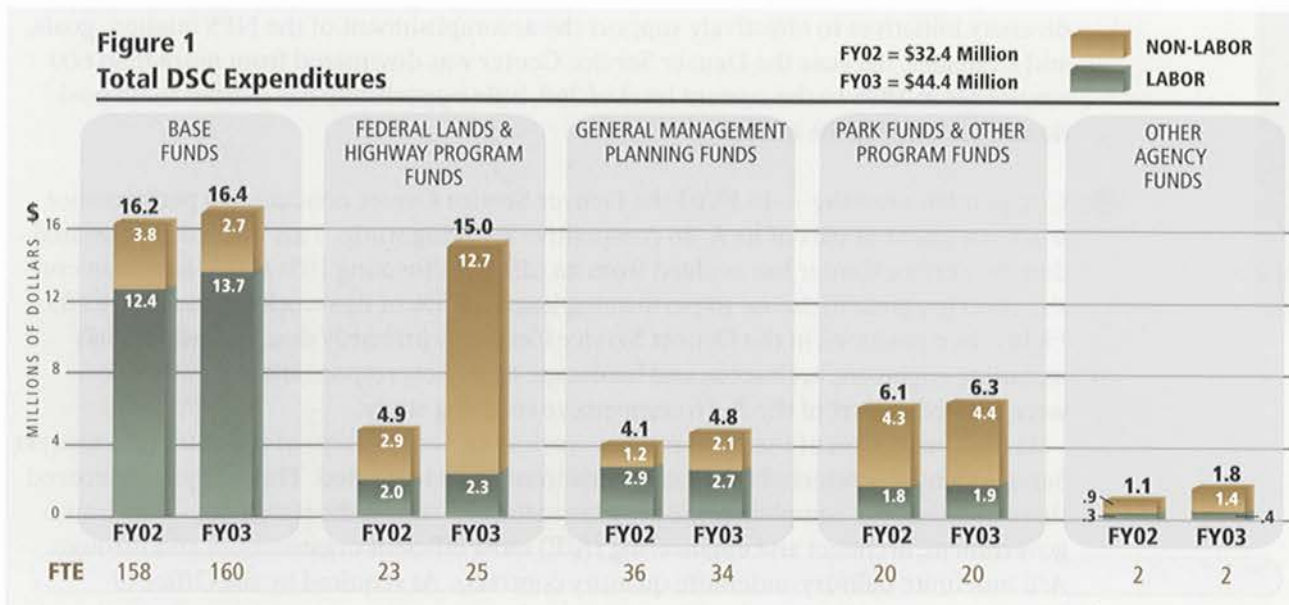
## DSC FINANCIAL STATUS

In addition to our appropriated base funding for the line-item construction program, the Denver Service Center receives funding to provide direct support from a number of sources including the general management planning program, the Federal Lands Highway Program, park repair/rehabilitation maintenance

projects, fee-demonstration program projects, and other refundable and reimbursable programs from the National Park Service and other federal entities.

Figure 1 provides a breakdown by funding source for the DSC \$44.4 million in expenditures for FY03.

Figure 2 represents the appropriated base for the Denver Service Center for FY99 through FY03. Funding has remained essentially the same for the past five years. DSC's personal services costs have increased from 66% of its base budget in FY99 to 78% of its base budget in FY03.



**Figure 2**  
**Appropriated Funding**







From top to bottom:  
Take Pride in America event: Denver, Colorado  
NPS Director Fran Mainella  
Giant Forest Museum, Sequoia National Park

## PRESIDENT'S MANAGEMENT AGENDA

While the Denver Service Center is working to provide services to the best of its capabilities on behalf of the National Park Service, it is also working to respond to President Bush's federal management agenda. The president's vision for government reform is driven by three principles — government should be citizen centered, results oriented, and market based. The Denver Service Center strives to meet these principles through the management agenda's five initiatives:

1. Strategic management of human capital — The Denver Service Center ensures implementation and compliance with a policy of zero tolerance for discrimination and incivility. It aligns human capital policies, recruitment, training, leadership development, and diversity initiatives to effectively support the accomplishment of the NPS mission, goals, and strategies. Because the Denver Service Center was downsized from more than 600 employees in 1998 to the current level of 260, little opportunity has existed to fill positions from outside the office.
2. Competitive sourcing — In FY03 the Denver Service Center conducted a performance work statement as part of its A-76 competitive sourcing study. This study demonstrated that the Service Center has evolved from an office performing 10% of the line-item construction program in-house to performing less than 3% of this work in-house in FY03. Eighty-two positions in the Denver Service Center — primarily design professionals including engineers, architects, and landscape architects responsible for this work — were studied as part of the A-76 competitive sourcing study.

At the completion of the performance work statement portion of the study, the Denver Service Center conducted a cost comparison of work identified. This analysis compared three methods for completing the projects identified within the statement — in-house government; architect and engineering (A/E) most efficient organization; and through A/E indefinite delivery/indefinite quantity contracts. As required by the Office of Management and Budget, the "Compare" analysis program was used to evaluate the relative cost of each proposal. Although the process indicated that the government could do the work most efficiently, an analysis of the employee ceilings and funding were not adequate to accomplish the anticipated workload of the DSC program.

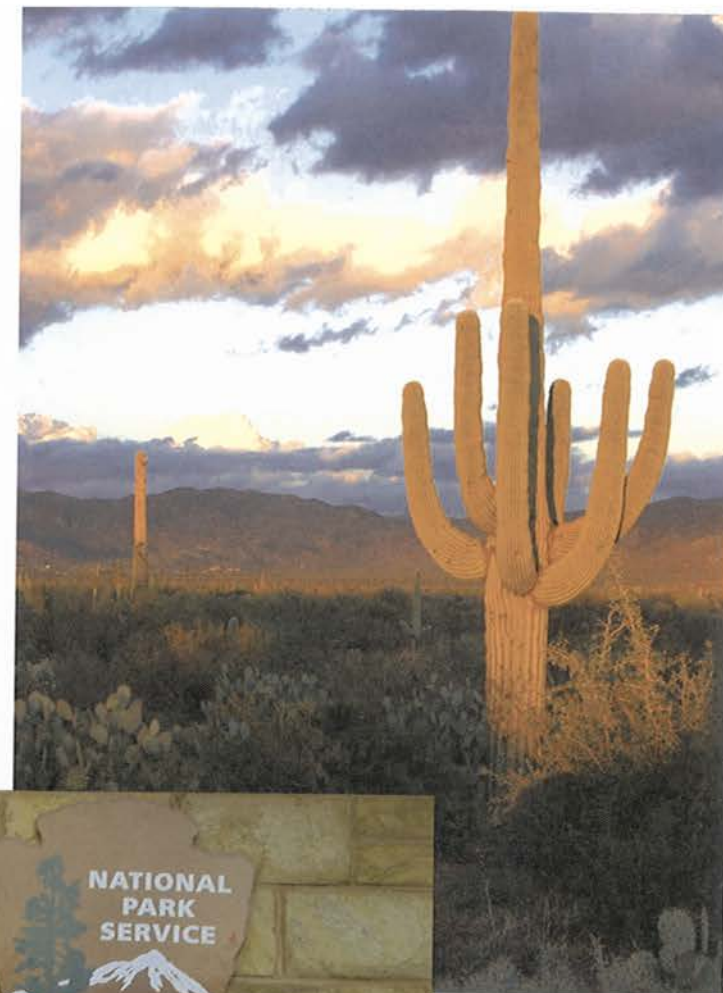
The Denver Service Center has recommended to the National Park Service and the Department of the Interior leadership to cancel the A-76 competitive sourcing study solicitation, and contract out 100% of the Service Center's line-item construction program. This recommendation is based on the increased workloads, limited amount of in-house design, and the Service Center's success in contracting for design work. This will enable the Service Center to complete a higher percentage of the line-item construction



program for the National Park Service and provide a better quality of service to the center's customers and clients. The Denver Service Center is waiting for a final decision on the request.

In addition to the competitive sourcing study, the Denver Service Center reviewed all positions to ensure that the Federal Activities Inventory Reform Act accurately identified all commercial activities, and the Service Center continues to work with the NPS A-76 competitive sourcing coordinator with all aspects of this program.

3. Financial performance — The Denver Service Center ensures financial and managerial accountability, including end-of-year reporting. The Service Center has established internal controls and policies for processing contract invoices, with the majority of invoices received being processed within the timeframes established. The office also actively monitors program funding to ensure that programs are being completed within agreed-upon limits and that all funds are expended appropriately.
4. Electronic government — The Denver Service Center promotes electronic government and implementation of the Government Paperwork Elimination Act. The office extensively uses E-Government to conduct its daily business, resulting in significant savings for the Park Service. All construction advertisements, simplified acquisitions, and procurement of professional services are posted electronically. All prospective bidders download plans and specifications electronically. Using E-Government for these purposes has saved the Service Center \$60,000 to \$70,000 annually. The Denver Service Center is also in full compliance with the "Department of the Interior's Strategic Plan."
5. Budget and performance integration — The Denver Service Center integrates budget and program performance information and decision making. Divisional budgets were implemented in FY02/03 to make managers more fiscally responsible for their entire programs. Each division in the Service Center has the responsibility to manage its respective program area within established limits. Each division chief's performance is evaluated on his/her ability to accomplish the program within the established budgets with responsibility and accountability to the total program accomplishment.



