



# Denver Service Center

## Fiscal Year 2012 Annual Report









Visitor and Research  
Center, Mesa Verde  
National Park. Photo  
by Terry Shapiro.

Cover photo:  
Gates of the  
Valley, Yosemite  
National Park.  
Photo by Christine  
White Loberg.





## Merced Wild and Scenic River Draft Comprehensive Management Plan and Environmental Impact Statement, Yosemite National Park

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The Merced River reflects Yosemite Falls. Photo taken by Bob Roney from Swinging Bridge in Yosemite Valley.

The *Merced Wild and Scenic River Draft Comprehensive Management Plan and Environmental Impact Statement*, released in January 2013, addresses the renowned Merced Wild and Scenic River's 81 miles within Yosemite National Park and the El Portal Administrative Site. The plan will function as the guiding document to protect and enhance river values and manage use within the river corridor for the next 20 years.

The draft Merced River Plan protects Merced River's free-flowing condition and the unique values that has made the celebrated river worthy of special protection under the Wild and Scenic Rivers Act. The draft plan represents a rich collaboration amongst the public, research scientists, park partners, traditionally associated American Indians, and park staff to explore visions for the future of Yosemite Valley and the Merced Wild and Scenic River. The draft plan brings forward the best in science, stewardship, and public engagement to ensure continual protection and enhancement of the rare, unique, and exemplary qualities of the Merced River.

The draft Merced River Plan can be found at: [www.parkplanning.nps.gov/yose](http://www.parkplanning.nps.gov/yose).





## Mesa Verde Visitor and Research Center, Mesa Verde National Park

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The new Visitor and Research Center at Mesa Verde National Park opened December 14, 2012. It will serve both visitor services and curatorial/research functions. This project was managed by the Denver Service Center and Harpers Ferry Center for exhibit fabrication/installation. This high-performance building includes a wide range of sustainable features and achieved Leadership in Energy and Environmental Design (LEED®) platinum certification, a technically difficult feat because the building will accommodate hundreds of thousands of visitors a year and is also a curatorial facility housing over three million artifacts requiring strict environmental controls. Sustainable features include the use of regional building materials, super insulated building envelope, daylighting, advanced lighting controls, and ground-source heat pumps with radiant floor slabs and chilled beams for both heating and cooling. On-site renewable energy systems include hydroelectric power from a micro-hydro turbine, photovoltaics, and solar water heating.

The project was also selected as a pilot project for the Sustainable Sites Initiative. For more information go to <http://www.sustainablesites.org>.

The Mesa Verde Visitor and Research Center will serve both visitor services and curatorial/research functions. The building recently received LEED® Platinum certification from the U.S. Green Building Council. Photo by Terry Shapiro.



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## Mission of the National Park Service

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.





## Message from the Denver Service Center Director

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The Denver Service Center (DSC) is the central planning, design, and construction project office for the National Park Service (NPS). We provide park and community planning, design and construction project management, transportation planning, contracting services, and technical information management for the parks and regions in the national park system.

The Denver Service Center provides cradle-to-grave project management and delivery; from planning to construction we focus on the unique needs of each park. We work in every region and more than half of all of the parks of the national park system, with \$1.7 billion in ongoing work in the national park system.

The Denver Service Center is proud to be involved with the NPS *A Call to Action*, a plan to prepare for a second century of stewardship and engagement for the National Park Service. In Fiscal Year 2012 (FY 2012), the Denver Service Center assisted with development and outreach support for *A Call to Action* item 12: "Follow the Flow." This item is considered complete because in February 2012 former Secretary Ken Salazar established the National Water Trails System. In addition, DSC staff have contributed to *A Call To Action* item 10: "Arts Afire" and item 34: "Team Buyin'."

Sustainability has been and continues to be a focus for the Denver Service Center. In FY 2012 several buildings managed by the Denver Service Center have been certified LEED® Platinum by the U.S. Green Building Council, including the Mesa Verde Visitor and Research Center, the Santa Monica Mountains National Recreation Area Visitor Center, employee housing in Moose Village at Grand Teton National Park, and the Pinnacles National Park Westside Visitor Contact Center. In addition, several buildings received a LEED® Gold certification, including the Fort McHenry National Monument and Historic Shrine Visitor Center and the Dinosaur National Monument Visitor Center.

This report highlights some of those outstanding projects and other DSC accomplishments in FY 2012.

The Denver Service Center remains committed to providing sustainable and fiscally sound products and services. It is a privilege to participate in the mission of the National Park Service to preserve our shared American heritage for future generations.

Sam Whittington  
Director, Denver Service Center  
National Park Service



Action Item 12: Follow the Flow  
The National Water Trail System





## 2012 Awards & Recognition

The Mammoth Cave Visitor Center was opened to the public in November 2012. The building is targeting LEED® Gold Certification from the U.S. Green Building Council for its sustainable features. NPS photo.

### **Olympic National Park Elwha River Restoration**

American Council of  
Engineering Companies

### **Hamilton Grange National Memorial**

New York Landmarks Conservancy

### **Independence National Historical Park Independence Tower**

Preservation Alliance for  
Greater Philadelphia

### **National Mall and Memorial Parks Jefferson Memorial Seawall**

American Society of Civil Engineers  
National Capital Region Award

### **Golden Gate National Recreation Area Point Bonita Lighthouse Bridge**

Engineering News Record California

### **Santa Monica National Recreation Area Student Intern Center**

Federal Energy and Water Management

### **St. Croix National Heritage Area Feasibility Study**

American Planning Association Award

### **Combined Federal Campaign**

Gold Award



### **U.S. Green Building Council Leadership in Energy and Environmental Design (LEED®) Awards:**

### **Mesa Verde National Park Visitor and Research Center**

LEED Platinum Certification  
(early 2013)

### **Pinnacles National Park Westside Visitor Contact Station**

LEED Platinum Certification

### **Santa Monica Mountains National Recreation Area Interagency Visitor Center**

LEED Platinum Certification

### **Grand Teton National Park Moose Village Employee Housing**

LEED for Homes Platinum  
Certification

### **Dinosaur National Monument Visitor Center**

LEED Gold Certification

### **Fort McHenry National Monument and Historic Shrine Visitor Center**

LEED Gold Certification

### **Mammoth Cave National Park Visitor Center**

LEED Gold Certification





# Contracting Services

## Mission Statement

The primary mission of the Contracting Services Division is to provide business expertise through exemplary service and effective/efficient use of technology. We strive to be an organization of highly trained procurement professionals and active acquisition team members dedicated to delivering value-added, proactive, and innovative procurement services that consistently exceed customer expectations.

The rehabilitation of the Point Bonita Lighthouse Pedestrian Bridge at Golden Gate National Recreation Area was honored by Engineering News Record California as the 2012 Best Small Project under \$10 million. NPS photo.





Conceptual drawing of a pedestrian bridge at Flight 93 National Memorial. Drawing by Paul Murdoch Architects and BioLina.

The Denver Service Center is managing this project in cooperation with the Flight 93 Memorial staff, the NPS Northeast Regional Office, the National Park Foundation, Families of Flight 93, Friends of Flight 93, the Commonwealth of Pennsylvania, Flight 93 Advisory Commission, and many other stakeholders.

The Contracting Services Division provides the full range of acquisition services to all DSC business lines as well as various external customers both inside and outside the National Park Service. The division provides professional contracting services for design and construction, transportation, planning, and professional services. The Denver Service Center has 159 contracting officer representatives on staff, and 15 warranted contracting officers.

The Contracting Services Division is a leader in strategic sourcing efforts, with numerous indefinite delivery / indefinite quantity (ID/IQ) contracts available for use by other NPS offices, bureaus, and agencies. The division is the highest volume contracting office in the National Park Service with an average of 580 contracts awarded yearly. In FY 2012, \$207 million in construction and services was awarded from all funding sources. **Table 1** shows the dollars awarded from all contract actions and all fund sources for FY 2009 through FY 2012.

**Figure 1** illustrates the number of contract actions handled by the division from FY 2009 through FY 2012. Transactions included design and construction services, purchase orders, and personnel support.

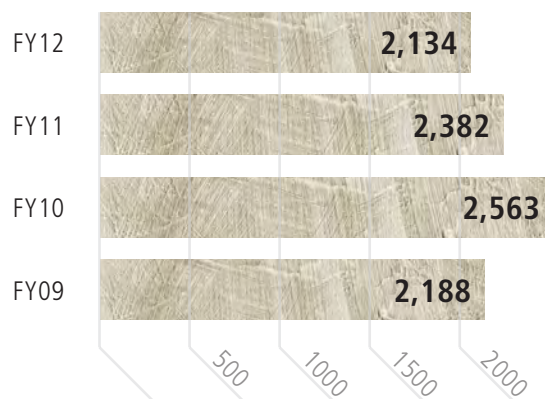




**Table 1. Contract Dollars Awarded, from All Fund Sources, FY09–12**

	FY09	FY10	FY11	FY12
A/E Services & Professional Services	\$54.11	\$125.75	\$34.31	\$39.47
Construction	\$230.60	\$557.31	\$175.22	\$145.40
Purchase Orders	\$18.59	\$5.56	\$3.83	\$1.45
Agreements	\$17.10	\$27.77	\$5.00	\$11.78
Other	\$0.00	\$0.00	\$25.29	\$9.27
<b>Totals (millions of dollars)</b>	<b>\$320.40</b>	<b>\$716.39</b>	<b>\$243.65</b>	<b>\$207.37</b>

**Figure 1. Number of Transactions by Year, FY09–12**



(Photo above)  
The Furnace Creek Visitor Center at Death Valley National Park opened to the public in a ribbon cutting ceremony held November 4, 2012. NPS photo.





