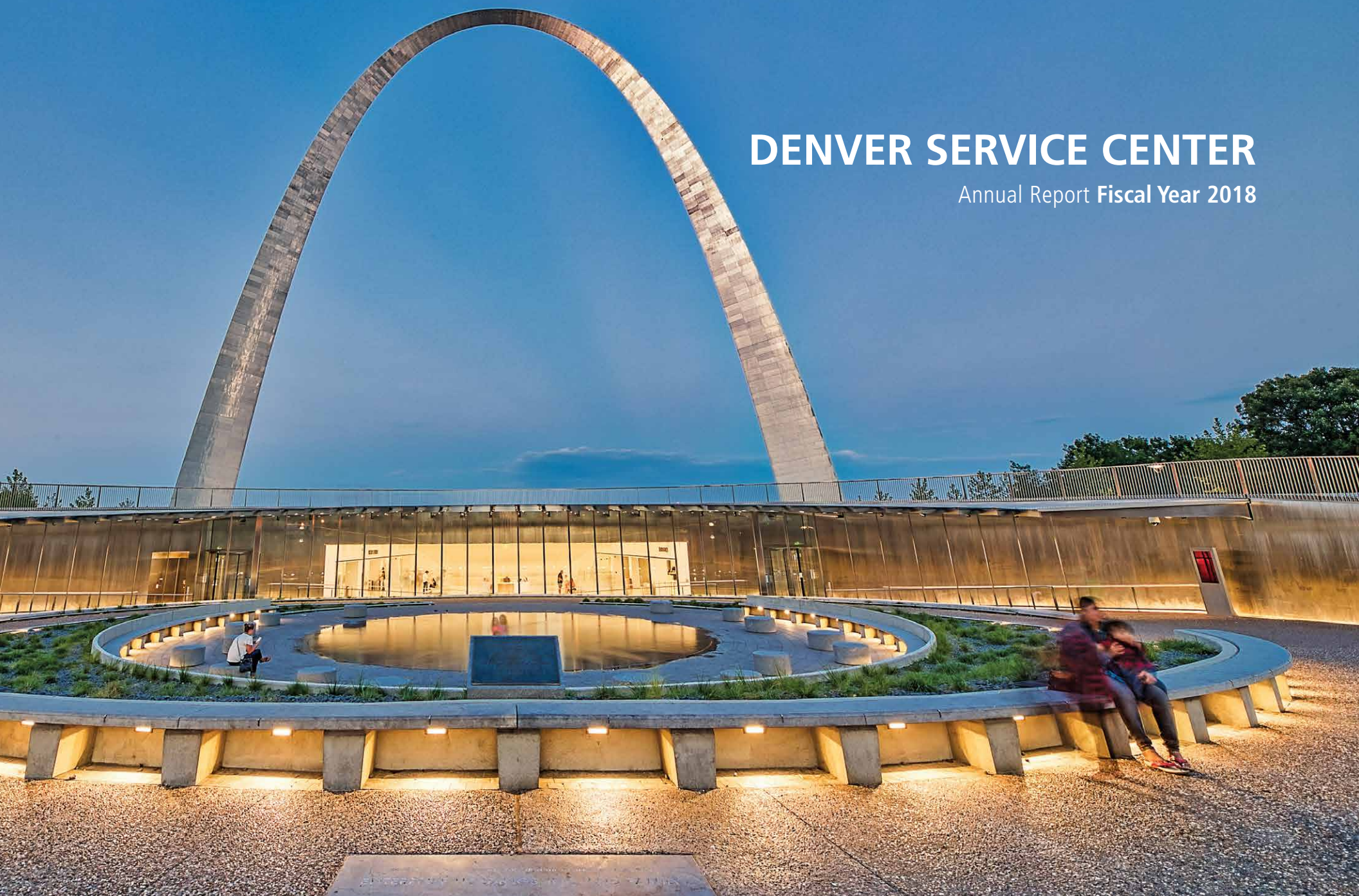




DENVER SERVICE CENTER

Annual Report **Fiscal Year 2018**



Front cover:

The new museum and visitor center at Gateway Arch National Park in St. Louis, Missouri. Photo credit: Justin Staggs, Paric Corporation.

Inside front cover:

At Gateway Arch National Park, looking through the west entrance of the new visitor center back toward the Old Courthouse in St. Louis, Missouri.