Above: Saguara National Park  
Below: Sandstone Visitor and Orientation Center,  
New River Gorge National River



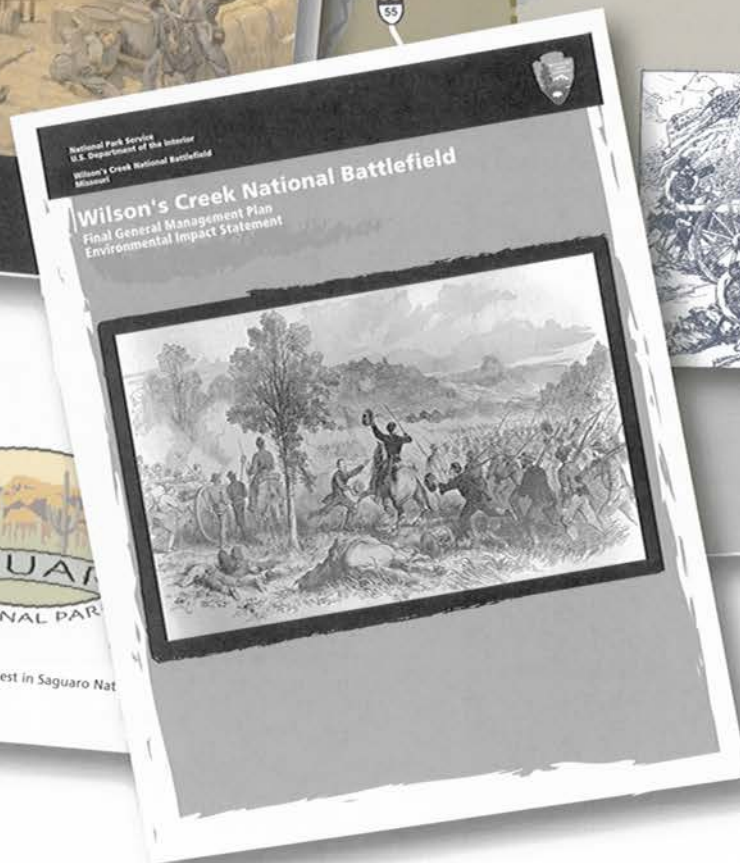
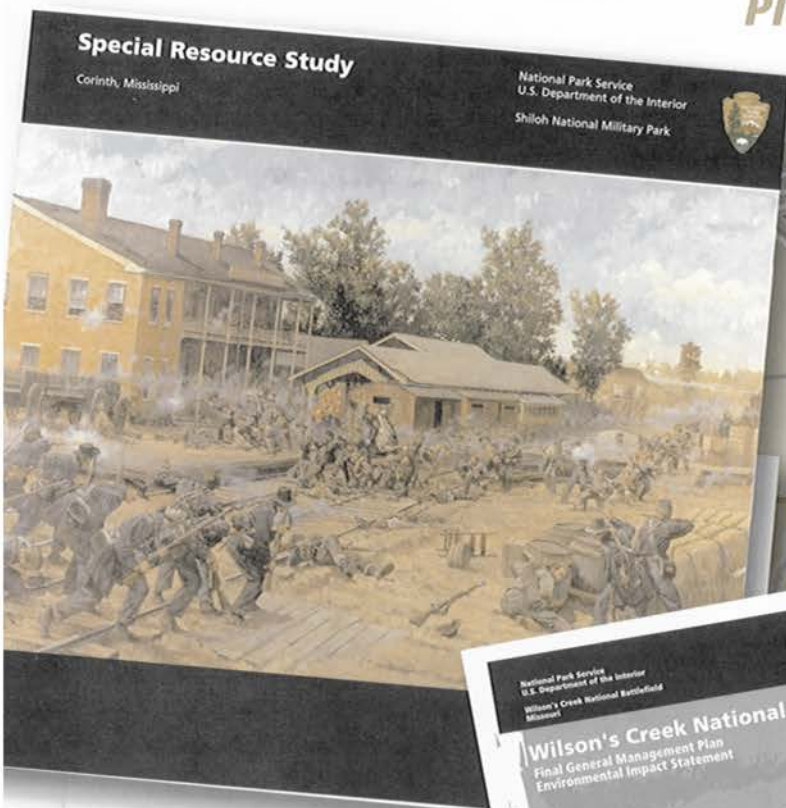
The DSC Planning Division continues to provide a wide range of planning services and expertise to meet the needs of its servicewide clients. The division provides park planning, special studies, natural and cultural resource compliance, and civic engagement services for gateway and regional planning efforts to support the National Park Service and its mission.

## General Management Plans and Special Resource Studies

In FY03 the division managed a number of large, more complex general management plans (GMPs), special resource studies (SRSs), servicewide initiatives, and high-profile projects. In FY03 the Denver Service Center worked on 49 general management plans, with four plans completed, and three previously completed plans reformatted as separate plans. Of the remaining plans, 11 were new starts or in the scoping phase, 9 were at various stages of alternative development, and 20 plans were in draft or final stages of document development (4 of which had printed final plans and were awaiting final approval). The following table outlines the status of general management plans in FY03.

Legend for Table 1

<b>GMP/EIS</b>	General Management Plan / Environmental Impact Statement
<b>MP/EA</b>	Management Plan / Environmental Assessment
<b>FONSI</b>	Finding of No Significant Impact
<b>PA</b>	Project Agreement
<b>ROD</b>	Record of Decision
<b>SRS</b>	Special Resource Study
<b>Separate Plan</b>	A document that contains the approved plan without the impact analysis
<b>USFWS</b>	U.S. Fish and Wildlife Service
<b>WASO</b>	NPS Washington Office



Wednesday, July 23, 2003  
East Side Location:  
Pima Community College - East  
Community Room  
8181 E. Irvington Road  
Tucson, AZ 85709  
3:00pm - 8:00pm  
Near the east main entrance  
Thursday, July 24, 2003  
West Side Location:  
Pima County Natural Resources  
Parks & Recreation Facility  
3500 West River Road  
Tucson, AZ 85741  
3:00pm - 8:00pm  
On River Road, south of Orange  
Grove Road there is an exit from  
I-10 at Orange Grove. River Road  
turns into Thornydale on the  
north side of Orange Grove.



Thank you for your interest in Saguaro Nat



Table 1

## DSC FY 03 General Management Plan Program Accomplishments (see legend on previous page)

<b>Abraham Lincoln Birthplace National Historic Site, KY</b> .....	Approved PA
<b>Amistad National Recreation Area, TX</b> .....	Approved PA; finished public scoping
<b>Arkansas Post National Memorial, AR</b> .....	Final GMP/EIS printed
<b>Badlands National Park, SD</b> .....	Draft GMP/EIS on park and region review
<b>Big Bend National Park, TX</b> .....	Printed Draft GMP/EIS
<b>Big Cypress National Preserve, FL</b> .....	Printed scoping newsletter
<b>Biscayne National Park, FL</b> .....	Draft alternatives presented to DOI
<b>Blue Ridge Parkway, NC</b> .....	Printed alternative concepts newsletter
<b>Canaveral National Seashore, FL</b> .....	New start; prepared project agreement
<b>Cane River National Heritage Area, LA</b> .....	Printed separate plan
<b>Canyon de Chelly National Monument, AZ</b> .....	New start; approved PA; printed scoping newsletter
<b>Channel Islands National Park, CA</b> .....	Team Draft GMP/EIS
<b>Chattahoochee River National Recreation Area, GA</b> .....	Team Draft GMP/EIS on internal and region review
<b>Chickasaw National Recreation Area, OK</b> .....	Printed alternatives newsletter
<b>Coronado National Memorial, AZ</b> .....	Printed Draft GMP/EIS
<b>Crater Lake National Park, OR</b> .....	Team Draft GMP/EIS
<b>Craters of the Moon National Monument, ID</b> .....	Printed alternatives newsletter
<b>Everglades National Park, FL</b> .....	Printed scoping newsletter
<b>Dry Tortugas National Park, FL</b> .....	Printed separate plan
<b>Fort Circle Parks, DC</b> .....	Printed final MP/EA; FONSI signed
<b>Golden Gate National Recreation Area, CA</b> .....	Consultation services
<b>Grand Portage National Monument, MN</b> .....	Printed Final GMP/EIS
<b>Guadalupe Mountains National Park, TX</b> .....	Printed detailed alternatives newsletter; assisted park with value analysis for Pratt Lodge and wilderness suitability assessment; preparing team draft GMP/EIS
<b>Gulf Islands National Seashore, FL</b> .....	Approved PA
<b>Harpers Ferry Center, WV</b> .....	Approved PA
<b>Hovenweep National Monument, CO</b> .....	Printed scoping newsletter
<b>John Day Fossil Beds National Monument, OR</b> .....	New start; internal scoping
<b>Lake Meredith National Recreation Area, TX</b> .....	Developed alternatives; began visitor use study
<b>Manassas National Battlefield Park, VA</b> .....	Printed alternatives newsletter
<b>Minuteman Missile National Historic Site, SD</b> .....	Completed alternative transportation study; preparing team draft GMP/EIS
<b>Monocacy National Battlefield, MD</b> .....	Printed alternatives newsletter
<b>Montezuma Castle National Monument, AZ</b> .....	Printed scoping newsletter
<b>Nicodemus National Historic Site, KS</b> .....	New start; printed Final GMP/EA; FONSI signed
<b>Olympic National Park, WA</b> .....	Printed alternatives newsletter
<b>Pea Ridge National Military Park, AR</b> .....	Draft GMP/EIS on region and WASO review
<b>Pictured Rocks National Lakeshore, MI</b> .....	Printed Draft GMP/EIS
<b>Pipestone National Monument, MN</b> .....	Team draft GMP/EIS in preparation
<b>Rio Grande Wild &amp; Scenic River, TX</b> .....	Draft MP/EIS on region and WASO review
<b>Rock Creek Park, DC</b> .....	Printed Draft GMP/EIS
<b>Rosie the Riveter/WWII Home Front National Historical Site, CA</b> .....	New start
<b>Saguaro National Park, AZ</b> .....	Printed scoping newsletter; developed management prescriptions; began visitor use study
<b>Santa Monica Mountains National Rec. Area, CA</b> .....	Signed ROD on FGMP/EIS; printed separate plan
<b>Sequoia &amp; Kings Canyon National Parks, CA</b> .....	Completed regional review of Draft GMP/EIS
<b>Shiloh National Military Park, MS</b> .....	Draft SRS/EA on WASO review
<b>Sunset Crater, AZ</b> .....	Printed FGMP/EIS
<b>Vicksburg National Military Park, MS</b> .....	Draft SRS/EIS on region review
<b>Walnut Canyon, AZ</b> .....	Printed Draft GMP/EIS; final plan pending USFWS biological opinion
<b>Wilson's Creek National Battlefield, MO</b> .....	Printed Final GMP/EIS; ROD signed
<b>Wupatki, AZ</b> .....	Printed Final GMP/EIS



Projects of special interest  
include the following:

- **Wilson's Creek National Battlefield General Management Plan** (completed 2003) — The completed general management plan expands the battlefield's boundaries to include several additional sites related to the battle. The plan calls for acquiring an outstanding privately owned Civil War museum adjacent to the battlefield. The GMP process attracted considerable public interest about the perceived curtailment of recreational opportunities. Although the plan does not propose eliminating recreational uses, the interest generated served to involve a range of stakeholders in the planning process, which enhanced public awareness and appreciation of the national battlefield.
- **Nicomodemus National Historic Site General Management Plan** (completed 2003) — During the post-Civil War Reconstruction Era, several western towns were established by African Americans to be governed by African Americans. Established in 1877, Nicodemus is the only one of these towns to survive. Today, the town is inhabited by about 20 people. However, hundreds of individuals with ties to the town return to participate in the town's annual Emancipation Celebration. At the region's request, the Denver Service Center prepared an alternatives newsletter and completed the unit's general management plan/environmental assessment and finding of no significant impact (FONSI).
- **Cane River National Heritage Area Management Plan** (completed 2003) — *See the Planning sidebar on page 11 for a description of this project.*
- **Vicksburg Campaign Trail Draft Special Resource Study** (ongoing) — This planning effort has involved a partnership with state historic preservation officers from Arkansas, Louisiana, Mississippi, Tennessee, and Kentucky. Intensive input was also sought from Civil War historians and the general public. Alternatives include a call for the creation of the Vicksburg Campaign Trail Initiative, a public-private collaboration that would be managed by an advisory committee. The study was featured in the *CRM: The Journal of Heritage Stewardship*, a new NPS publication.
- **Shiloh National Military Park, Corinth Unit Boundary Study** (ongoing) — Work on this and related projects has entailed a strong public involvement effort engaging local residents, the private sector, and Civil War and African American historians from throughout the country. The project's scope and complexity has increased due to the need to evaluate and prepare cost analyses for 1,000 parcels of private property. The project will conclude in FY04.
- **Canyon de Chelly General Management Plan** (FY03 new start) — Canyon de Chelly National Monument is an atypical NPS unit, with monument lands entirely on the Navajo Reservation and a resident community maintaining traditional farming and grazing activities within the monument's canyons. The National Park Service administers the monument and is mandated to protect its outstanding archeological resources. However, the National Park Service and the Navajo Nation share many resource responsibilities and often face issues that cross administrative boundaries, sometimes resulting in jurisdictional uncertainties. A major issue identified during public scoping is the need to collaboratively manage and hopefully restore the critical watershed of Canyon de Chelly and the adjoining monument canyons. Through public meetings and outreach, the GMP team is engaging a broad array of stakeholders, including government offices of the Navajo Nation, neighboring and regional communities, and other tribes such as the Hopi and Zuni who also maintain cultural ties to the canyon.
- **Blue Ridge Parkway General Management Plan** (ongoing) — The size and linear extent of the parkway (470 miles) has made this planning process challenging. During alternatives development, 75 management prescription maps were developed. A socioeconomic atlas was completed in FY03. The atlas data will be shared with planning groups in and adjacent to the parkway to help ensure compatibility among regional local planning efforts and park planning.
- **Saguaro National Park General Management Plan** (ongoing) — In anticipation of strong public interest, the Denver Service Center launched a proactive public involvement effort engaging all levels of government, the private sector, local residents, and stakeholders. The effort is serving as a model for other ongoing and new-start general management plans.
- **Craters of the Moon Joint Monument Management Plan** (ongoing) — The National Park Service has the lead in this joint planning effort between the National Park Service and the Bureau of Land Management. The agencies have produced three newsletters, including the alternative newsletter. The draft plan was distributed to the public in spring 2004.

The Planning Division develops and maintains a project management system that is applicable servicewide, including Microsoft-based planning templates for project cost estimates for general management plans and special resource studies. The templates will help to add consistency to general management plans, facilitate project tracking, and enhance accountability. Document samples and templates for scope of services, planning contracts, and GMP/EIS documents have also been developed to enhance consistency among general management plans and streamline the writing process.



## Other Planning Initiatives

The DSC Planning Division provided leadership, advice, technical expertise, facilitation, and other planning services in FY03 for a wide range of non-GMP planning initiatives. Some of these initiatives included the following:

- **Apostle Islands National Lakeshore Draft Wilderness Study/EIS** (ongoing) — The Denver Service Center is the team lead in producing this study, one of the few wilderness studies to be undertaken in a decade.
- **Rio Grande Wild and Scenic River Draft Management Plan/EIS** (ongoing) — About half of this park system unit's land is owned by the state of Texas or private owners. Management alternatives were developed in cooperation with the Rio Grande Partnership Team, a coalition comprised of NPS representatives, Texas State Parks and Wildlife Department representatives, private and commercial river runners, World Wildlife Fund representatives, and private landowners. The partnership team, including DSC staff, was awarded a "Shoulder-to-Shoulder" award by the NPS Intermountain Regional Director in June 2003 for their successes in collaborative decision making.
- **Grand Canyon Parashant Joint Management Plan/EIS** (NPS/BLM) (ongoing) — The Denver Service Center provided compliance consultation for the planning effort to ensure that the plan will be fully compliant with the National Environmental Policy Act.

- **Corinth, MS, (Shiloh) Downtown Vision, Revitalization, and Transportation Plan** (completed) — This plan was a collaborative effort between EDAW, Inc. and DSC staff. While developing the transportation plan, EDAW conducted a series of public open houses. During the first portion of these meetings, DSC staff facilitated exercises and helped participants develop desired future conditions for the town. Transportation issues and solutions were discussed during the second half of the meetings. The vision and desired future conditions refined by the Denver Service Center were then incorporated as a contributing section in the larger transportation plan.
- **New River Gorge National River Draft Climbing Plan/EIS** (ongoing) — The plan presents a strategy for responding to increased visitor use, resource impacts, and user conflicts associated with rock climbing in the national river. Part of the strategy calls for building strong partnerships with climbers, climbing groups, and commercial organizations to engage their help in managing climbing in the national river.
- **Illinois and Michigan Canal Heritage Corridor Renewed Vision and Implementation Strategy** (ongoing) — DSC staff worked with the heritage area's advisory commission, an ad hoc coordinating council (a partnership of the leading corridor-managing and tourism organizations), and the general public to revisit the heritage corridor's vision, goals, and desired conditions. The process

entailed reviewing, summarizing, and synthesizing management plans from municipal, county, state, federal, and private agencies in or adjacent to the heritage corridor. Through a series of partner and public meetings, the DSC team helped develop a broad action plan containing a range of management alternatives.

- **Jamaica Bay Ecosystem Interagency Vision and Coordination Planning Process, Gateway National Recreation Area** (ongoing) — DSC staff facilitated a series of partner meetings that brought together local, county, state, and federal agencies having management responsibilities in the bay. During these meetings, participants shared their roles and responsibilities, helped identify threats to the bay, and mapped out initial strategies for working together more collaboratively. Two public open houses were held, and a website was developed ([planning.nps.gov](http://planning.nps.gov)) to gain input from the general public. The results were summarized in *The Evolving Legacy of Jamaica Bay* document.
- **Redwood Creek Watershed: Vision for the Future** (completed) — The Denver Service Center provided procedural advice and guidance to Golden Gate National Recreation Area planners during the development of this interagency vision document. The document provides a shared vision for the watershed and outlines a general process for achieving that vision. The vision was developed collaboratively by the six land-managing entities operating in the watershed and public input.



## Other Planning Services

The Denver Service Center also continued to support the servicewide planning program. For example, DSC planning staff assisted the WASO Park Planning and Special Studies office in coordinating and providing contracting services for revising Director's Order 2: "Park Planning." DSC planning staff also assisted



NPS public meetings

the WASO Policy Office in developing Director's Order 75A: "Civic Engagement and Public Involvement" in FY03. DSC planners provided input and comments on the revision/development of both these director's orders. DSC planners assisted with NEPA/106 training sessions led by the NPS Intermountain Region and led the planning segment for sessions of Fundamentals II to increase understanding of NPS core competencies as they relate to planning. With the WASO Social Science Division, DSC planning staff helped in conducting socioeconomic and demographic surveys at two pilot parks (Blue Ridge Parkway and Saguaro National Park) as part of ongoing GMP efforts. DSC planners have also worked with the *Mesa Verde Alternative Transportation Plan*, *Arches Alternative Transportation Plan*, *Santa Monica Mountains Fire Management Plan*, *Isle Royal Wilderness Management Plan*, *Acadia Ile au Haut Visitor Use Management Plan*, and the *Glacier National Park Maintenance Area Site Plan/Environmental Assessment*. DSC planning staff also assisted the WASO Office of International Affairs in developing their strategic plan and assisted the Department of the Interior with the *Khor-al-Adaid Protected Area Feasibility Study* in Qatar.

The division co-led The Conservation Fund/National Conservation Training Center telecast on gateway community planning and partnerships. This telecast was broadcast nationwide, with about 500 host sites participating. DSC planners also assisted in The Conservation Fund/NCTC/Sonoran Institute training entitled "Balancing Commerce and Nature." The training examined the economic and social benefits of retaining a community sense of place and uniqueness and about how to add to residents' quality of life.

Within the Planning Division, the graphic design and editing staff provided technical assistance to regional offices and parks on a number of projects, including the *Flight 93 Scoping Newsletter*, concept drawings for the Timpanogos Cave National Monument interagency visitor center, and the inaugural poster for the Fort Sumter National Monument tour boat facility. Staff also supported charettes for Golden Gate National Recreation Area transportation improvements at the Lands End District and the Acadia National Park intermodal transportation hub, produced a visual simulation poster for the White House south-side design project, designed and produced the *El Camino Real de Tierra Adentro National Historic Trail General Management Plan / Environmental Impact Statement*, and updated and reprinted the *Prince William Forest General Management Plan*. The graphics staff designs *Park Science*, a magazine for the Natural Resource Information Division. *Park Science* reports recent and ongoing research and its application in park management.





## Cane River National Heritage Area

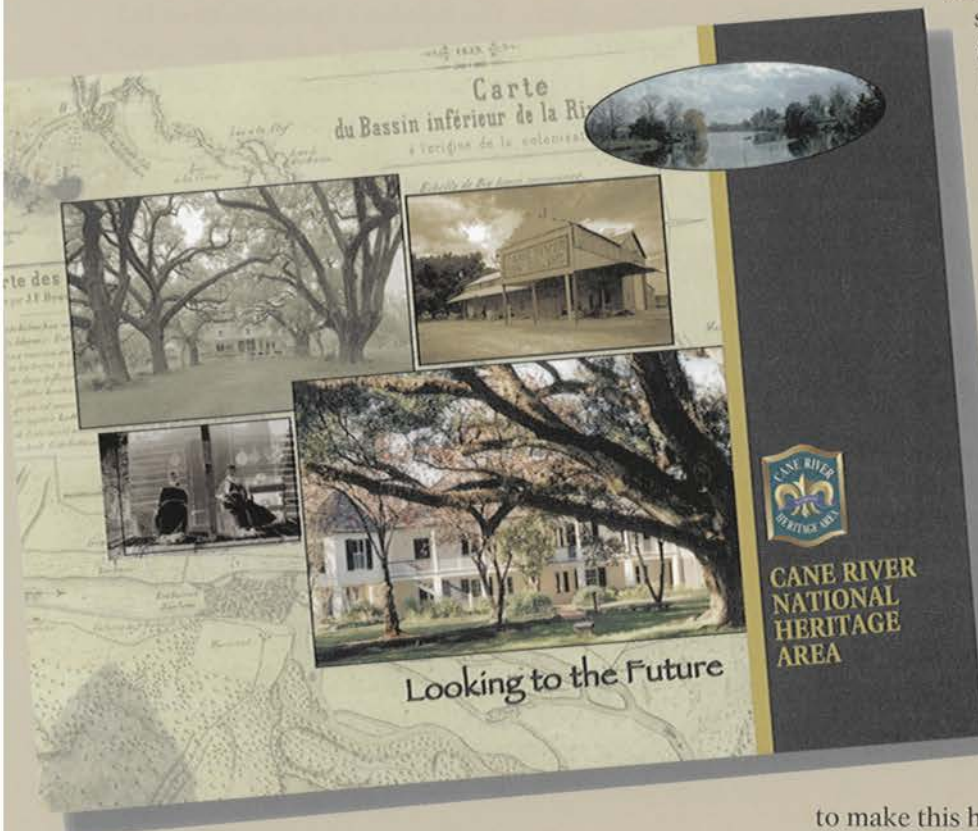
National heritage areas like Cane River are a relatively new phenomenon in the United States, with 24 existing nationwide. National heritage areas are places designated for their nationally distinctive landscapes, and because they retain features and traditions representing important aspects of the American experience. Heritage areas are comprised primarily of privately owned lands, but often include national, state, or regional parks, forests, and recreation areas.