## National Park Service Small Business Contracting Program

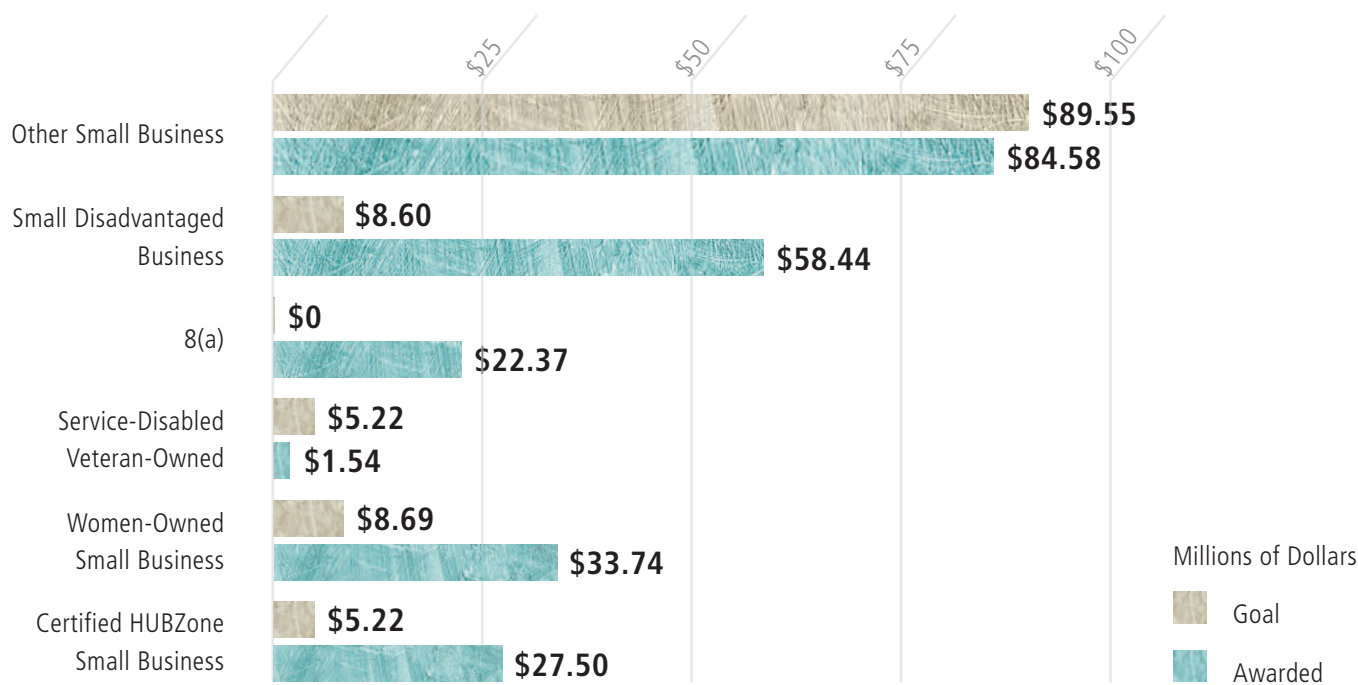
The Denver Service Center hosts two small business trade fairs annually. Between both fairs, 62 small businesses were represented in 2012. NPS photo.

The Denver Service Center strongly supports the socioeconomic program goals of both the National Park Service and the U.S. Department of the Interior. A full-time small business specialist assists project teams on the socioeconomic screening process by identifying qualified small, small disadvantaged, HUBZone, woman-owned, and veteran-owned firms. The small business specialist also provides one-on-one counseling with small firms on how to conduct business with the Denver Service Center and outreach services for companies seeking business opportunities with the National Park Service.

In FY 2012, the Denver Service Center held two small business trade fairs, with a total of 62 small businesses represented. The first, held in February, focused on small businesses, while the second, held in March, focused on service-disabled, veteran-owned small businesses.

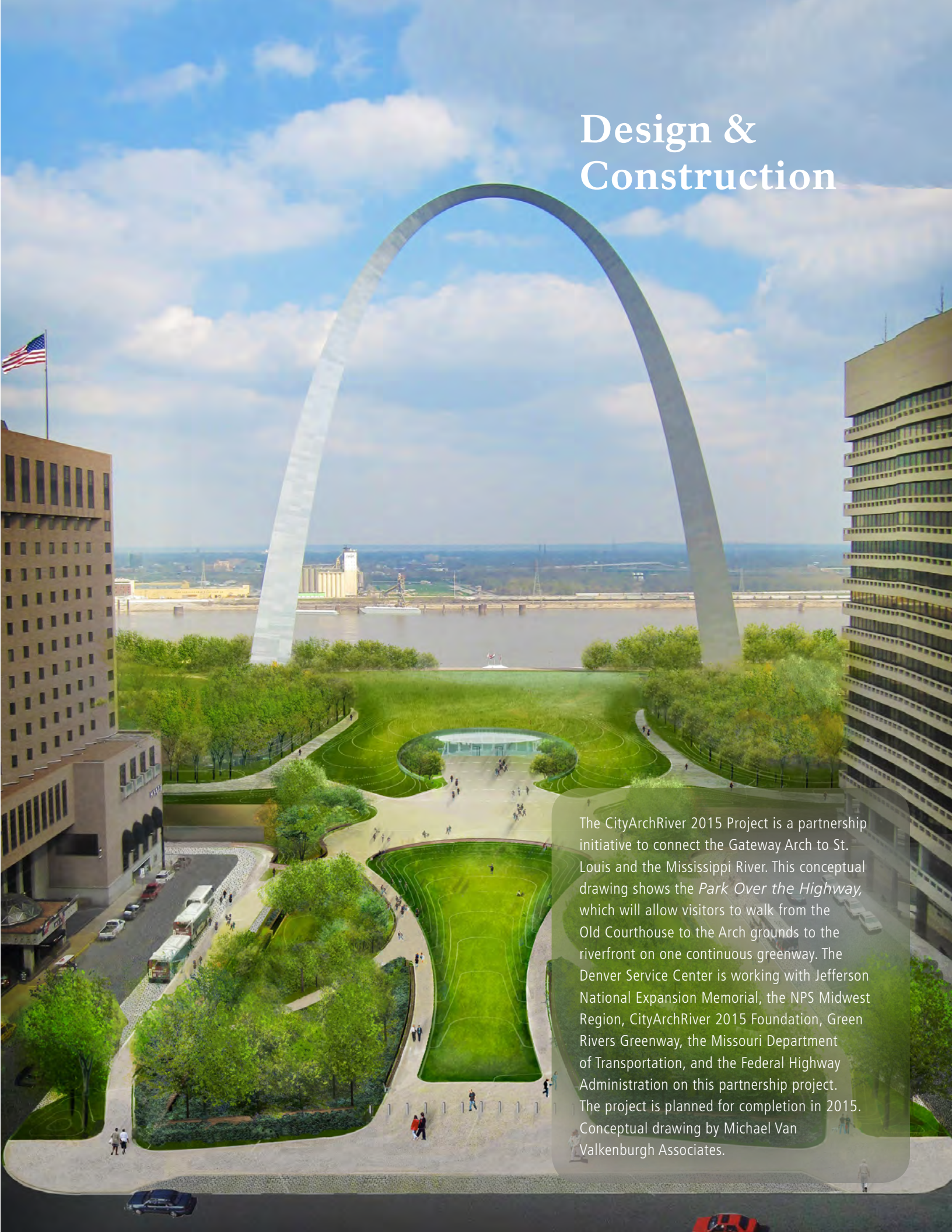
The division’s small business goals and accomplishments for FY 2012 are shown in **Figure 2**. In many instances, a small business award is credited to more than one subcategory within the socioeconomic program.

**Figure 2. Contract Actions by Dollar Amount, FY12 Small Business Contracting**





# Design & Construction



The CityArchRiver 2015 Project is a partnership initiative to connect the Gateway Arch to St. Louis and the Mississippi River. This conceptual drawing shows the *Park Over the Highway*, which will allow visitors to walk from the Old Courthouse to the Arch grounds to the riverfront on one continuous greenway. The Denver Service Center is working with Jefferson National Expansion Memorial, the NPS Midwest Region, CityArchRiver 2015 Foundation, Green Rivers Greenway, the Missouri Department of Transportation, and the Federal Highway Administration on this partnership project. The project is planned for completion in 2015. Conceptual drawing by Michael Van Valkenburgh Associates.





The Santa Monica Mountains National Recreation Area Interagency Visitor Center, located at King Gillette Ranch, received LEED® Platinum certification for its sustainable design. The visitor center is also considered a “net-zero” energy facility, meaning it produces all of the energy it uses throughout the course of a year. NPS photo.

The Design and Construction Division is responsible for the project management of line-item construction (LIC) and park-funded projects. With the support of architecture and engineering (A/E) firms, the division provides project management in design, construction, and postconstruction for new and existing facilities, historic structures, and a variety of infrastructure systems. The Denver Service Center manages projects through all phases of the typical five-year construction cycle, from project initiation through postconstruction activities.

In FY 2012, the DSC Design and Construction Division managed 219 projects worth more than \$1.5 billion. **Table 2** shows the program in both number of projects and gross dollars for FY 2009 through FY 2012.

**Figure 3** shows the DSC Design and Construction program obligation rates for FY 2009 through FY 2012. **Figure 4** depicts the LIC program awards for FY 2009 through FY 2012.

**Figure 5** on page 14 shows the A/E design costs associated with the DSC portion of the LIC program and park-funded projects for FY 2009 through FY 2012.

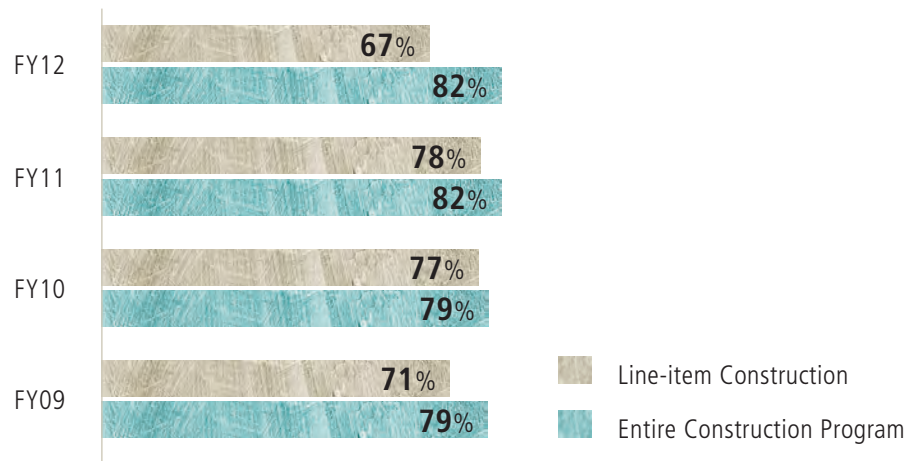
The DSC construction management costs associated with the LIC program for FY 2009 through FY 2012 are shown in **figure 6** on page 14.