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.



Letter from the Director

Dear Denver Service Center Colleagues and Friends,

We experienced a busy year in 2018 and I want to take a moment to thank all of you for your commitment and resourcefulness towards delivering our programs and services. Retaining a positive and motivated staff is vital to our organization's success. It begins and ends with you. Together we worked hard to accomplish many things, identify solutions to the changing needs of our customers, and preserve places and stories for the enrichment of all of us.

Our work helps to protect the special places that preserve our country's greatest collection of natural, historic, and cultural treasures. We deliver our services through design and construction, transportation, planning, revegetation, information management, and contracting services; our experience runs deep and wide across our national parks. The Denver Service Center (DSC) is thoughtful in our collaboration with partnership projects, delivering subject matter expertise and support through varied methods spanning from quality assurance support to full project delivery. Notable partnership projects this year included the CityArchRiver project at Gateway Arch National Park; the Washington Monument Screening Facility and Elevator Repair, and the Tower of Voices at Flight 93 National Memorial, to name a few. Lastly, DSC has been heavily involved in addressing the National Park

Service's deferred maintenance, having developed a new strategy that will help demonstrate the impact of investment decisions moving forward. To learn more about deferred maintenance, please visit [go.nps.gov/maintenancebacklog](https://www.nps.gov/maintenancebacklog).

Our work this past fiscal year included managing 326 design and construction projects across the country valued at more than \$1.9 billion. We supported small businesses, fueling job creation this year by awarding \$122 million to qualified small, disadvantaged, service-disabled veteran, women-owned, and HUBZone businesses.

Together we will continue to protect natural and cultural resources in a responsible manner while providing the means for visitors to enjoy an excellent park experience. I appreciate all of your great work this year. It is because of you that I have such great confidence in our future.

Best Wishes,

A handwritten signature in black ink that reads "Raymond K Todd".

Ray Todd
Director, Denver Service Center

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Jewel Cave National Monument in South Dakota uses volunteer cavers to explore and discover new passages. In December 2018, volunteers reached a milestone in mapping the 200th mile of Jewel Cave.



01

Contracting Services



*Denver Service Center Small
Business Fair.*

The primary mission of the Contracting Services Division is to deliver efficient, innovative acquisition solutions and sound business advice. We do that through optimizing resources, managing risk, and promoting project success.

The Contracting Services Division is a leader in strategic sourcing efforts with numerous indefinite delivery / indefinite quantity (ID/IQ) contracts. These contracts provide for an indefinite quantity of supplies or services during a fixed period of time, allowing agencies to use their funds more judiciously. In FY 2018, the Denver Service Center awarded \$324 million in construction and services from all funding sources, including new award and contract modifications. Table 1 shows the dollars awarded from all contract actions and all fund sources for FY 2015 through FY 2018.

Figure 1 illustrates the number of contract actions handled by the division from FY 2015 through FY 2018. Transactions included design and construction services as well as other supplies and services including simplified acquisition.

The Denver Service Center actively supports the socioeconomic program goals of the National Park Service and the US Department of the Interior. Small business is big business in the United States. It's a critical component of and major contributor to the strength of local economies. We recognize this and have a dedicated small business specialist who assists teams with identifying qualified small, disadvantaged, HUBZone, women-owned, and veteran-owned firms.

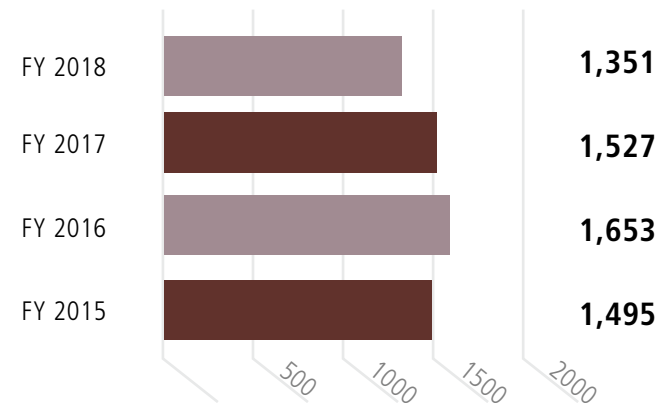
Table 1. Contract Dollars Awarded, from All Fund Sources, FY 2015–2018