Locally based nonprofit groups, commissions, or other citizen organizations typically manage national heritage areas. These management entities are nonregulatory, and communities find creative ways to preserve and promote heritage areas through partnerships. In many cases, federal and state government agencies provide technical and financial assistance to these areas. National heritage areas provide a cost-effective way to preserve nationally important natural, cultural, historic, and recreational resources through the creation of a working partnership between federal, state, and local entities.

The rich bottomlands and terraces along the quiet backwaters of Cane River near Natchitoches, Louisiana, contain an exceptional collection of landscapes and structures that represent the continuum of the area's history and traditions. In 1994 the U.S. Congress acknowledged the special qualities of this region by creating Cane River National Heritage Area and Cane River Creole National Historical Park.

*The Cane River National Heritage Area Management Plan* was completed by the Denver Service Center's Planning Division in FY03 when the plan received final authorization from the Governor of Louisiana and Secretary of the Interior Norton. The DSC team assisted the local commission in developing their new plan, which will guide the public-private partnership area for the next 15 to 20 years. The National Park Service will provide heritage area managers with limited funding, legal guidance, technical assistance, and some administrative services. The commission will strive

to make this heritage area the best preserved and interpreted example of Louisiana's colorful history — from frontier exploration through plantation agriculture to present-day lifestyles, traditions, and celebrations.





## The Line-Item Construction Program

Building on its success from fiscal year 2002 (FY02), the Denver Service Center's line-item construction (LIC) program awarded more contracts and at a higher dollar value in FY03 than at anytime during the past five years. These accomplishments were made at the same time that DSC professional staff were undergoing both the performance work statement aspect of an A-76 competitive sourcing study and the realignment of the DSC organization. The results from the A-76 competitive sourcing study led the Denver Service Center into the implementation of cost-effective business practices and the eventual realignment of the office to enhance customer

service, improve project delivery and quality, and position itself to better respond to LIC program growth without a corresponding increase in staff.

The professional expertise of DSC staff and its architectural/engineering (A/E) consultants shows a commitment to high-quality standards and projects. In FY03 the Denver Service Center was recognized with several professional awards, including an American Society of Landscape Architects Colorado Chapter award for the Sequoia National Park Restoration of the Giant Forest.

Table 2 highlights the LIC program awards for the Denver Service Center, showing an increase of more than \$14.1 million in construction obligations between FY02 and FY03 and an

increase in the number of projects from 33 to 45 between FY02 and FY03. These construction projects were funded through the LIC program, Title V, Title VIII, and congressionally substituted add-ons. This work was accomplished through the professional and technical staff within the Denver Service Center as well as numerous A/E firms.

These figures highlight continuous improvement in the Service Center's management of the LIC program. The number of projects awarded in FY03 and their associated dollar value represents a 335% increase over work performed in FY99, and an 18.5% improvement over FY02. The DSC obligation rate for the LIC program in FY03 was approximately 63%.

**Table 2**  
**DSC Execution of the NPS Construction Program**  
**Construction Awards by Region FY99–FY03**  
**DSC LIC, Title V LIC / Title VIII LIC (Excluding Reimbursables and Fee Demo)**

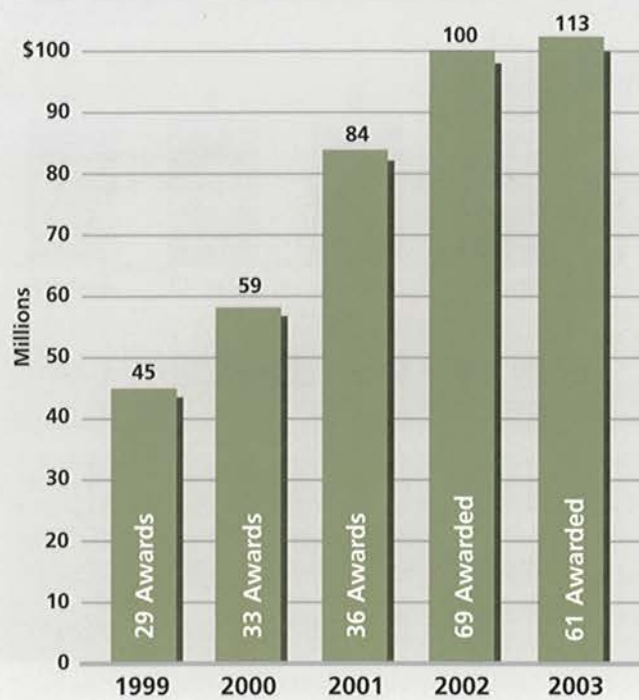
	FY99		FY00		FY01		FY02		FY03	
	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects
AR	\$141,000	1		0	\$3,190,052	2		0		0
IMR		0	\$6,375,278	3	\$3,166,688	3	\$8,380,383	5	\$4,635,805	3
MWR		0	\$5,325,412	2	\$1,191,566	2	\$1,124,333	1	\$5,354,021	3
NCR		0	\$4,143,462	2	\$464,784	2	\$10,431,345	7	\$22,660,993	10
NER	\$8,936,317	7	\$4,574,000	3	\$12,803,723	3	\$7,479,817	5	\$45,932,569	21
PWR	\$10,517,412	3	\$10,310,120	5	\$15,931,571	5	\$31,063,701	8	\$8,523,508	4
SER	\$1,211,281	2	\$5,910,875	3	\$5,265,170	3	\$17,900,866	7	\$3,439,375	4
<b>TOTAL</b>	<b>\$20,806,010</b>	<b>13</b>	<b>\$36,639,147</b>	<b>18</b>	<b>\$42,013,554</b>	<b>20</b>	<b>\$76,380,445</b>	<b>33</b>	<b>\$90,546,271</b>	<b>45</b>

AR Alaska Region, IMR Intermountain Region, MWR Midwest Region, NCR National Capital Region, NER Northeast Region, PWR Pacific West Region, SER Southeast Region

Considering all funding sources for design and construction activities, including park-funded work, reimbursables, and U.S. Fish and Wildlife Service work, construction awards totaled \$113,940,385 (see figure 3). This figure represents an increase of 152% over work accomplished in FY99 and an increase of 13.4 % over FY02.

At the end of FY03, DSC staff were working on 130 active construction projects totaling more than \$289.2 million dollars. Table 3 shows the increase of more than \$40 million from the previous fiscal year.

**Figure 3**  
**Construction Awards FY98-FY03 All Fund Sources**



**Table 3**  
**DSC Active Construction Contracts by Region, all Fund Sources, FY02 and FY03**

Region	FY02		FY03	
	Number	Award Amount	Number	Award Amount
AR	5	\$15,797,641	4	\$19,622,592
IMR	17	\$46,532,525	23	\$55,043,534
MWR	4	\$7,641,311	5	\$8,436,521
NCR	28	\$29,200,753	32	\$48,447,703
NER	30	\$40,285,589	34	\$69,327,870
PWR	23	\$70,371,031	20	\$62,518,145
SER	15	\$26,919,324	12	\$25,825,415
USFWS	5	\$12,292,285	0	\$0
<b>Total</b>	<b>128</b>	<b>\$249,040,459</b>	<b>130</b>	<b>\$289,221,780</b>

AR Alaska Region, IMR Intermountain Region, MWR Midwest Region, NCR National Capital Region, NER Northeast Region, PWR Pacific West Region, SER Southeast Region, USFWS U.S. Fish and Wildlife Service



## A/E Design and Construction Management

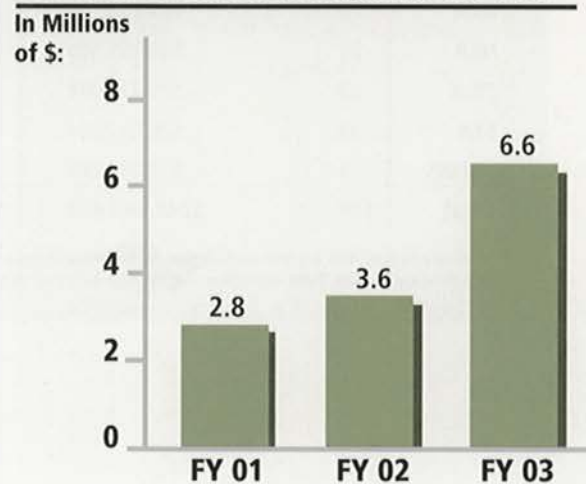
The Denver Service Center complied with the National Academy of Public Administration's (NAPA) directives established in 1998, and in FY03 moved to contract out 100% of the DSC construction management services and stayed within design funding guidelines on a programmatic average.

The design percentages are established to benchmark design fees within those generally accepted as industry standards. These percentages are 5% of net construction dollar value for pre-design, 2% of net construction dollar value for supplementary services, and 10% of net construction dollar value for design development and construction documents.

In FY03 the Denver Service Center adhered to the NAPA-established percentages for construction management (8% of net construction dollar value) and construction contingency (10% of net construction dollar value) as aver-

aged across the entire LIC program. Figure 4 shows the DSC construction management costs associated with the LIC program for FY01 to FY03. These dollar figures continue to increase along with the Service Center's management of a larger share of the NPS LIC program.