**Table 2. Design and Construction Program, FY09–12**

	FY09		FY10		FY11		FY12	
Project Title	Projects	Gross Dollars	Projects	Gross Dollars	Projects	Gross Dollars	Projects	Gross Dollars
Design	125	\$696,206,407	191	\$951,324,622	110	\$514,657,386	114	\$909,084,103
Construction	112	\$451,956,906	38	\$169,800,810	62	\$419,459,772	33	\$237,859,771
Warranty	86	\$205,436,321	68	\$297,340,374	83	\$324,399,715	61	\$389,204,448
Miscellaneous	24	\$35,121,335	18	\$31,439,234	29	\$64,335,977	11	\$13,673,266
<b>Total Program</b>	<b>347</b>	<b>\$1.38</b> (billion)	<b>315</b>	<b>\$1.45</b> (billion)	<b>284</b>	<b>\$1.32</b> (billion)	<b>219</b>	<b>\$1.54</b> (billion)

**Figure 3. DSC Design and Construction Program Obligation Rates, FY09–12**

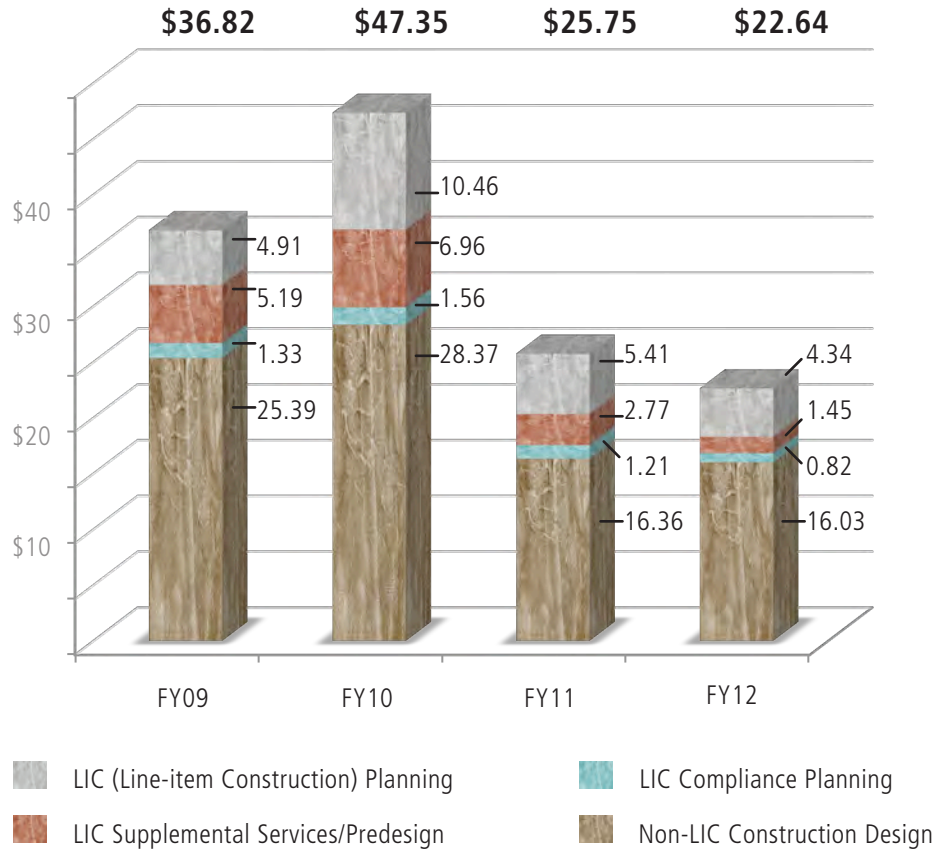


**Figure 4. Line-Item Construction Program Awards, FY09–12 (in millions)**

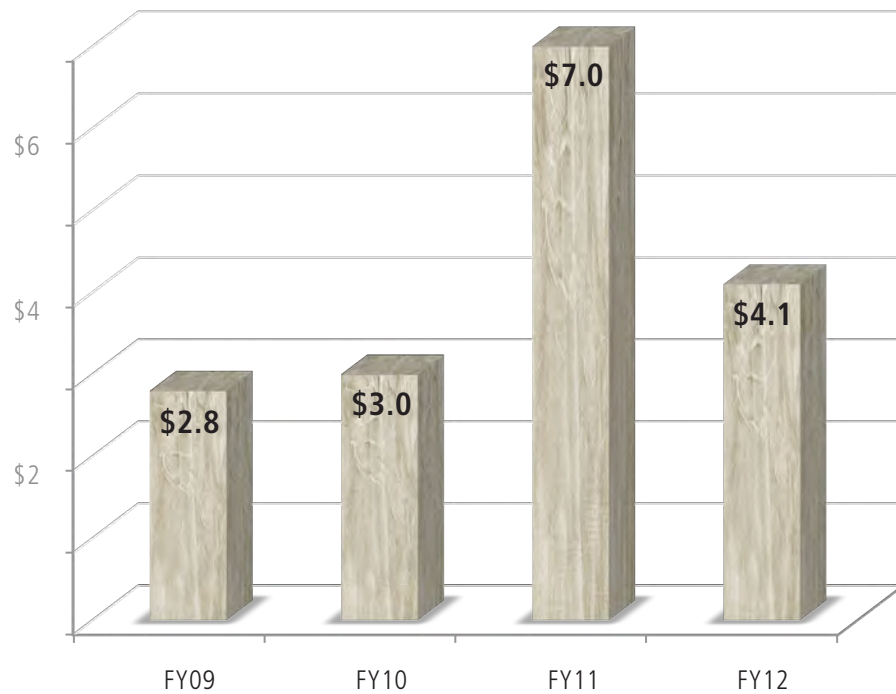




**Figure 5. A/E Design Costs, FY09–12 (in millions)**



**Figure 6. DSC Construction Management Costs Line-Item Construction Program, FY09–12 (in millions)**







## Design and Construction Division Technical Branch

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The Design and Construction Division Technical Branch provides high-quality assurance reviews, compliance oversight, and technical support for divisional projects. In addition, the branch offers a wide range of design, construction, compliance, and permitting technical support services to parks, regions, and program offices.

The Technical Branch plays an integral role in the success of each project managed by the Denver Service Center. DSC technical experts collaborate with project management teams to ensure each project maintains overall adherence to NPS policies and guidelines, programmatic requirements, scope, budget, compliance and permitting requirements. In addition, projects are renewed for compliance with DSC design standards and deliverable requirements; and health, safety, and functional requirements.

The Design and Construction Division Technical Branch manages the “DSC Workflows” website (<http://www.nps.gov/dscw/index.htm>), which provides resources for A/E firms, construction management firms, and construction contractors who work with the Denver Service Center. More information about the “DSC Workflows” website can be found on page 33.

The Moose Village Housing at Grand Teton National Park received LEED for Homes® Platinum certification because of its sustainable features, including recycled wood finishes, modular construction, water efficient fixtures and systems, super insulated walls and roofs, and native landscaping.  
NPS photo.





## Sustainability

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The Pinnacles National Park Westside Visitor Contact Station received the U.S. Green Building Council (USGBC) LEED® Platinum certification, along with a 2010 LEED® innovation award from the USGBC California Central Coast Chapter, and a 2013 Merit Award from the American Council of Engineering Companies of California. The visitor center was opened to the public in April 2012.

The Denver Service Center is committed to complying with and exceeding the requirements of Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance," and other federal sustainability requirements. All new DSC-managed building construction and major renovations meet federal sustainability requirements, and all new buildings larger than 5,000 square feet are designed and constructed to meet U.S. Green Building Council Leadership in Energy and Environmental Design (LEED®) standards for certification.

This year, several buildings managed by the Denver Service Center have been certified LEED® Platinum, including the Mesa Verde Visitor and Research Center, the Santa Monica Mountains National Recreation Area Visitor Center, employee housing in Moose Village at Grand Teton National Park, and the Pinnacles National Park Westside Visitor Contact Station. In addition, several buildings received a LEED® Gold certification, including the Fort McHenry National Monument and Historic Shrine Visitor Center and the Dinosaur National Monument Visitor Center. Because the Denver Service Center emphasizes sustainability, 34 DSC employees are LEED AP®.

The Denver Service Center maintains the NPS Project Sustainability Checklist, which assists all project managers in tracking and analyzing sustainability standards throughout the design and construction management process. The NPS Project Sustainability Checklist (<http://www.nps.gov/dscw/publicforms.htm>) is used for both building and nonbuilding projects and it is based on the LEED® green building certification program, which highlights credit categories aligned with federal requirements. The checklist tracks progress throughout the project life cycle.



# Planning Division

## Mission Statement

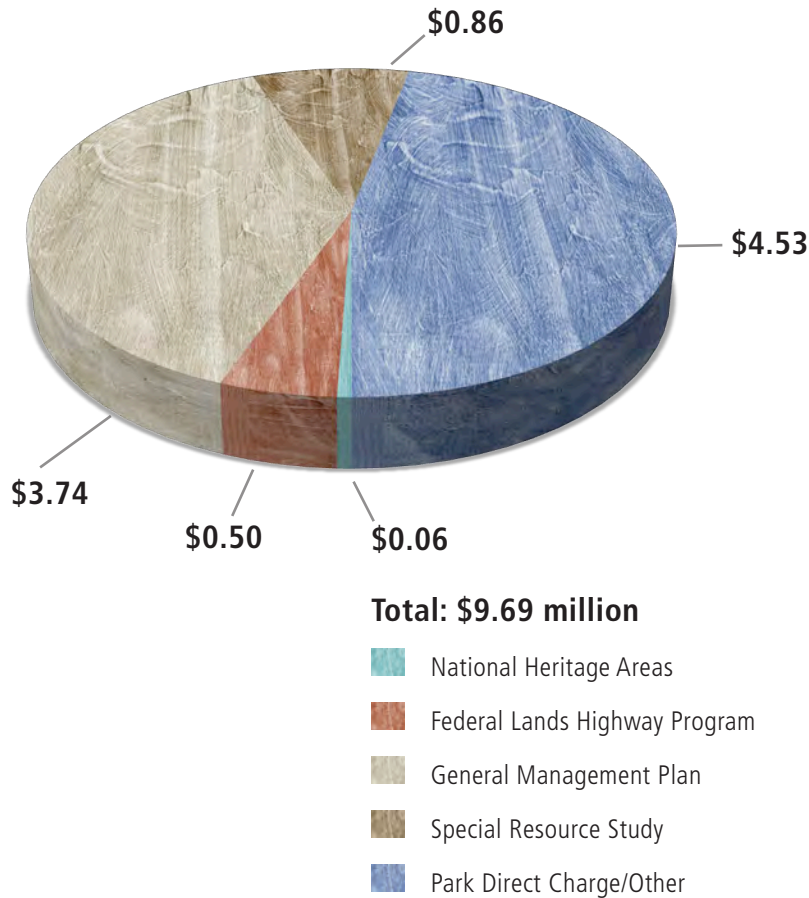
We provide a collaborative framework for informed decision making that advances stewardship of resources and visitor experience throughout the National Park Service.

*The Final General Management Plan* for Hovenweep National Monument was completed in March 2012. The plan will guide park operations for the next 20 years. NPS photo.