	FY 2015	FY 2016	FY 2017	FY 2018
A/E Services & Professional Services**	\$42.90	\$46.03	\$45.74	\$42.97
Construction	\$257.60	\$241.71	\$173.20	\$267.32
*Simplified Acquisition + Other	\$5.70	\$4.83	\$24.21	\$14.49
Totals (millions of dollars)	\$306.20	\$292.57	\$243.15	\$324.78

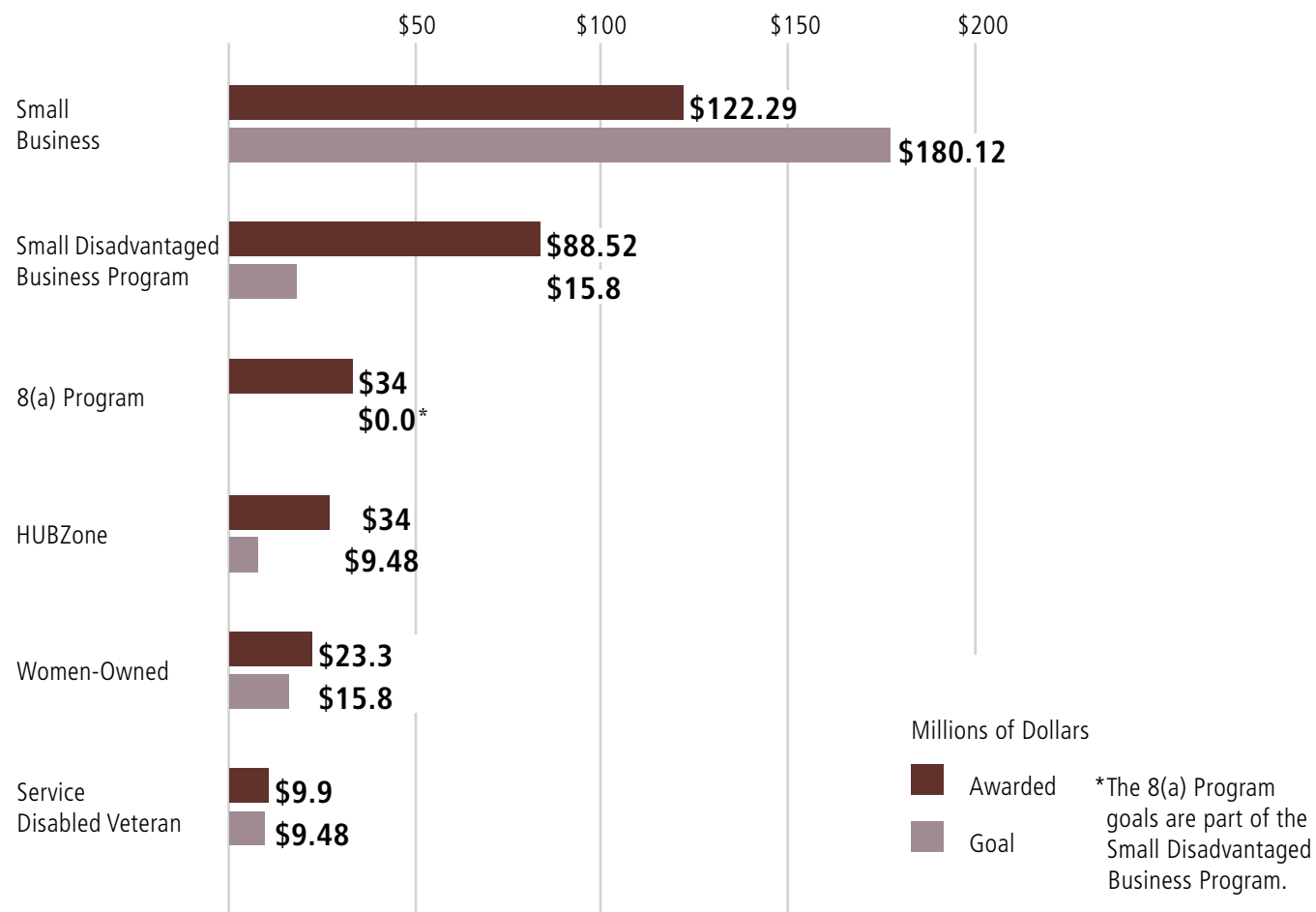
**A/E Architectural / Engineering firms

* Includes \$17M for JEFF exhibit fabrication in FY 2017

Figure 1. Number of Transactions by Year, FY 2015–2018



**Figure 2. Contract Actions by Dollar Amount,
FY 2018 Small Business Contracting**





Denver Service Center in Figures

Our professionals make a substantial contribution to the development and operations of our national parks. The projects we support not only aid the parks, but they often provide an economic benefit that reaches beyond park boundaries.