**Figure 4**  
**DSC Construction Management Costs (Project Support / Inspection) Associated with Line-Item Construction Program, FY01-FY03**



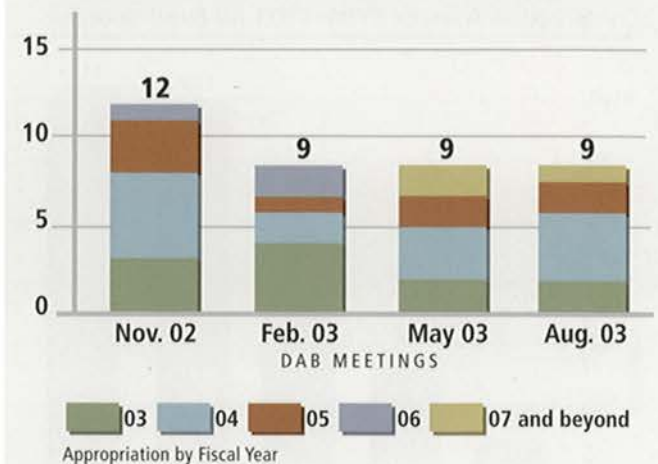
**Table 4**  
**A/E Design Costs Associated with the DSC Share of the Line-Item Construction Program**

	FY2001	FY2002	FY2003
Add-On Construction Planning	\$253,105	\$1,271,044	\$3,085,072
Line-Item Construction Planning	\$4,427,483	\$6,972,424	\$7,013,212
Supplemental Services / Pre-design	\$3,936,191	\$7,899,691	\$3,067,536
Total A/E Design	\$8,616,779	\$16,143,159	\$13,165,820

## Development Advisory Board

Major park facility construction projects exceeding \$500,000 must be submitted to the NPS Development Advisory Board (DAB) for review and approval. Figure 5 represents the 39 presentations made by the Denver Service Center to the board in FY03. Only projects for which the Denver Service Center was the lead office were tabulated. Columns show projects by appropriation years.

**Figure 5**  
**Appropriation Year of LIC Projects Reviewed by FY03 Development Advisory Board**







## South Rim Maintenance and Warehouse Facility Grand Canyon National Park

The Grand Canyon National Park's new South Rim maintenance and warehouse facility was completed in May 2003. This is the Denver Service Center's largest completed design-build project. The need for this facility was first envisioned during development of the park's general management plan. Facilities for both maintenance and warehouse operations were inadequate, too small, and scattered throughout the South Rim.

Along with park staff, DSC staff has been involved with this project from its inception. A working team began programming and preliminary design for the project in 1998. During an initial workshop, staff identified functional relationships between maintenance and warehouse operations, facility space requirements, and operational requirements. DSC staff developed preliminary site and building plans responding to needs identified in the workshop, with the subsequent plans including more than 90,000 square feet of building space.

Park and DSC staff then participated in a value analysis of functions and facilities. Shared facilities were maximized, and other sustainable design solutions were applied, resulting in a decrease of more than 20,000 square feet of building space while still meeting operational and functional needs.

To save cost and time, the park staff suggested the project be completed using the design-build process. DSC staff worked closely with the park staff and developed a request for proposals, including detailed performance specifications, project requirements, and contractor selection criteria. Twenty-eight contractors submitted qualifications for the project; three were short-listed to provide detailed proposals. Shaw Beneco Enterprises was awarded the contract in April 2001.

The completed facility meets sustainability criteria required for certification under the Leadership in Energy and Environmental Design (LEED®) program. Examples of sustainable construction processes and materials include the following:

- reinforcing and structural steel, window frames, carpet, restroom partitions, and interior insulation are all made with post-consumer recycled content
- building envelopes (walls, roofs, doors) are heavily insulated or have high insulating values and mass to decrease energy loads required for mechanical heating and cooling systems
- achieving optimal indoor air quality by, among other things, controlling heating and cooling system infiltration during construction and zoning copiers and similar equipment to areas with separated air handling systems
- the park reusing all vegetation cleared from the site for other construction projects

In addition to the consolidation of park maintenance operations, constructing this facility is a critical step in a series of upcoming changes identified in the general management plan. This project represents the most complex and the largest project completed to date using the design-build process for both the park and the Denver Service Center. This project was solely funded through the Fee Demonstration Program, and net construction costs for the entire project were \$14,040,900.





## Design and Construction Project Highlights



### Mojave National Preserve, California Kelso Depot Rehabilitation

The Kelso Depot was rehabilitated to provide visitor services, including information, interpretive exhibits, restrooms, and future food service, along with much needed administration facilities for the preserve. Sustainability and energy efficiency were high priorities in the design process, along with the desire to have the building reflect its pre-World War II appearance. The project included the total rehabilitation of the building, including structural stabilization, architectural finishes, interpretive exhibits, and new mechanical and electrical systems. It also included site utilities, exterior landscaping, public restrooms, and parking.

The Kelso Depot is in the center of the 1.6-acre Mojave National Preserve. This preserve was established in 1994 as part of the Desert Protection Act. The Kelso Depot, constructed in 1923 by the Union Pacific Railroad, provided services for the steam engines and their crews that made the climb up the steep Cima grade, just east of Kelso. The depot closed in 1985, and today is one of only two remaining railroad stations in the United States that is built in the Spanish style of architecture.

Construction Cost:	\$6 million
Completion Date:	October 14, 2003
Design A/E:	Architectural Resources Group & Daniel Quan Design (exhibits)
Construction Management A/E:	PBS&J

### New River Gorge National River, West Virginia Sandstone Visitor and Orientation Center



Sustainability and energy efficiency were guiding principles behind the design of this new visitor center, dedicated in conjunction with the New River Gorge National River's 25th anniversary. Efforts are underway for the project to receive certification from the Leadership in Energy and Environmental Design (LEED®) developed by the U.S. Green Building Council. The building's efficiency stems largely from its orientation, solar control, and exterior wall and roof design. It also has geothermal heating and cooling and interior monitoring and automation systems.

The 10-acre building site was restored to its more natural state using native vegetation and onsite stormwater containment. Completing the overall development concept, the new interpretive program in the visitor center is based around the theme of watersheds and their critical link to resource stewardship.

Construction Cost:	\$7.1 million
Completion Date:	September 2003
Design A/E:	Architects: Susan Maxman & Partners
Landscape Architect:	Rolf Sauer Partners
Structural Engineer:	Gredell & Associates
Mechanical, Electrical, Plumbing Engineer:	H.F. Lenz Company
Construction Management A/E:	Alpha Corporation

**Kalaupapa National Historical Park, Hawaii**  
**Preserve Historic Structures, Grounds, and Collections**



A new project is underway to preserve several historic buildings at Kalaupapa National Historic Site, along with the construction of a new curatorial storage building. This represents the first phase of a multiphase construction project, with the preservation work focusing on two historic neighborhoods and the Protestant church, all in the Kalaupapa Settlement.

The new 8,000-square-foot curatorial storage building is being built on the footprint of an old Quonset hut. This facility will house the many personal collections and artifacts being temporarily stored throughout the national historical park.

The preservation work is being completed by the Historic Preservation Training Center, and the new curatorial storage building is being constructed by Preferred Constructors under the construction management services provided by the Historic Preservation Training Center.

Construction Cost:	\$3.5 million
Completion Date:	Early 2005
Design A/E:	Spencer Architects

**Mammoth Cave National Park, Kentucky**  
**Stormwater Treatment Systems**



New stormwater treatment systems at eight locations in Mammoth Cave National Park were constructed in 2003. The purpose of the stormwater treatment systems is to eliminate the potential for significant effects on cave aquatic ecosystems from polluted stormwater runoff from parking areas in the park. Mammoth Cave is the longest recorded cave system in the world, with more than 360 miles explored and mapped. The stormwater treatment systems include an oil/grit separator, a filtration system, or a combination of the two components. Construction was completed in 190 days.

Construction Cost:	\$1.4 million
Completion Date:	January 23, 2004
Design A/E:	Parsons Brinckerhoff Quade & Douglas
Construction Management A/E:	Parsons Brinckerhoff Quade & Douglas





### Sequoia National Park, California Restoration of Sequoia Giant Forest

The Denver Service Center led the efforts of many offices within the National Park Service in this project, which was designed to restore the ecological health of the Giant Forest sequoia grove and meadow in Sequoia National Park while providing positive visitor experiences. Project scope included removal of 282 buildings and 1,000,000 square feet of pavement from within the sequoia grove. Visitor lodging in the grove was relocated outside of the Giant Forest area. The project also improved the efficiency of park operations by removing and/or replacing deteriorated utilities and stabilizing the remaining historic structures. A redesigned parking area and transportation system was created, along with an improved self-guided trail system. The Giant Forest Museum, originally built in 1928, is now housed in the renovated historic market and contains exhibits and education materials on the ecology of the sequoia groves.

This 20-year project has set a new standard for land stewardship because it provides for visitor access to a unique resource while protecting sensitive areas from overuse. The Colorado Chapter of the American Society of Landscape Architects awarded the restoration of the Sequoia Giant Forest their President's Award of Excellence in 2003.

Construction program cost:	multiple phases totaling \$90 million
Completion date:	2004
Design A/E (visitor center):	Denver Service Center
Design A/E (parking/trail areas):	DHM Design
Construction Management A/E:	Jacobs Engineering and PBS&J



### Independence National Historical Park, Pennsylvania The Liberty Bell Center

The recently completed Liberty Bell Center, the new home for the Liberty Bell, consists of two main components. The exhibit wing highlights the history, significance, and lore of the Liberty Bell, and also functions as a queuing space for visitors waiting to see the bell. A separate but connected chamber provides a stately quiet space where visitors may attend interpretive talks while seeing the Liberty Bell. The bell itself is displayed in a glass chamber with Independence Hall in the background.

This facility was a partnership effort involving the National Park Service, the city of Philadelphia, and the Annenberg Foundation. The project received an Honor Award for Unbuilt Projects from the Philadelphia Chapter of the American Institute of Architects in 2000.

Construction Cost:	\$12.9 million
Completion Date:	October 9, 2003
Design A/E:	Bohlin Cywinski Jackson
Construction Management A/E:	Hill International









Roadside Revegetation

The Transportation Division successfully obligated 99% of its available funds in both the Park Roads and Parkways Program and the Alternative Transportation Program areas of the DSC Transportation Division. This includes the road work of the Park Roads and Parkways Program, the revegetation program, and the planning, design and implementation program of the Alternative Transportation Program.

The professional expertise of DSC staff and its architectural/engineering (A/E) consultants shows a commitment to high-quality standards and projects. In FY03 the Denver Service Center was recognized with several professional awards, including a U.S. Department of Transportation (FHWA) Award for Excellence in Highway Design for the Lakeshore Scenic Drive at Lake Mead National Recreational Area. The American Society of Landscape Architects also recognized the outstanding contributions to the landscape architecture profession by nominating and selecting DSC Chief of Transportation Larry Walling as a Fellow in 2003.



Natchez Trace Parkway

### Park Roads and Parkways Program

The Denver Service Center provides many different services as a participant in the Park Roads and Parkways (PRP) Program for parks and regions. Services include project management, landscape architecture, natural and cultural resource protection, and revegetation expertise. The Denver Service Center also contracts for design, inspection, and construction services.

Overall coordination with the three Federal Lands Highway (FLH) offices of the Federal Highway Administration (FHWA) is the key component for the successful implementation of the PRP Program. In the realigned DSC divisions, a roads branch was established as part of the Transportation Division to specifically provide support for the PRP Program. The main objectives of this branch include the following:

- Helping the parks and regions fulfill NPS commitments as described in the 1984 interagency agreement with the Federal Highway Administration and as reiterated in the more recent memorandum of agreement endorsed by the National Park Service and FHWA directors.
- Improving the quality and success of teamwork between the FLH offices and NPS/DSC project managers in the context of the above agreements and a potentially expanded program.
- Integrating compliance scoping more fully into the overall project scoping so that compliance permitting and public involvement requirements are fulfilled in an appropriate and timely manner.