**Figure 7. DSC Planning Obligations by Funding Type, FY 2012 (in millions)**



The Planning Division provides integrated mission-based park planning throughout the national park system. The division undertakes trackable planning processes to produce documents to assist NPS staff in making decisions to preserve natural and cultural resources and provide a memorable visitor experience.

The Planning Division produces a wide range of planning documents, including foundation documents, site-specific plans, general management plans, comprehensive river management plans, wilderness stewardship plans, special resource studies, and commercial services plans.

In FY 2012, the division managed 200 projects valued at almost \$10 million. The projects represent work in about one-third of the national park units. **Figure 7** shows the total funds managed and obligated by the Planning Division in FY 2012.

The Planning Division continues to expand its products and services to better meet the planning needs of parks. Since 2008, the division has more than doubled the products it offers to 44 products in FY 2012 (see **figure 8**).

The division maintained an overall obligation rate of 95% and achieved 100% of its milestones in FY 2012. The map on page 24 illustrates DSC planning projects, park locations, and planning types.





## Planning Projects and Studies

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The Planning Division handles planning projects that are often complex and controversial. In FY 2012, DSC planning staff worked on 136 general management plans and foundation documents, 15 special resource or feasibility studies, and 3 long-range transportation plans and the long range transportation planning guidance. In addition, division staff worked on 33 projects in FY 2012 that were funded directly from park-specific accounts. Planning division staff also provided leadership, consultation, technical expertise, and facilitation for wild and scenic rivers management plans, wilderness studies and management plans, site development plans, commercial services plans, long-term transportation plans, and strategic plans.

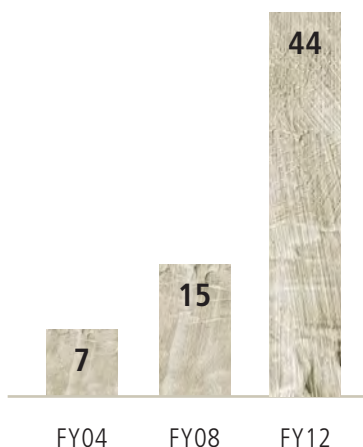
## Foundation Documents

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The DSC Planning Division is taking the lead on the NPS Director's initiative to produce a foundation document for every park by August 25, 2016, the NPS centennial. A full-time foundation coordinator leads the initiative working with park, regional, and Washington-office planners to complete this task. In FY 2012, a SharePoint site was developed to facilitate coordination across the service through distribution of tools, document templates, a workbook template, product examples, and lessons learned throughout the National Park Service. DSC staff completed production on 17 foundation documents, with a total of 43 documents completed by the end of FY 2012.

Clouds gather over the quiet beaches of Gulf Islands National Seashore. The Gulf Islands National Seashore general management plan and environmental impact statement will be completed in early 2014, providing thoughtful guidance about visitor experience and resource protection at one of the largest and most-visited national seashores in the national park system. NPS photo.

**Figure 8. Number of Product Types Produced by the Planning Division, FY04–12**







## Publications Branch

The Publications Branch supports the Denver Service Center, regions, and NPS national program offices by providing editorial, geographic information system (GIS), and graphic design services. Within the past three years the division has created a nationally recognized center of expertise in GIS within park planning, as well as within other divisions and programs. The GIS team is leading the park atlas program, which is a component of the foundation document effort.

The branch serves as the DSC liaison for print production services provided by the Government Printing Office. The branch's visual information specialists have contributed to the ability of the National Park Service to effectively reach diverse and geographically dispersed audiences by advancing media technology to include multilingual video, Internet, radio, and social media.





A project to rehabilitate the William Fitts Ryan Visitor Center at Floyd Bennett Field, Gateway National Recreation Area, culminated in a ribbon-cutting ceremony and festivities held the weekend of May 5, 2012. As part of the grand opening, the Denver Service Center presented the park with a mural depicting the many facets of history, nature, and activities at Gateway National Recreation Area. Original artwork by Philip Thys.





## Visitor Use Management

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Visitors crossing  
Medano Creek at  
Great Sand Dunes  
National Park.  
NPS photo.

The visitor use management team provided technical support to more than 40 projects in FY 2012, including comprehensive river management plans for the Snake River Headwaters in Grand Teton National Park and Virgin River in Zion National Park. The team also provided support for general management plans for Ozark National Scenic Riverways, Golden Gate National Recreation Area, Gates of the Arctic National Park and Preserve, Blue Ridge Parkway, and Everglades National Park.

Members of the visitor use management team were part of the project team for the Petrified Forest National Park wilderness stewardship plan, which was honored with a wilderness stewardship leadership award. The visitor use management team has also been providing support to many foundation projects across the country. Specifically, team members have helped to develop guidance for interpretive theme development for foundations.

In addition, the team has been providing support on several projects with the Park Facility Management Division Facilities Planning Branch on the integration of visitor experience and long-range transportation planning. In FY 2012, the team developed a model for a visitor use management plan to be included as part of the NPS new planning framework. The team also continues to provide leadership and technical support to the Interagency Visitor Use Management Council and the Planning, Environment, and Public Comment Advisory Council. Additionally, a variety of visitor use-related research projects were developed and facilitated through the Office of Management and Budget approval process by the visitor use management team.





## National Wild and Scenic Rivers Studies and Program Support

In FY 2012, the Denver Service Center completed wild and scenic river values publications for the Missouri River and the Rio Grande, and began a similar effort for the Chattahoochee River. DSC staff also completed a *Wild and Scenic River Eligibility Study* on the Neches River in Big Thicket National Preserve.

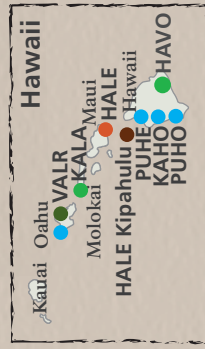
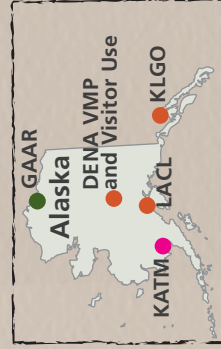
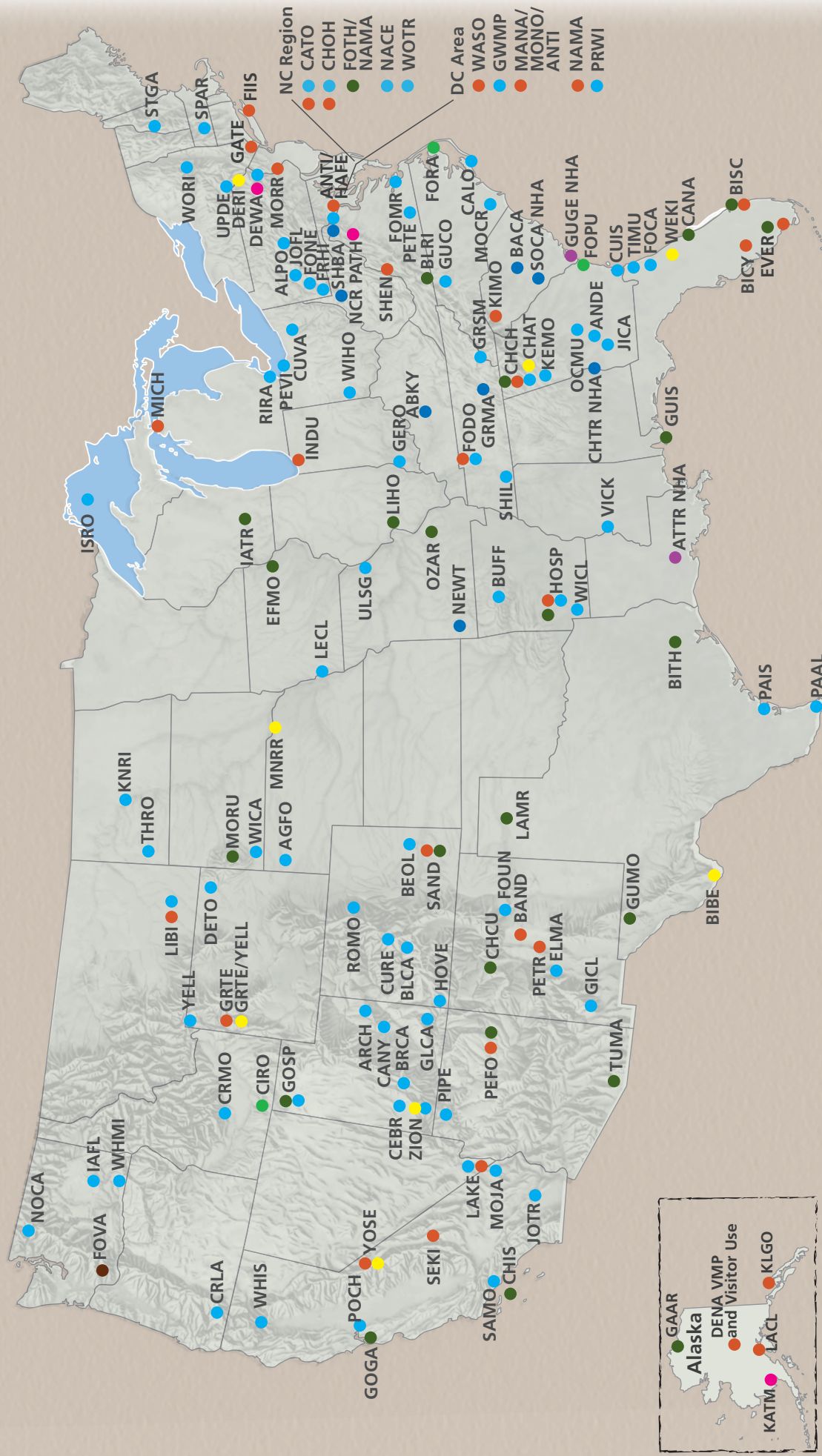
The DSC Planning Division, with the Northeast Regional Office and the NPS Wild and Scenic River Program, completed *National Wild and Scenic River Values* for the Upper Delaware Scenic and Recreational River, the Middle Delaware National Scenic and Recreational River, the Lower Delaware National Wild and Scenic River, and the Musconetcong National Wild and Scenic River by defining their outstandingly remarkable values in a way that unifies the four rivers of the Delaware River Basin, while also setting them apart by describing their unique individual qualities.

## Climate Change

In FY 2012, the Planning Division continued to integrate climate change policy, science, and analysis into park planning documents. Climate change planning was incorporated into more than a dozen ongoing general management plans, in order to comply with current standards such as the *NPS Climate Change Response Strategy*, *A Call to Action*, and *Green Parks Plan*. This work was done with support and collaboration from various national climate change program staff. The DSC Planning Division recently added a new climate change team member focused on climate change and cultural resources. The DSC Planning Division and the Intermountain Region recently co-hosted a two-day climate change workshop, which focused on cultural resources, climate change, and planning.