FY
18



\$324 million

Amount awarded in construction and services from all funding sources, including new award and contract modifications.



1,255 active DSC projects



\$122 million

awarded to small business

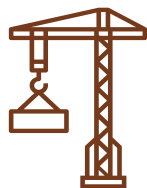
Design & Construction managed

326 projects

totaling more than

\$1.9 billion

in gross construction costs



\$37.6 million



approximate
operational budget



215 projects+

managed by Planning Services across a portfolio of products

15,000+ native seed plants



reproduced and/or installed on restoration projects

**Transportation Division
staffed**



238 projects

totaling more than

\$225 million

through NPS Federal Lands
Transportation Program

Technical Information Center
launched its first public facing
website at www.pubs.etic.nps.gov
making more than



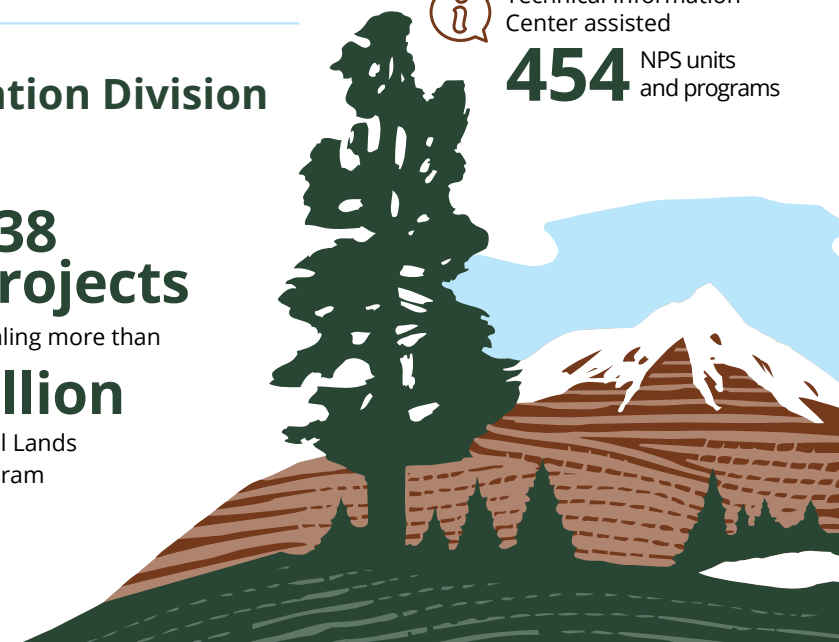
62,500

NPS archived design, planning, and
construction documents records
available to the public



Technical Information
Center assisted

454 NPS units
and programs





02

Design & Construction



Repointing work being completed on the observation deck at Perry's Victory and International Peace Memorial in Ohio.

The Design and Construction Division is responsible for the management of large-scale projects identified within the NPS line-item construction (LIC) program, which are projects funded by Congress. The division also manages park-funded, partnership, and hurricane recovery projects as an office of choice to the parks. The division provides project management of design, construction, and post-construction activities for a wide range of park asset types including new and existing facilities, historic structures, and a variety of infrastructure systems. The division has a technical staff of project managers and project specialists with expertise in engineering, architecture, and landscape architecture.

The Design and Construction Technical Branch consists of senior design professionals and compliance specialists who provide quality assurance reviews and compliance oversight. They also offer a wide range of design and construction consulting services to parks, regions, and program offices. The branch maintains the Denver Service Center Workflows website www.nps.gov/dscw/index.htm that provides guidance for architectural/engineering (A/E) and construction firms who use it to access clear and timely guidance for project completion.