In FY03 the DSC staff participated in approximately 140 PRP Program projects. In addition to ongoing projects, the staff also participated in scoping about 62 projects that are anticipated to begin within the next three years.

Twenty construction contracts were awarded nationwide in FY03 for the PRP Program. In the NPS Northeast, National Capital, and Southeast regions, 10 projects valued at more than \$11.5 million were obligated. Six projects were awarded in the Pacific West Region totaling \$13,468,141. Table 5 illustrates NPS awards by FHWA region.



**Table 5**  
**Federal Highway Administration / Design and Construction Program**  
**FY03 Authorization/Award Schedule**

**Project/Description**

**EASTERN FEDERAL LANDS HIGHWAY DIVISION**

<b>Great Smoky Mountains National Park</b> , rehabilitation, Laurel Creek and Tremont Rd.....	\$4,038,840
<b>Cape Cod National Seashore</b> , reconstruction Doane Rd.....	\$945,175
<b>Mammoth Cave National Park</b> , reconstruction, access to Environmental Institute.....	\$973,572
<b>Natchez Trace National Scenic Trail</b> , rehabilitation fill slope @ Bayou Pierre and Coles Creek.....	\$840,605
<b>Acadia National Park</b> , reconstruction/drainage improvements Duckbrook Rd.....	\$584,873
<b>Fredericksburg and Spotsylvania County Battlefields National Military Park</b> , rehabilitation/reconstruction of Routes 13,15,16,17, and 21.....	\$1,698,160
<b>Blue Ridge Parkway</b> , emergency repair of bridge bearings and joint seals.....	\$77,000
<b>Blue Ridge Parkway</b> , rehabilitation for Lickstone and Bunches Bald Tunnels.....	\$769,769
<b>Delaware Water Gap National Recreation Area</b> , reconstruction, South Old Mine Rd.....	\$1,512,431
<b>Vicksburg National Military Park</b> , repair roadside erosion near Wisconsin Monument.....	\$105,000
<b>Total.....</b>	<b>\$11,545,425</b>

**WESTERN FEDERAL LANDS HIGHWAY DIVISION**

<b>Mount Rainier National Park</b> , Christine Falls slump.....	\$971,899
<b>Mount Rainier National Park</b> , rehabilitation, Nisqually Glacier bridge.....	\$395,355
<b>Mount Rainier National Park</b> , rehabilitation, Backbone Ridge viaduct.....	\$593,289
<b>Joshua Tree National Monument</b> , Joshua Tree Route 12.....	\$5,326,226
<b>Sequoia &amp; Kings Canyon National Parks</b> , Sequoia Generals Highway.....	\$1,981,104
<b>Yosemite National Park</b> , Merced River bridge.....	\$4,200,268
<b>Total.....</b>	<b>\$13,468,141</b>
<b>Grand Total.....</b>	<b>\$25,013,566</b>

**The Native Plants and  
Revegetation Program**

Since the Native Plants and Revegetation Program's inception in 1989, it has worked to erase the scars of construction disturbance by reestablishing native plant associations along roadsides and at development sites in national park system units. In accordance with NPS management policies, the program has used local genetic stocks wherever possible, and has coordinated production of thousands of pounds of park-indigenous seed and hundreds of thousands of park-indigenous bareroot and container plants.

This program has enjoyed a 14-year partnership with the Natural Resources Conservation Service's (NRCS) Plant Materials Centers. In addition to coordinating plant materials production, the DSC revegetation program is deeply involved in revegetation planning, writing and reviewing revegetation-related specifications, promoting technology transfer, responding to technical assistance requests, and supporting special studies and projects. Program accomplishments in FY03 include the following:

**NRCS native seed and plant production**

- 12 national parks assisted
- 1,479 pounds of PLS (pure live seed)
- 31,100 transplants
- 128 park indigenous species (40 grasses, 13 forbs, 54 shrubs, and 21 trees)



#### NRCS native seed/plant deliveries

- 12 national parks assisted
- 1,564 pounds of PLS (pure live seed)
- 11,896 transplants (container and bare-root)
- 219 park-indigenous species (62 grasses, 65 forbs, 87 shrubs, and 15 trees)

#### NRCS processing of park collected seed

- 5 national parks assisted
- 348 pounds of PLS (pure live seed)
- 136 species (53 grasses, 41 forbs, 27 shrubs, 15 trees)

#### Revegetation planning assistance

- 6 national parks assisted

#### Contract specification preparation or review

- 5 national parks assisted

#### Revegetation services indefinite

#### delivery/indefinite quantity (IDIQ) contracts

- managed 10 task orders
- selected and led technical panel to issue the most recent IDIQ contracts; three firms selected

#### Responses to general technical assistance requests

- Technical assistance was provided to landscape architect project specialists and project managers at the NPS Denver Service Center relative to revegetation project needs at 18 national parks in addition to those with interagency agreements.
- Onsite program technical assistance was provided at 8 national parks.
- Technical assistance in addition to that agreed to in interagency agreements was provided by Plant Materials Center staff or specialists to 6 national parks.

## Alternative Transportation Program

The Denver Service Center continues to play a major role in the Alternative Transportation Program (ATP) by expanding services in transportation planning, design, construction, community partnerships, feasibility studies, and natural and cultural resource compliance. DSC project managers and specialists have responded to an increasingly wide range of alternative transportation systems and alternative fuel vehicles, and are providing a wide range of sus-

tainable, appropriate, and integrated transportation solutions to protect parks.

The goals of the Alternative Transportation Program include improving the visitor experience, protecting natural and cultural resources, promoting appropriate economic development, fostering strong partnerships, enhancing visitor safety and security, and providing services throughout the national park system.

The following table outlines the 30 ATP projects that DSC staff managed and developed in FY03.

**Table 6**  
**DSC ATP Projects in FY03**

Park	Project
Acadia National Park.....	Intermodal transportation charette
Acadia National Park.....	Construct bus shelters
Adams National Historical Park.....	Expand trolley system design and sign
Arches National Park.....	Develop alternative transportation plan
Badlands National Park.....	Develop shuttle system for park
Cape Cod National Seashore.....	Commercial transportation study
Chickamauga National Military Park.....	Transportation study and technical assistance
Colonial National Historical Park.....	Study of tour roads
Eleanor Roosevelt National Historic Site.....	Alternative transportation system analysis
Fort Clatsop National Memorial.....	Transportation day use system
Fort Sumter National Monument.....	Develop water taxi master plan
Gettysburg National Military Park.....	ATP system charette
Glacier National Park.....	Alternative fuels study
Grand Canyon National Park.....	Desert view bus shelters
Grand Teton National Park.....	Multimodal transportation plan
Great Smoky Mountains National Park.....	Cades Cove transportation planning
Haleakala National Park.....	Transit system plan
Hawaii Volcanoes National Park.....	Transportation study
Keweenaw National Historical Park.....	Transit system feasibility study
Lowell National Historical Park.....	Trolley shelter design
Mesa Verda National Park.....	Visitor distribution and transportation plan
Monocacy National Battlefield.....	Alternative transportation planning
Mount Rainier National Park.....	Prepare gateway vision document
Mount Rainier National Park.....	US 12 regional corridor vision document
National Capital Parks.....	Develop an implementation plan for alternative transportation system
North Cascades National Park.....	Improve transit facilities
Pinnacles National Monument.....	Conduct transportation feasibility study
Home of F.D.R. National Historical Site.....	Alternative transportation system analysis
Santa Monica Mountains National Recreation Area.....	Shuttle system design and construction
Sequoia National Park.....	Comprehensive transportation plan
Vanderbilt Mansion National Historic Site.....	Alternative transportation system analysis
Yellowstone National Park.....	Old Faithful circulation study



DSC staff completed 16 pre-planning projects (PPP) and transportation assistance group (TAG) trips that provided project scoping and program review, which is used to develop park Project Management Information System entries as well as evaluate ongoing ATP projects. Park PPP and TAG assignments included the following:

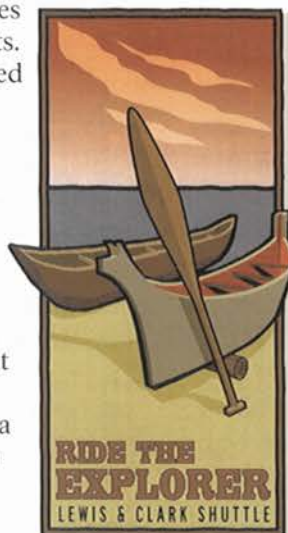
- Bandelier National Monument
- Blackstone River Valley National Heritage Corridor
- Delaware Water Gap National Recreation Area
- Denali National Park
- Devils Tower National Monument
- Everglades National Park
- Gateway National Recreation Area
- Golden Gate National Recreation Area
- Grand Canyon National Park
- Gulf Islands National Seashore
- Little Bighorn Battlefield National Monument
- Minute Man National Historical Park
- Mount Rainier National Park
- Petrified Forest National Park
- Steamtown National Historic Site
- Weir Farm National Historic Site

The ATP staff also provided transportation technical assistance to three DSC-managed general management plans: Crater Lake National Park, Monocacy National Battlefield, and Olympic National Park.

In addition to these planning projects, ATP staff participated in the management and technical development of national ATP design standards, the development of the NPS/ATP training program, the creation and publication of the ATP operations manual, and active participation in the NPS ATP review meetings.

As one of the strongest components of sustainable planning and design, the Denver

Service Center continues to take a leadership role in developing alternative means of transportation for the national park system.



When visitors arrive in the Lower Columbia Region to visit Fort Clatsop National Memorial and other Lewis and Clark bicentennial sites along the Columbia River in Oregon and Washington, they will be greeted by a system of *Ride the Explorer* shuttle buses providing alternative access to these sites. Visitors will leave their cars at their lodging facilities or designated parking lots

**Transportation Planning:** throughout the area and hop on the shuttle to visit the fort and other bicentennial sites. Most motels and campgrounds will also be served by the Explorer shuttle. The Fort Clatsop National Memorial and DSC transportation staffs have assisted in the establishment of this alternative transportation system using existing community infrastructure, capacities, and transit facilities to enhance and support the numerous visitor and community bicentennial events.

Fort Clatsop National Memorial commemorates the 1805-06 winter encampment of the 33-member Lewis and Clark Expedition. A 1955 community-built replica of the explorers' 50-foot by 50-foot fort is the focus of the park. The fort, historic canoe landing, and spring are nestled in the coastal forests and wetlands of the Coast Range as they merge with the Columbia River Estuary. The park transit facility, a mile south of Fort Clatsop, will create a small transportation hub and provide visitor access to the park. Visitors arriving at the transportation hubsite will be greeted by park staff and transferred to the Fort Clatsop bus for access to the fort and visitor center.