# FY12 DSC Planning Projects



## Legend

- General Management Plan
- Assistance on GMP
- Foundation Document
- Special Resource Study/Feasibility Study
- National Heritage Area MGMT Plans
- Master Plan and Design Program
- EIS Planning and Compliance
- Wild and Scenic Rivers
- Other (i.e., Wilderness Study, RSS, CSP, DCP, Ungulate Mgmt Plan, Accessibility, Visitor Use Mgmt)



Note: Nationwide projects in multiple locations such as L RTP, National Council and Committees, Call To Action, general editing and graphics.



An aerial photograph showing a winding asphalt road with yellow and red lane markings, curving through a dense, green forest on a steep mountain slope. The road is surrounded by thick trees and vegetation. In the foreground, the rocky, brownish-grey edge of a cliff or overlook is visible. The background shows more forested mountain peaks under a clear sky.

# Transportation Division

## Mission Statement

With an understanding of the national transportation context and grounded in the NPS mission, our teams of dedicated and diverse professionals collaborate with parks and partners to deliver innovative transportation solutions that exceed expectations and address the dynamic and complex challenges facing the National Park Service.

In FY 2012, the Denver Service Center completed \$31.5 million in road construction projects that enhanced the roads, parking areas, campgrounds, and maintenance areas at Shenandoah National Park. The construction work involved road repairs and asphalt overlay of nearly 70 miles of Skyline Drive, and 32 of its 69 adjacent overlooks, including total reconstruction of 16 overlooks. The work took more than two years to complete. A view of Skyline Drive is pictured here. NPS photo.



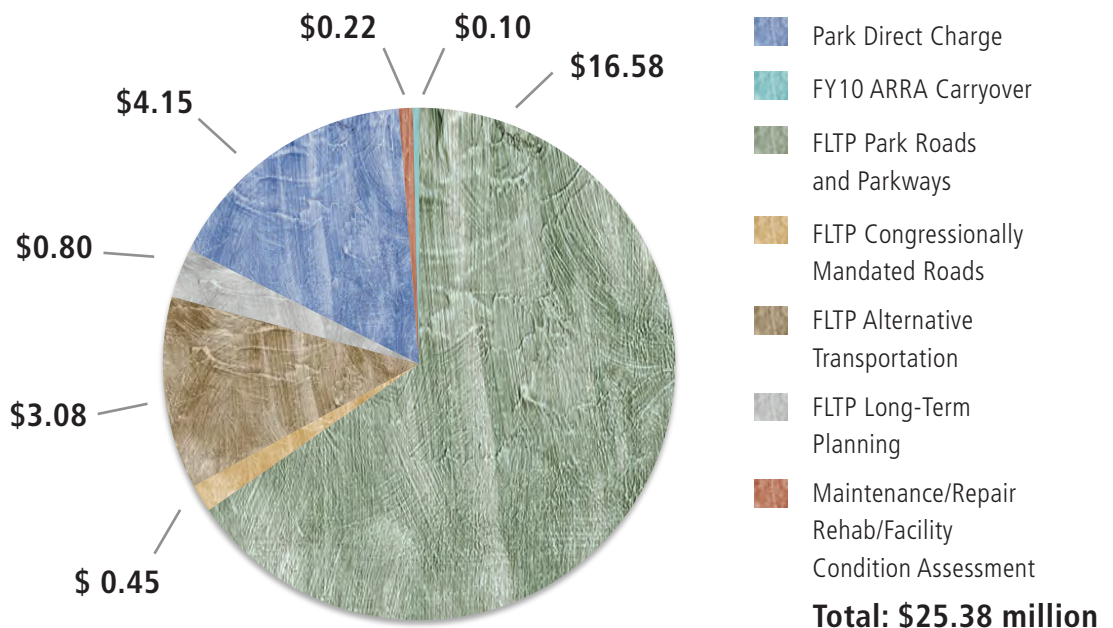


A project to restore the natural hydrology of Halstead Meadow at Sequoia and Kings Canyon National Park required removal of the original road and construction of a bridge to allow water flow through the meadow. The \$2.9 million project was completed in September 2012. NPS photo.

By agreement with the Federal Highway Administration (FHWA), the National Park Service provides landscape architecture, architecture, and compliance support for Federal Lands Transportation Program (FLTP) projects. The DSC Transportation Division helps fulfill these commitments by serving as a liaison between the National Park Service and the Federal Highway Administration to identify issues, develop solutions, and to speak for the NPS mission. Division staff are involved from project initiation through final construction inspection, working in close coordination with the parks, regions, and the Federal Highway Administration.

In FY2012, division staff worked on 343 projects valued at approximately \$200 million, the majority funded through the NPS Park Roads and Parkways Program. Of that total, approximately \$25 million was delivered directly by the Denver Service Center. The rest of the work was accomplished in coordination with the FHWA Federal Lands Transportation Division. The Denver Service Center also supported 64 park-funded projects and provided transportation program assistance to the Washington-based program management office. **Figure 9** shows the total amount of FY 2012 obligations by funding source. The map on page 30 illustrates the types and locations of DSC Transportation projects servicewide.

**Figure 9. Transportation Division Contract Obligations by Funding Type, FY12 (in millions)**







The Transportation Division provides these services through the skills of landscape architects, engineers, transportation planners, and resource specialists. The division has three branches, each serving two or more NPS regions, with additional staff comprising a compliance section and another section for the revegetation program. The division is also supported by a contracting team and the resources of the DSC Information Management Division.

The Transportation Division, in cooperation with the Washington-based program management office, the regional offices, and the Federal Highway Administration, created a partnership training program that addresses the unique history of one of the oldest interagency partnerships in the federal government. The training is intended to inform and welcome new staff into the program and to reinvigorate a sense of commitment in veteran staff by presenting and reviewing past challenges and triumphs. This training is also viewed as a continuation of the underlying philosophies of partnership, safety, and resource protection that is emphasized by a video presentation from NPS Director Jon Jarvis that was prepared specifically for this course.

Other program initiatives supported by the Transportation Division include

- participation in the Federal Lands Transportation Program / Servicewide Maintenance Advisory Committee (FLTP-SMAC), the subcommittee that develops business practices for the program;
- development of a sustainable transportation system that encourages sustainable design, supports the *Green Parks Plan*, and educates and informs NPS staff, partner agencies, and the public;
- development of a library of project fact sheets.

The construction of Bridge 2 on Foothills Parkway brings Great Smoky Mountains National Park one step closer to completing the “missing link,” a 1.65-mile section of the Parkway between Walland and Wears Valley, Tennessee. NPS photo.





## Revegetation Program

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The Denver Service Center revegetation program seeded and established a “green” or vegetated roof on the new visitor center at Tallgrass Prairie National Preserve during the spring 2012. The roof is planted with four grass species native to the area. These plants are used to decrease run-off caused by impervious surfaces and promote visitor awareness of the surrounding native landscape. The visitor center was opened to the public in July 2012. NPS photo.

The Transportation Division Revegetation Program has been working with national parks for more than 25 years to heal erosion and revegetate roadsides disturbed by Federal Land Transportation Program projects. The program uses species not only native to the particular park but produced from germ plasm from that park. Revegetation staff survey park revegetation needs and write a revegetation plan with park staff. The plan specifies what, when, and how revegetation will take place, including a table of tasks and parties responsible, a timeline, and generally a five-year budget. The National Park Service has a close partnership through interagency agreements with U.S. Department of Agriculture Natural Resources Conservation Service plant materials centers to contract native plant material production (primarily hundreds of pounds of grass seed, grass plugs, and plants). The revegetation program worked with 24 parks in FY 2012, sometimes on multiple projects within a single park.

Revegetation staff write and review construction specifications for revegetation of roadsides as well as provide revegetation specifications to parks and the DSC Design and Construction Division to meet other needs in healing disturbances. The revegetation program has monitored revegetation results of five park projects over a three year period and is analyzing the data to determine which of the planted species are most persistent in the seed mixes.





## Compliance Section

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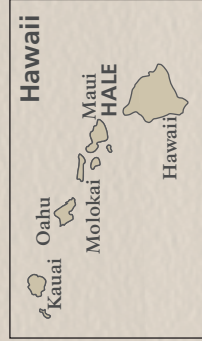
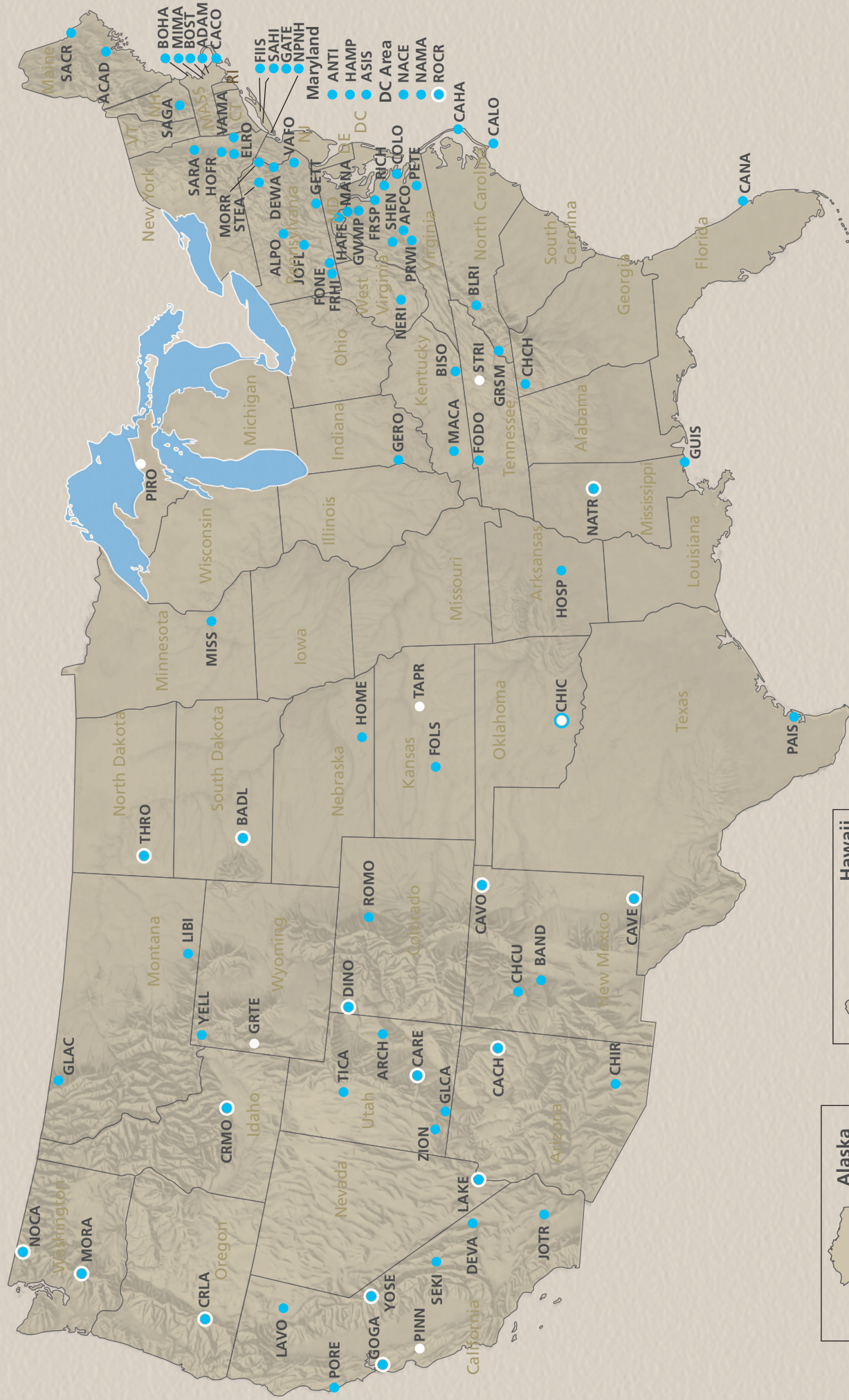
The Transportation Division Compliance Section provides assistance to parks and regions related to the National Environmental Policy Act (NEPA); NPS Director's Order 12: *Conservation Planning, Environmental Impact Analysis, and Decision-making* and the DO-12 *Handbook*; the Endangered Species Act; the Wilderness Act; the Wild and Scenic Rivers Act; Executive Order 11990, "Protection of Wetlands"; Executive Order 11988, "Floodplain Management"; and section 106 of the National Historic Preservation Act.