In FY 2018, the division managed 326 projects worth more than \$1.89 billion of gross construction costs. This included more than 100 LIC projects as well as 222 park-funded, partnership, and hurricane recovery projects. Reflected within those figures, the Denver Service Center continues to support Hurricane Sandy and Hurricane Irma and Maria recovery projects, with 85 projects being managed in varying stages of the project life cycle. Table 2 shows the overall program in both number of projects and gross dollars for FY 2015 through FY 2018. Figure 3 shows the division's obligation rates for FY 2015 through FY 2018 based on total dollars awarded.

The Design and Construction program changes from year to year and Figure 4 shows the value of awards for construction and construction-related activities annually from FY 2015 through FY 2018 in terms of dollars obligated.

Table 2. Design and Construction Program, FY 2015–2018

Project Phase	FY 2015		FY 2016		FY 2017		FY 2018	
	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars
Design	138	\$535,636,110	150	\$800,180,713	134	\$1,039,578,505	141	\$929,890,316
Construction	45	\$353,981,558	27	\$264,608,881	47	\$266,756,698	51	\$412,331,440
Warranty	39	\$166,076,073	26	\$111,519,742	41	\$197,744,709	22	\$106,235,998
Miscellaneous	13	\$13,069,746	15	\$36,816,295	18	\$63,450,379	27	\$233,982,521
Hurricane Sandy Recovery	84	\$198,324,763	85	\$223,132,995	41	\$148,259,936	34	\$102,364,242
Hurricanes Harvey, Irma, and Maria	-	-	-	-	-	-	51	\$110,905,316
Total Program	319	\$1.27 (billion)	303	\$1.43 (billion)	281	\$1.72 (billion)	326	\$1.89 (billion)

SUSTAINABILITY

The Denver Service Center is dedicated to the protection of natural and cultural resources across the vast National Park Service landscape. That can include structures such as visitor centers and historic buildings, across more than the 4 million acres of maintained landscapes (such as campgrounds and battlefields), 17,000 miles of trails, and more than 3,000 utility systems. We're designing new facilities and renovating existing buildings, with the overall goal to make all national park units more sustainable.

All DSC-managed new building construction and building renovations meet federal sustainability requirements and all new buildings larger than 5,000 square feet are designed and constructed to meet US Green Building Council Leadership in Energy and Environmental Design standards for certification. The Service Center plays a significant role in complying and exceeding federally mandated sustainability requirements.

Figure 4. Overall Construction Program Awards, FY 2015–2018 (in millions)

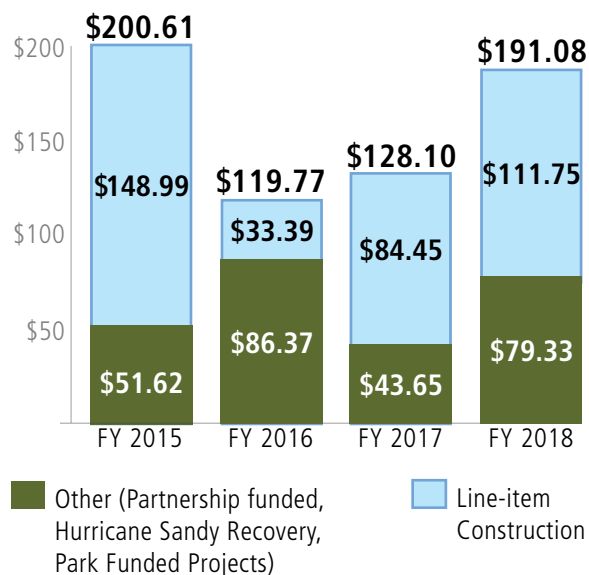


Figure 5. A/E Design Costs, FY 2015–2018 (in millions)