The *Ride the Explorer* shuttle marketing promotion is one of the many outcomes resulting from the planning efforts of federal, state, and local agencies and regional partners to sponsor and accommodate the increased visitation during the Lewis and Clark bicentennial events from 2004 to 2006. Fort Clatsop staff, DSC staff, and private consultants also developed park transit facilities and system way-finding signs as a part of the *Ride the Explorer* shuttle system.

*Ride the Explorer* shuttle operations and visitor facilities will begin operating in June 2004. Although Bicentennial events will conclude in 2006, shuttle operations and visitor facilities will be available for ongoing Fort Clatsop National Memorial and other regional activities. Complete shuttle information will be available at local visitor centers, lodging facilities, and bus shelters, or online at <[www.ridethebus.org](http://www.ridethebus.org)>.



The Information Management Division focuses on issues related to communications, records and document management, technological innovations, digital printing, and use of the Web to improve work processes and information sharing for the Denver Service Center and the National Park Service. The division also specializes in distance communication and learning tools.

### Communications and Web Development

Information Management is responsible for the internal and external communications for the Denver Service Center. Internal DSC communications have improved through a number of actions, including the development of the internal bimonthly newsletter *DSC@work*. This publication highlights DSC accomplishments and noteworthy projects underway and provides information on servicewide issues of importance. The DSC Intranet site ([insidenps.gov](http://insidenps.gov)) is actively maintained, and employee news is regularly posted. DSC news is regularly disseminated to local and national news organizations, and the DSC

external website is updated and maintained. The division also processed 46 Freedom of Information requests in FY03, more than twice the requests in FY02.

The DSC Web Workflows have proven to be an invaluable tool for DSC employees, NPS park and regional staff, and A/E and construction management contractors. The division began working in FY03 to redesign this site to improve its usability and ensure that the site reflects the Denver Service Center's new organization and work processes.

The Denver Service Center is responsible for the NPS Planning Internet site. The site provides a central location for posting information for ongoing plans and other planning-related issues. The webmaster recently received a "Star" recognition award for relocating and upgrading the planning server to Washington, D.C., avoiding interruption of service that could have disrupted schedules on several critical planning projects. The Beyond Boundaries Partnership Planning Web site was also designed in FY03, and specialists began populating a Web site focusing on gateway community, ecosystem, and regional planning.



DSC@work newsletter

### Information Technology Improvements and Innovations

In FY03 Microsoft (MS) Project 2002 Enterprise was implemented. This system complements the Construction Program Management Office Q-Track system, and will allow for more consistent measurement of overall project performance for more proactive project management. The Web-based MS project 2002 system is used for project budget formulation, project resource workloading, and project scheduling and milestone tracking on the DSC Intranet. This system will also serve as a project communication tool, minimizing the need for various systems and forms for routine project reporting and communication between team members.

Other technological advances at the Denver Service Center include heavier use of electronic faxing, upgraded videoconferencing, Sametime (Lotus Notes desktop videoconferencing), and Technology Enhanced Learning (TEL), which is an electronic distance learning tool. These tools enable employees and managers to save travel dollars and communicate more effectively with internal and external customers and contractors.

### Employee Development

The Denver Service Center spent \$103,251 in FY03 for employee training, including servicewide courses, supervisory training, computer training, seminars and conferences, and individual developmental training.



The increased use of alternative learning methods, such as Technology Enhanced Learning, Internet Webcasts, and on-line learning provide an efficient and effective forum for employee training due to their flexibility for employees, consistency of training, and cost-effectiveness. Partnering with regions and other agencies for specific training needs offered additional cost savings, and shared courses were offered meeting the needs of various disciplines and divisions.

Central training provided group courses for mandatory training and highly desired courses. Courses offered in FY03 included contracting officer representative (24-hour and 8-hour refreshers), performance based work statements, two courses on Financial Development for Capital Construction Projects, computer courses, mandatory supervisory courses, and equal employment opportunity training.

A new course, Managing the Design Process through A/Es, was developed in FY03 at the Denver Service Center. As the major project management office of the National Park Service, contracting officer representatives and project managers need to be knowledgeable about managing A/E service contracts. This curriculum provides guidance and information about contracting practices, ethics, deliverables, and documentation associated with managing design and construction contracts. This class will be available through My Learning Manager in FY04 and beyond.

## Library

The DSC library continues to provide reference services and research assistance to employees at the Service Center and throughout the Park Service through both printed and computerized resources. Projects providing greater access to the collection included cataloging all previously uncataloged park-related materials into the on-line catalog ([www.library.nps.gov](http://www.library.nps.gov)), bar coding of materials, and implementing the circulation module of the integrated library system software.

The DSC library staff cataloged 6,600 items in FY03, and continued its active participation in the national interlibrary loan system with more than 700 transactions, 26% of which were initiated at the request of other park units. The DSC library loans items from the collection to various academic, public, governmental, and corporate libraries throughout the United States and Canada.

## Technical Information Center

The Technical Information Center (TIC) is the servicewide information management and retrieval center for documents and drawings. In FY03 the center processed about 330 requests from private individuals and companies for copies of NPS products. Additionally, the center processed about 460 requests from parks and central NPS offices.



DSC library

In conjunction with I-Records (see page 26), the E-TIC system includes technical documents, drawings, maps, photographs, and other technical data related to NPS facilities. Although the I-Records project captures more dynamic records of active projects, E-TIC plans to make a legacy collection of more than 1 million images available via the Web to the Denver Service Center and the National Park Service.

The Technical Information Center is implementing a document management system to easily store electronic files for the center's documents and drawings. More than 90,000 scanned images and 30,000 document PDF files were added to the center's electronic repository from the older Lotus Notes database during the conversion process. When fully implemented, E-TIC will provide full text indexing of scanned images and selective Internet access to index data and images in E-TIC.

In cooperation with the University of Colorado at Boulder Archives Program, the Technical Information Center partnered with Yellowstone National Park through a Cooperative Education Studies Unit agreement to initiate Wyoming's first Save America's Treasures grant. The Technical Information Center will lead this project to inventory and conserve more than 15,000 of Yellowstone's concessioner drawings documenting nationally significant architecture and planning. The drawings will be included in the E-TIC database for servicewide access.



The Technical Information Center also created a saleable CD-ROM of Golden Spike National Historic Site train drawings in cooperation with the park's museum association. The drawings include elevations of the Jupiter and 119 trains. The ability to digitize the drawings and offer them economically on CD takes advantage of new technology in making historical information available to the public.

Staff from the Technical Information Center organized and hosted a nationwide "Archives in the National Park Service" class for 55 NPS employees in July 2003 to provide a better understanding of the archival issues facing park sites today. The week-long event provided an overview of archival theory, practice, and paper conservation for field staff.

The Micrographics and Imaging Services group within the Technical Information Center processed 7,698 sets of drawings for scanning, consisting of 53,996 images to be added to E-TIC. Also added to E-TIC were 4,926 new documents containing 366,571 pages or images. With 48,916 sheets or unique aperture cards, 1,822 sets of drawings were processed for microfilming, added to the Technical Information Center, and distributed to parks and regions.

The micrographics staff also cataloged and scanned 281 historically significant superintendent annual reports collected from parks throughout the National Park Service by the Harpers Ferry Center. All will be accessible through E-TIC.



## DSC Pilots Department of the Interior I-Records Project

The Denver Service Center has been selected by the Department of the Interior (DOI) to pilot an electronic records management project titled "I-Records." The DOI's Office of Trust Records, Office of Historical Trust Accounting, the Bureau of Indian Affairs, and the National Park Service have collaborated on an interagency agreement to test the project at the Denver Service Center. The Denver Service Center has received

\$600,000 to support the off-the-shelf records management software for about 300 employees (including all DSC employees and some park and region employees) and consulting services to implement the system.

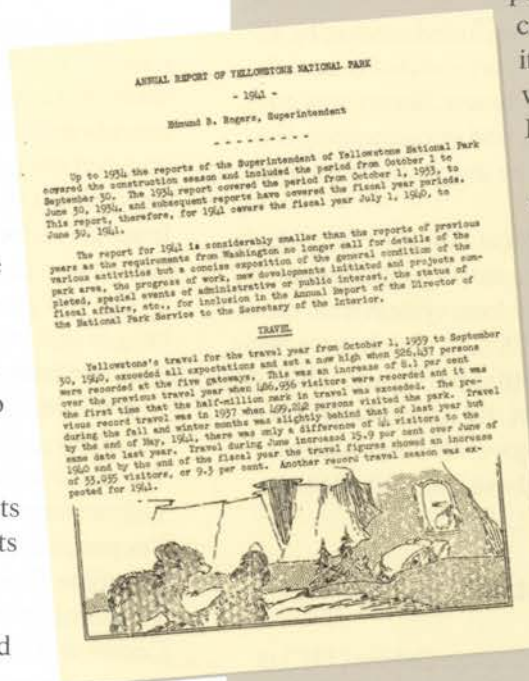
DSC records and the Technical Information Center are being observed in this pilot because of the appealing nature of their records. Often technical and contractual in nature, and representing all national park system units with its diverse geographical areas, the records at the Denver Service Center are very similar to records found in other DOI bureaus, including the Bureau of Indian Affairs and the Bureau of Land Management.

The goal of the pilot project is to identify a viable DOI-wide system for managing electronic records. The I-Records system is able to retrieve records via subject matter, author, or date, and to provide optical character recognition so that every word in a document can be searched and relevant documents can be retrieved. The system will comply with the Americans with Disabilities Act, address the sensitivity of infrastructure documents (post 9/11), and have the ability to be responsive for Freedom of Information requests through the use of electronic redactions. I-Records also manages voice data and will provide tracking records of its use. Where feasible, links to other related systems would be explored, including the NPS Project Management Information System.

The Denver Service Center will benefit from this project by providing an opportunity to better manage and provide access to electronic records, convert some paper records to electronic format, and streamline document workflow for reviewing and sharing within DSC offices and with others.

A report to the Department of the Interior regarding the functional capabilities of the I-Records system will be completed in August 2004.

An electronic records management system will enable the National Park Service and other DOI agencies to rely on electronic records for archiving. The Denver Service Center hopes to become one of the first National Archives and Records Administration approved systems in the federal government.



Superintendents Report, 1941







The Denver Service Center's office of Contracting Services is the largest contracting office in the National Park Service. Services provided include preparation of scopes of services, task orders, contracts, and bid packages. The division also performs negotiations, awards, and contract administration for the other NPS offices and other agencies.