The specialists in the Compliance Section have extensive experience in cultural and natural resources management and associated interagency and tribal consultation. In addition to delivery of categorical exclusions, environmental assessments, and environmental impact statements for transportation projects, the group also provides services for other nontransportation-specific projects such as abandoned mineral land and transmission line compliance issues. The section also assists with a diverse range of investigations including archeology and other cultural resources, wetlands, threatened and endangered species, and unexploded ordnance. The Compliance Section staff is available for consultation on other projects by request.


The renovation of Many Glacier Hotel addressed critical life/safety issues and mitigates building code deficiencies while maintaining the integrity of the historic structure. The project was completed in June 2012. NPS photo.



# FY12 DSC Transportation Projects





A tall, white, obelisk-shaped monument stands prominently against a blue sky with scattered white clouds. The monument is partially obscured by a dense line of green trees in the foreground. The base of the monument is surrounded by a body of water, likely the Tidal Basin.

# Information Management Division

## Mission

We strive to improve the effectiveness and efficiency of each DSC project through technological innovation and by providing employees with the tools and information needed to ensure project success.

The Denver Service Center Technical Information Center provides electronic archiving for National Park Service documents and drawings, including those associated with the project to repair the Washington Monument. NPS photo.



The Information Management Division supports DSC projects and servicewide initiatives in project management control, document and records management, web design and maintenance, digital printing, information systems, employee development, and distance learning.

## Employee Development

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The Denver Service Center is committed to employee development, training, and certification for its professional workforce. DSC employees are engaged in servicewide courses, acquire professional certifications and accreditations, participate in supervisory and leadership training, computer training, seminars and conferences, and individual developmental training.

In FY 2012, 44 DSC project managers were trained in the Federal Acquisition Certification for Program and Project Managers (FAC-PPM) curriculum. The FAC-PPM certification is being mandated for Department of the Interior capital investment projects that are reported in the Electronic Capital Planning and Investment Control (eCPIC) system.

During FY 2012, DSC programs were supported by 45 certified project managers, 34 employees trained or accredited in U.S. LEED® standards, 159 contracting officer representatives, and 15 warranted contracting officers.

## Providing Information through Systems and New Media

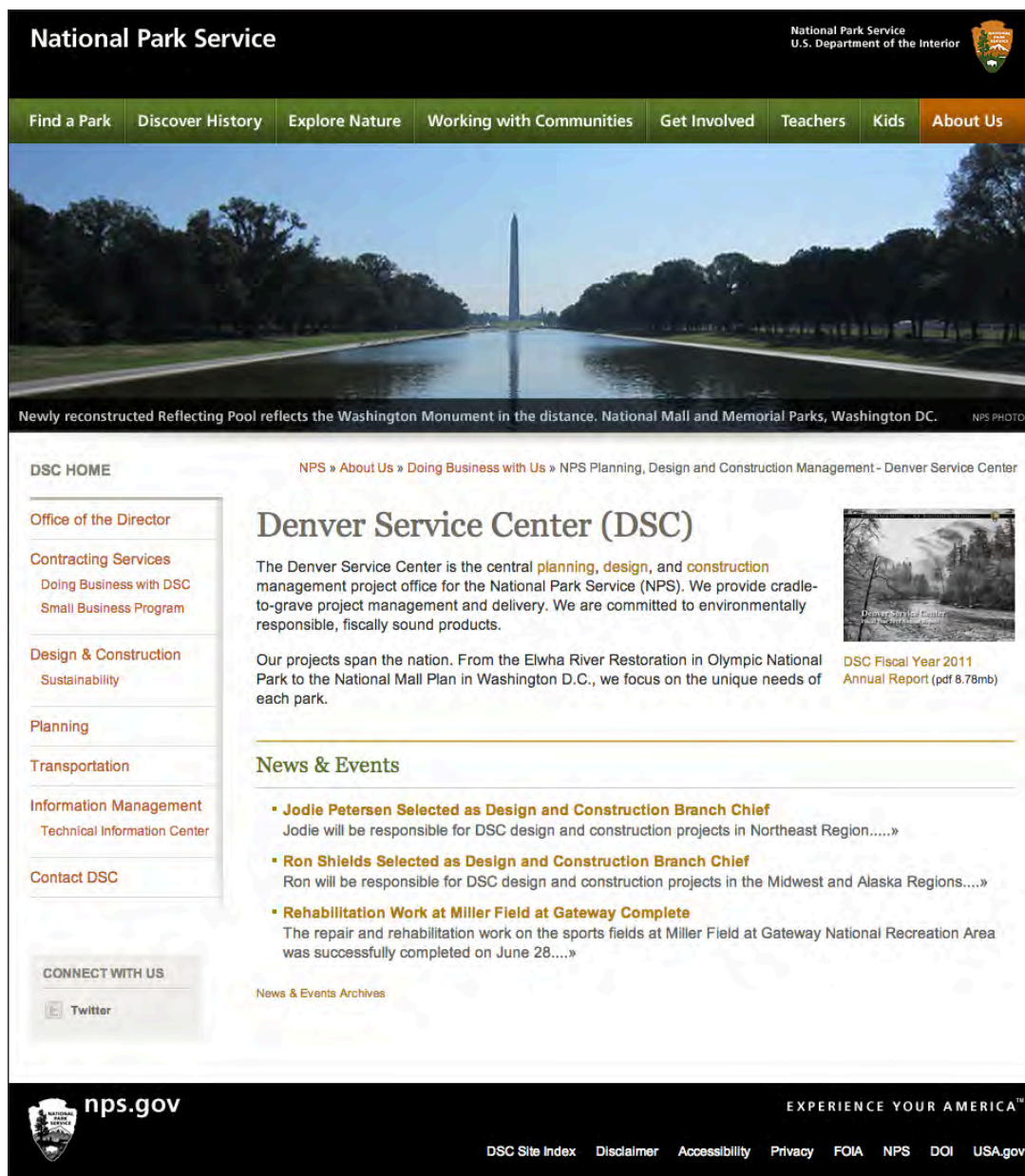
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The Denver Service Center relies on a number of state-of-the-art system tools for accountability and efficiency in its operations, and uses the Microsoft Project Server to provide accurate and timely reports for project work. In FY 2012, more than 700 DSC-managed projects were maintained in Microsoft Project and SharePoint sites, including Panorama, which provides a dashboard view of all DSC projects and is accessible to all NPS employees to ensure project transparency.

The “DSC Workflows” website (<http://www.nps.gov/dsc/workflows>) provides guidance for A/E and construction firms working on NPS projects, and is also used by NPS employees to access clear and timely guidance for project completions. In addition, the Information Management Division maintains the DSC computer-assisted drafting standards site at <http://cadd.den.nps.gov/>.

The Denver Service Center redesigned its website this year to communicate up-to-date information about DSC products and services ([www.nps.gov/dsc](http://www.nps.gov/dsc)). The Information Management Division supports the maintenance of other NPS websites including the National Water Trails site ([www.nps.gov/watertrails](http://www.nps.gov/watertrails)).