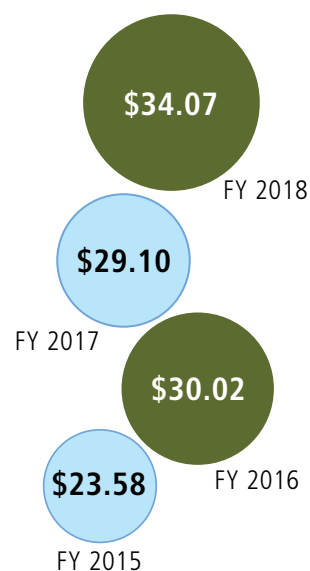
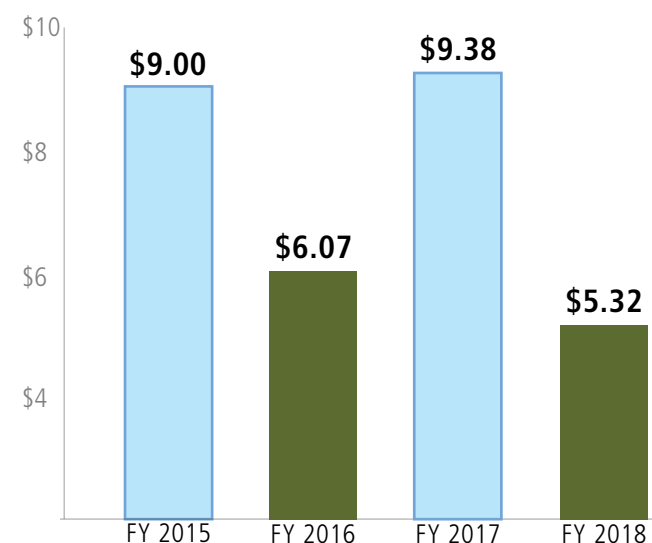


Figure 6. DSC Construction Management Costs, FY 2015–2018 (in millions)



ACCESSIBILITY

The Denver Service Center manages all projects to be universally designed and constructed for people of varying abilities. Providing physical, program, electronic and information technology access for persons with disabilities to our national parks is important. We strive to be a beacon of equality, where everyone is encouraged to share and enjoy park services, activities, and programs. Whether it's taking in the New England seaside cliffs of Acadia National Park, traveling back in time to learn about the westward expansion at the iconic Arch and museum at Gateway Arch National Park, or experiencing the internationally significant Hagerman Fossil Beds National Monument because it protects some of the world's richest known fossil deposits, encounters like these must be accessible for all visitors and preserved for future generations.

WORKING WITH PARTNERS

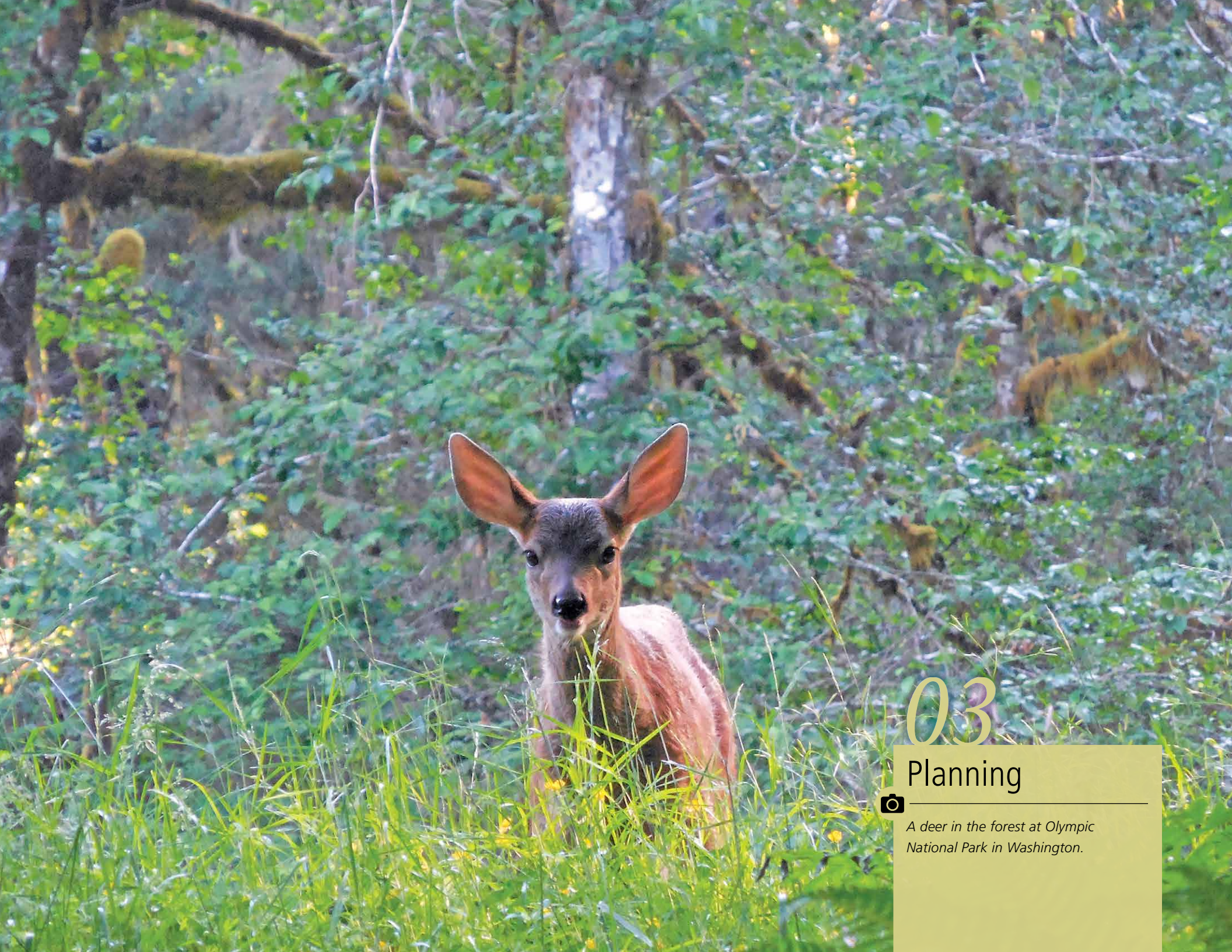
The Denver Service Center is proud to use its professional and technical expertise to support the public-private partnership efforts of the National Park Service. The Denver Service Center works with partners ranging from friends groups and private donors to state and local governments and other federal agencies to support the projects of the national park system. These partnerships leverage federal dollars, contribute expertise, and connect parks and communities.