FY03 was one of change and transition. The chief of Contracting Services and several members from the staff left the Denver Service Center to establish the separate Washington Contracting and Procurement Office. Their departure, plus the prior creation of a second branch chief position, resulted in turnover in the management and various staff positions.

Contracting Services contributed to DSC's overall 63% obligation rate for line-item construction projects, and some individuals were recognized for their outstanding contributions. Contracting officer Ed Tafoya received the 2003 DSC Director's Award in recognition of his outstanding contributions to improving processes and customer service, and Small Business Specialist Rosemary Ortiz was recognized by the Small Business Administration with its Region VIII Regional Administrator's Award of Excellence for FY03.

Contracting Services also focused its efforts on establishing and revising performance measures, and the regular use of an updated project workload database to provide management and staff with an improved tool for managing the contracts program. The methods for tracking the modification rate are being revised to provide separate data on both change orders and administrative modifications.

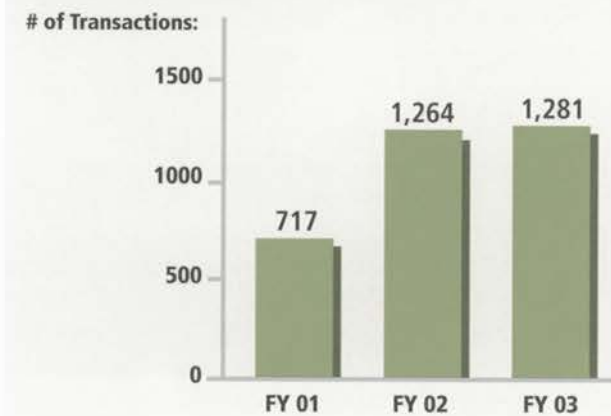
Table 7 displays the DSC Contracting Services' program for FY99 through FY03. The dollar values continue to grow, more than doubling in five years. This continued increase comes from various funding sources and a wide array of programs.

This growth in total dollars, coupled with contracting out 100% of design and construction management services awarded, is reflected in the current increase in the number of contract transactions over the past three years, as figure 6 illustrates. Transactions include the more traditional design and construction services, a variety of goods and personnel support services for the Denver Service Center, and utilities services for the line-item construction projects in many parks.

**Table 7**  
**Contract Actions FY99–FY03**  
**All Contract Actions and All Fund Sources**

In millions of \$	FY99	FY00	FY01	FY02	FY03
Professional Services	19.9	30.9	25.1	46.0	46.5
Construction	59.7	68.4	85.2	109.3	122.6
Purchase Orders	4.9	2.0	4.1	10.7	13.0
Agreements	1.9	1.3	1.0	1.7	1.3
Narrow Banding	-	-	1.5	0.7	0.2
Public Utilities	-	-	1.6	0.1	0.7
<b>TOTAL</b>	<b>\$86.4</b>	<b>\$102.6</b>	<b>\$118.5</b>	<b>\$168.5</b>	<b>\$184.3</b>

**Figure 6**  
**All Contract Actions From All Fund Sources,**  
**Transaction Volume**



## Socioeconomic Program

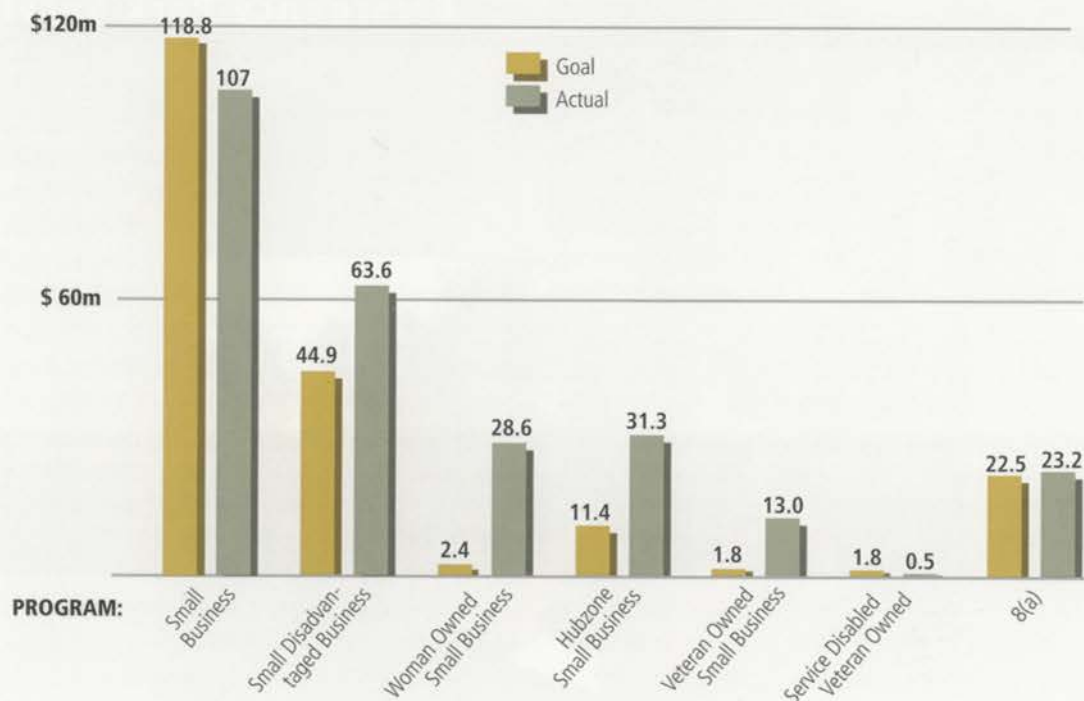
The Denver Service Center met or exceeded most of its NPS assigned small business goals in FY03. Through its strong partnership with the Small Business Administration, the Contracting Services Division helped the project management staff and parks award many contracts to small business firms throughout the country. Figure 7 shows the DSC small business goals and accomplishments for FY03. The SBA processes, with the assistance and support from the parks and regions, continue to be analyzed and refined, and the Denver Service Center is optimistic about its ability to meet or surpass the FY04 goals.

## A/E Services Selection Strategy

During FY03 the Denver Service Center reevaluated its procurement strategy and selection procedures for awarding and hiring architectural and engineering (A/E) and construction management services. As a result of this evaluation, the office developed a more systematic and programmatic approach to the process. Regionally based A/E design contracts for architectural or landscape architectural-led prime contracts were determined to be more effective than nationwide contracts used in the past. The Service Center also determined that the general engineering contracts should be solicited on a nationwide basis instead of the past practice of geographically based. Rather than establishing annual ceiling amounts, each contract awarded will have a maximum contract

**Figure 7**  
**Contract Actions / FY03 DSC Socioeconomic Program**

In Millions of \$:



amount for the life of the contract. It was also determined that technical interviews and presentations of the short-listed firms would be conducted in Denver, as opposed to traveling to the offices of the prime contractor or lead firms. Approximately \$60,000 in travel costs were saved as a result of these actions.

Using these selection strategies, the Contracting Services Division recently awarded six new indefinite delivery/indefinite quantity

(IDIQ) contracts for architectural and landscape architectural design services, each geographically based, with the six contiguous NPS regions. Each contract has a \$25 million maximum order limit during the life of the contract. Two new IDIQ contracts for nationwide general engineering services will be placed in FY04, each with a \$25 million maximum order limit during life of the contract.





Circumstances happen throughout the National Park Service that require extraordinary efforts to protect life and natural and cultural resources. The Denver Service Center's Contracting Services office is often called upon in these situations to react quickly. Contracting Services has responded to a number of security issues throughout the National Park

## Responding to Emergency Park Service Needs

Service by ensuring that quality dependable contractors are located and placed under contract as quickly as possible.

Park resources have also been protected by the division's extraordinary efforts. For example, the Denver Service Center helped with a temporary solution at Colonial National Historical Park in September 2003 after Hurricane Isabel caused widespread damage throughout the park and Jamestown Island. With extensive water damage and more than 5 feet of water in the basement,

the park's visitor center was permanently closed. Construction of a new visitor center was scheduled to begin in July 2004 in preparation for the 400th anniversary of the founding of Jamestown. The Denver Service Center was asked to help acquire an interim visitor station until the new center was open. A DSC contracting officer went to the site and worked with the Incident Command Team and park staff for the contracting and procurement of a temporary visitor center. The modular visitor center units opened within six weeks of the hurricane.



## The Director's Office

The DSC Partnerships Office assists national parks, heritage areas, gateway communities, and surrounding regions develop integrated approaches through public and private partnerships to enhance both visitor experience and the economic and environmental sustainability of associated nearby communities. These goals are accomplished through strategic alliances with other organizations and professionals. The Partnerships Office provides guidance on design and planning activities with NPS partnership projects and holds the responsibility for maintaining agency goals and dedication to the NPS mission through the built environment.

In FY03 the Partnerships Office began to implement a cooperative agreement with the Project for Public Spaces, Inc. in partnership with the Federal Highway Administration to build an on-line transportation resource center on Context-Sensitive transportation solutions. This project will develop and establish, with park and regional partners, case studies in the effective development and use of visitor spaces within park areas to enhance the visitor experience.

The Denver Service Center is also undertaking an active role in fostering effective and strategic partnerships involving capital construction projects by using this office's design and construction expertise.

The Assistant Director for Professional Services and Development position in the Director's Office was created during the realignment of the Denver Service Center in FY03. This position is responsible for the selection, use, and retention of architectural and engineering (A/E) services for the Denver Service Center. The Assistant Director position will actively manage the distribution of work of the A/E firms to ensure that the office is receiving the best use of these services. The Denver Service Center will also take a proactive role in providing feedback to the A/E firms for continued improvement on the quality of work and the positive working relationship between the Denver Service Center and the A/E firms.

Professional staff goals have also been established under the direction of this position to attract diversity and train and retain a professional workforce. In FY04 the DSC training program will transition from the Information Management Division to the Professional Services and Development Office.



## **The Denver Service Center: FY04 and Beyond**

The Denver Service Center will continue to play a significant role in enhancing the overall NPS accomplishments in deferred maintenance backlog objectives and project completions. With the completion of the Service Center's alignment in FY03, the organization continues to improve its customer service to parks and regions through operating more efficiently and effectively. By eliminating all in-house design and reassigning professionals to roles in project management, the office is in position to manage a larger portion of the NPS line-item construction program.

As the line-item construction program and other servicewide maintenance programs increase, the Denver Service Center will manage the workload by relying on the services of A/E firms to provide design and construction services. In FY04 the Denver Service Center will complete the alignment of its work standards to conform to current industry standards, and will maintain consistency through the use of the DSC Workflows WebPages.

This office looks forward to reporting its success in future reports and continuing to provide quality work and customer service for its clients in the National Park Service.

**FISCAL YEAR 2003 ANNUAL REPORT FOR THE DENVER SERVICE CENTER**

United States Department of the Interior / National Park Service