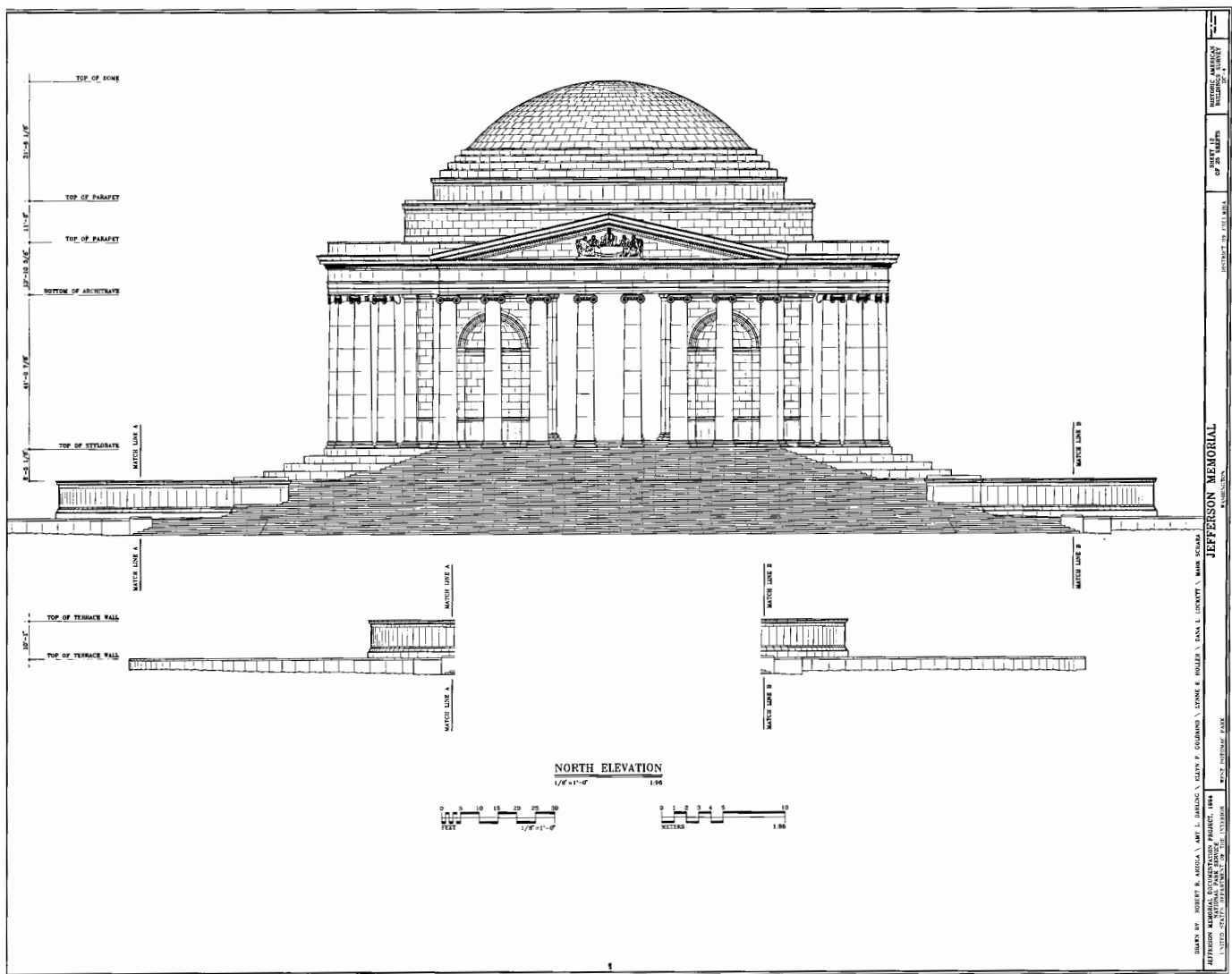


Screenshot of DSC website, located at [www.nps.gov/dsc](http://www.nps.gov/dsc).

## Library

The DSC Library provides reference, cataloging, and loan services to Denver-based NPS employees. The library also responds to reference and loan requests from NPS employees servicewide. In addition, the library serves the public by lending materials to academic, government, public, and corporate libraries. In FY 2012, the library assisted 37 park units or programs with cataloging, interlibrary loans, and consultation services. Nearly 29,000 cataloging and 900 circulation activities were completed in FY 2012. The NPS Library catalog is available for searching at <http://www.library.nps.gov/>.





## Technical Information Center

Drawing of the Thomas Jefferson Memorial, National Mall and Memorial Parks. Drawing from TIC archive collection.

The Technical Information Center (TIC) is the central servicewide information management system for all NPS-generated planning, design, and construction drawings and documents and related technical report documentation. The center provides research, discovery, and archiving assistance to parks and regions.

The Technical Information Center served 466 parks, regions, and programs units with cataloging and scanning in FY 2012. The TIC staff added several collections for electronic document and records management including drawings from Gateway National Recreation Area; documents and reports for the Planning, Environment, and Public Comment system; photos from NPSFocus; land segment maps from NPS Land Resources; and long-range interpretive plans, audio-visual projects, and wayside exhibits from Harpers Ferry Center.

The Technical Information Center is the oldest information system in the National Park Service, and its collection is available to NPS employees through eTIC for ready access at <http://etic.nps.gov>. eTIC is based on a "Google-like" search process. More than 48,000 searches were conducted on eTIC during FY 2012.



# Denver Service Center Budget and Financial Performance



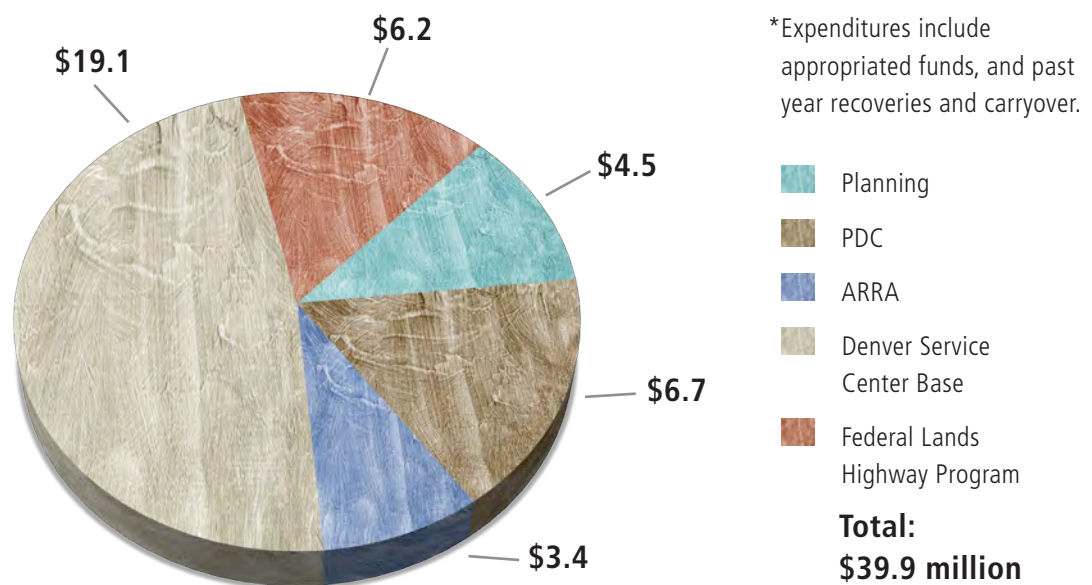
Independence Tower at Independence National Historical Park was recognized by the Preservation Alliance for Greater Philadelphia with a 2012 Grand Jury award. The project to refurbish the tower was managed and contracted by the Denver Service Center. The project included replacing corroded iron rods for stainless steel and replacing weathered wood and bricks. In addition, paint was stripped and recoated, the copper urns were refurbished, and the large clock faces were restored. NPS photo.



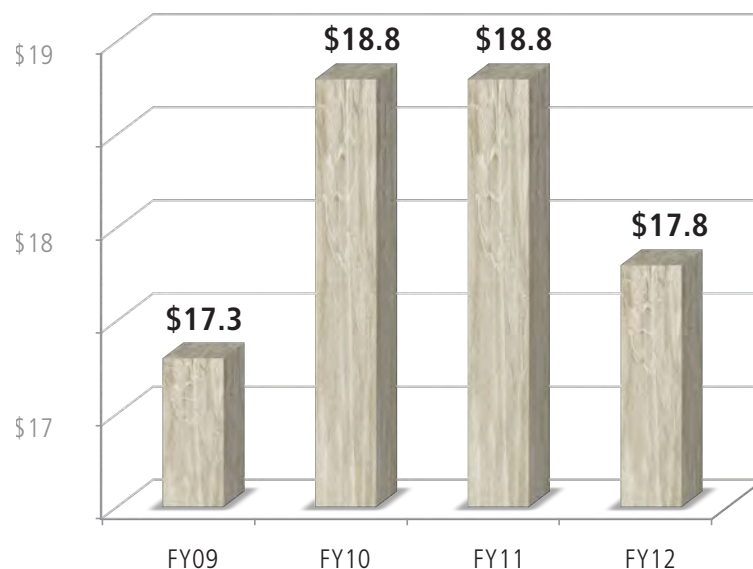
The Denver Service Center is funded through appropriated base funding for its Line-Item Construction Program activities, and receives additional project-based funding through other sources including the General Management Planning Program, Federal Lands Transportation Program, Federal Lands Recreation Enhancement Act projects, and individual refundable and reimbursable projects.

In FY 2012, DSC operational budgets totaled \$39.9 million, including \$19.1 million in base expenditures, \$3.4 million for American Recovery and Reinvestment Act project management and contracting support, and \$17.5 million in negotiated project funding from varying appropriated fund sources. **Figure 10** shows a breakdown by funding source for total DSC expenditures for FY 2012, excluding construction contract obligations. **Figure 11** shows DSC appropriated base funding for FY 2009 through FY 2012.

**Figure 10. Total DSC Expenditures\*, FY12 (in millions)**



**Figure 11. Appropriated DSC Base Funding, FY09–12 (in millions)**





## FY 2013 and Beyond

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The Denver Service Center is involved with the bridge modifications for the Tamiami Trail at Everglades National Park. The project will restore natural water flow to Everglades National Park and Florida Bay to restore habitat within the park and ecological connectivity between the park and water conservation areas. American alligator pictured. NPS photo.

Hurricane Sandy made landfall October 29, 2012, devastating many of our parks and destroying key infrastructure to maintain employee and visitor safety. The Denver Service Center is working with parks and regions impacted by the hurricane to assist with their recovery and rebuilding efforts. With our professional capabilities and technical capacities, the National Park Service can rely on the Denver Service Center in times of need. As the National Park Service rebuilds these national treasures, we must work to seek solutions that allow park resources to better withstand future natural disasters in a resilient and sustainable manner.

Our office is privileged to be working on two of the largest and most significant restoration programs for the National Park Service. Since 2007, the Denver Service Center has been working with the NPS Pacific West Region and Olympic National Park to manage the Elwha River Restoration Program. This \$325 million, complex, multidecade project is the largest dam removal project in the history of the United States and the second largest ecosystem restoration project for the National Park Service. This has also been the largest project ever managed by the Denver Service Center. The full scope of the Elwha River Ecosystem and Fisheries Restoration Act will continue for many years to follow after both dams are removed. When the Elwha River is restored to its natural, free-flowing condition, it will allow fish access from less than five miles to more than seventy miles of river habitat within and outside Olympic National Park.

This year the Denver Service Center has become more involved with the largest ecosystem restoration effort in our nation, the restoration of the Everglades in Florida. We are working on the bridge modifications for the Tamiami Trail in order to restore more natural water flow to Everglades National Park and Florida Bay to restore habitat within the park and the ecological connectivity between the park and the water conservation areas. We are proud to be a part of this journey to restore America's Everglades.

The Denver Service Center also values our partners as we look forward to the CityArchRiver 2015 project. This revitalization project will connect the Gateway Arch, part of Jefferson National Expansion Memorial, to St. Louis and the Mississippi River. The Denver Service Center is working with Jefferson National Expansion Memorial, the NPS Midwest Region, CityArchRiver 2015 Foundation, Green Rivers Greenway, the Missouri Department of Transportation, and the Federal Highway Administration on this partnership project. The addition of new spaces for events, education, and recreation will provide enjoyment and education for all who visit this American icon.

The Denver Service Center will continue to carry out the mission of the National Park Service to protect America's special places for the enjoyment of future generations. We welcome your input and look forward to your continued support of the national park system.

A handwritten signature in black ink, reading "Sam Whittington".

Sam Whittington  
Director, Denver Service Center  
National Park Service



## Key to Planning Division and Transportation Division Maps

ABKY NHA	Abraham Lincoln Kentucky Sites National Heritage Area	CUIS	Cumberland Island National Seashore
ACAD	Acadia National Park	CURE	Curecanti National Recreation Area
ADAM	Adams National Historical Park	CUVA	Cuyahoga Valley National Park
AGFO	Agate Fossil Beds National Monument	DENA	Denali National Park and Preserve
ALHA NHA	Alexander Hamilton Grange National Heritage Area	DERI	Delaware River
ALPO	Allegheny Portage Railroad National Historic Site	DETO	Devils Tower National Monument
ANDE	Andersonville National Historic Site	DEVA	Death Valley National Park
ANTI	Antietam National Battlefield	DEWA	Delaware Water Gap National Recreation Area
APCO	Appomattox Court House National Historical Park	DINO	Dinosaur National Monument
ARCH	Arches National Park	EFMO	Effigy Mounds National Monument
ASIS	Assateague Island National Seashore	ELMA	El Malpais National Monument
ATTR NHA	Atchafalaya National Heritage Area	ELRO	Eleanor Roosevelt National Historic Site
BACA	Battle of Camden	EVER	Everglades National Park
BADL	Badlands National Park	FIIS	Fire Island National Seashore
BAND	Bandelier National Monument	FOCA	Fort Caroline National Memorial
BAWA	Baltimore-Washington National Parkway	FODO	Fort Donelson National Battlefield
BEOL	Bent's Old Fort National Historic Site	FOLS	Fort Larned National Historic Site
BIBE	Big Bend National Park	FOMR	Fort Monroe National Monument
BICY	Big Cypress National Preserve	FONE	Fort Necessity National Battlefield
BISC	Biscayne National Park	FOPU	Fort Pulaski National Monument
BISO	Big South Fork National River and Recreation Area	FORA	Fort Raleigh National Historic Site
BITH	Big Thicket National Preserve	FOTH	Ford's Theatre National Historic Site
BLCA	Black Canyon of the Gunnison National Park	FOUN	Fort Union National Monument
BLRI	Blue Ridge Parkway	FOVA	Fort Vancouver National Historic Site/ Vancouver National Historic Reserve
BOHA	Boston Harbor Islands National Recreation Area	FRHI	Friendship Hill National Historic Site
BOST	Boston National Historical Park	FRSP	Fredericksburg and Spotsylvania National Military Park and Cemetery
BRCA	Bryce Canyon National Park		
BUFF	Buffalo National River	GAAR	Gates of the Arctic National Park and Preserve
CACH	Canyon de Chelly National Monument	GATE	Gateway National Recreation Area
CACO	Cape Cod National Seashore	GERO	George Rogers Clark National Historical Park
CAHA	Cape Hatteras National Seashore	GETT	Gettysburg National Military Park and Cemetery
CALO	Cape Lookout National Seashore	GICL	Gila Cliff Dwellings National Monument
CANA	Canaveral National Seashore	GLAC	Glacier National Park
CANY	Canyonlands National Park	GLCA	Glen Canyon National Recreation Area
CARE	Capitol Reef National Park	GOGA	Golden Gate National Recreation Area
CATO	Catoctin Mountain Park	GOIS	Governors Island National Monument
CAVE	Carlsbad Caverns National Park	GOSP	Golden Spike National Historic Site
CAVO	Capulin Volcano National Monument	GRMA	Green McAdoo School
CEBR	Cedar Breaks National Monument	GRSM	Great Smoky Mountains National Park
CHAT	Chattahoochee River National Recreation Area	GRTE	Grand Teton National Park
CHCH	Chickamauga and Chattanooga National Military Park	GUCO	Guilford Courthouse National Military Park
CHCU	Chaco Culture National Historical Park	GUGE NHA	Gullah Geechee National Heritage Area
CHIC	Chickasaw National Recreation Area	GUIS	Gulf Islands National Seashore
CHIR	Chiricahua National Monument	GUMO	Guadalupe Mountains National Park
CHIS	Channel Islands National Park	GWMP	George Washington Memorial Parkway
CHOH	Chesapeake and Ohio Canal National Historical Park	HAFE	Harpers Ferry National Historical Park
CHTR NHA	Chattahoochee Trace National Heritage Area	HALE	Haleakala National Park
CIRO	City of Rocks National Reserve	HAMP	Hampton National Historic Site
COLO	Colonial National Historical Park	HAVO	Hawai'i Volcanoes National Park
CRLA	Crater Lake National Park	HOFR	Home of Franklin D. Roosevelt National Historic Site
CRMO	Craters of the Moon National Monument and Preserve	HOME	Homestead National Monument of America
		HOSP	Hot Springs National Park
		HOVE	Hovenweep National Monument



IAFL	Ice Age Complex at Cross Plains	POCH	Port Chicago Naval Magazine National Memorial
IATR	Ice Age National Geological Trail	PORE	Point Reyes National Seashore
INDU	Indiana Dunes National Lakeshore	PRWI	Prince William Forest Park
ISRO	Isle Royale National Park	PUHE	Pu'ukoholā Heiau National Historic Site
JICA	Jimmy Carter National Historic Site	PUHO	Pu'uhonua O Hōnaunau National Historical Park
JOFL	Johnstown Flood National Memorial	RICH	Richmond National Battlefield Park
JOTR	Joshua Tree National Park	RIRA	River Raisin National Battlefield Park
KALA	Kalaupapa National Historical Park	ROCR	Rock Creek Park
KAHO	Kaloko-Honokōhau National Historical	ROMO	Rocky Mountain National Park
KATM	Katmai National Park and Preserve	SACR NHA	Saint Croix National Heritage Area
KEMO	Kennesaw Mountain National Battlefield Park	SAGA	Saint-Gaudens National Historic Site
KIMO	Kings Mountain National Military Park	SAHI	Sagamore Hill National Historic Site
KLGO	Klondike Gold Rush National Historical Park	SAJU	San Juan National Historic Site
KNRI	Knife River Indian Villages National Historic Site	SAMO	Santa Monica Mountain National Recreation Area
LACL	Lake Clark National Park and Preserve	SAND	Sand Creek Massacre National Historic Site
LAKE	Lake Mead National Recreation Area	SARA	Saratoga National Historical Park
LAMR	Lake Meredith National Recreation Area	SEKI	Sequoia and Kings Canyon National Parks
LAVO	Lassen Volcanic National Park	SHBA	Shepherdstown Battlefield Special Resource Study
LECL	Lewis and Clark National Historic Trail	SHEN	Shenandoah National Park
LIBI	Little Bighorn Battlefield National Monument	SHIL	Shiloh National Military Park
LIHO	Lincoln Home National Historic Site	SOCA NHA	Southern Campaign of the Revolution National Heritage Area
MACA	Mammoth Cave National Park	SPAR	Springfield Armory National Historic Site
MANA	Manassas National Battlefield Park	STEA	Steamtown National Historic Site
MEVE	Mesa Verde National Park	STGA	Saint Gaudens
MICH	Michigan Maritime	STRI	Stones River National Battlefield
MIMA	Minute Man National Historic Park	TAPR	Tallgrass Prairie National Preserve
MISS	Mississippi National River and Recreation Area	THRO	Theodore Roosevelt National Park
MNRR	Missouri National Recreational River	TICA	Timpanogos Cave National Monument
MOCR	Moore's Creek National Battlefield	TIMU	Timucuan Ecological and Historic Preserve
MOJA	Mojave National Preserve	TUMA	Tumacacori National Historical Park
MONO	Monocacy National Battlefield	ULSG	Ulysses S. Grant National Historic Site
MORA	Mount Rainier National Park	UPDE	Upper Delaware Scenic River
MORR	Morristown National Historical Park	VAFO	Valley Forge National Historical Park
MORU	Mount Rushmore National Memorial	VALR	World War II Valor in the Pacific National Monument
NACE	National Capital Parks East— General	VAMA	Vanderbilt Mansion National Historic Site
NAMA	National Mall and Memorial Parks	VICK	Vicksburg National Military Park and Cemetery
NATR	Natchez Trace Parkway	WASO	Washington Office Support
NCR	National Capital Region	WEKI	Wekiva National Wild and Scenic River
NERI	New River Gorge National River	WHIS	Whiskey town-Shasta-Trinity National Recreation Area
NEWT	Newtonia	WHMI	Whitman Mission National Historic Site
NOCA	North Cascades National Park	WICA	Wind Cave National Park
NPNH	National Parks of New York Harbor	WICL	President William Jefferson Clinton Birthplace Home National Historic Site
OCMU	Ocmulgee National Monument	WIHO	William Howard Taft National Historic Site
OZAR	Ozark National Scenic Riverways	WORI	Women's Rights National Historical Park
PAAL	Palo Alto Battlefield National Historical Park	WOTR	Wolf Trap National Park for the Performing Arts
PAIS	Padre Island National Seashore	YELL	Yellowstone National Park
PEFO	Petrified Forest National Park	YOSE	Yosemite National Park
PETE	Petersburg National Battlefield and Cemetery, Poplar Grove National Cemetery	ZION	Zion National Park
PETR	Petroglyph National Monument		
PEVI	Perry's Victory and International Peace Memorial		
PINN	Pinnacles National Monument		
PIPE	Pipestone National Monument		
PIRO	Pictured Rocks National Lakeshore		





## Contact the Denver Service Center

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Phase 1 of the Mall Project to install irrigation, drainage, water collection system, and relandscape the Mall was completed in December 2012 in time for the 2013 presidential inauguration. NPS photo.

12795 W. Alameda Parkway  
P.O. Box 25287  
Denver, CO 80225-0287  
303-969-2100  
[dsc\\_director@nps.gov](mailto:dsc_director@nps.gov)

## Web Links

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National Park Service  
<http://www.nps.gov>

Denver Service Center  
<http://www.nps.gov/dsc>

Denver Service Center Twitter  
<http://twitter.com/DenSrvCtrNPS>

DSC Workflows  
<http://www.nps.gov/dsc/workflows>

NPS Planning Program  
<http://planning.nps.gov>

Planning, Environment, and Public Comment System  
<http://parkplanning.nps.gov>

DSC Technical Information Center/Intranet Website  
<http://etic.nps.gov>





As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

900/120259 - August 2013



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