The oldest structure on the National Mall, the Lockkeeper's House, has been the subject of a major restoration project for the past year and a half that has transformed the house into an educational and visitor contact location, showcasing the history of civics, commerce, development, and ecology on the storied site. Untouched for more than 40 years, the house is now open to visitors as a gateway to the National Mall.

Projects such as the Lockkeeper's House are a prime example of the power of public-private partnerships. Private donations from The Trust for the National Mall allowed NPS to meet its mission of preserving unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. Both The Trust for the National Mall and the National Park Service welcome visitors to a new educational gateway in the park.

The Lockkeeper's House is the oldest structure on the National Mall and Memorial Parks in Washington, DC. It had been untouched for 40 years before receiving a major restoration and is now open to the public.





03

Planning



A deer in the forest at Olympic National Park in Washington.



HIGHLIGHTS AND INITIATIVES

The Denver Service Center Planning Division provides servicewide planning expertise for parks, regions, and program offices across the national park system. In FY 2018, the Planning Division managed more than 200 planning projects across a portfolio of products. The division offers more than 50 types of products and services. You can find details on the DSC Planning website at www.nps.gov/orgs/1804/dscplan.htm.

RESOURCE STEWARDSHIP STRATEGIES

The Denver Service Center Planning Division continues to coordinate and support the Resource Stewardship National Working Group in developing and refining the Resource Stewardship Strategy (RSS) framework and development process. RSS is a strategic plan intended to help park managers achieve and maintain desired resource conditions over time. Our team has now completed 22 RSSs and made substantial progress on 13 new RSSs initiated in early FY 2018. The RSS program has also been a catalyst for the development of a new NPS approach to cultural resource stewardship assessments, which have been instrumental in forming the development of parks' resource stewardship strategies across the national park system.

VISITOR USE MANAGEMENT


Visitor Use Management (VUM) is a way for parks to proactively manage for maximizing access, providing high quality visitor experiences, and protecting resources. The team had more than 20 visitor use-related plans underway in FY 2018 including visitor use management plans, trails plans, comprehensive area plans, and transportation/corridor management plans. The team continued to provide leadership and technical support to the Interagency Visitor Use Management Council while also making significant contributions to the NPS VUM Working Group that is developing tools and resources, identifying needs, and recommending strategies to advance visitor use management in the National Park Service.

A hiker enjoys unparalleled vistas as she descends from Cabin Spring on the West Rim Trail, Zion National Park, Utah. Photo Credit: Caitlin Ceci.

ACCESSIBILITY

The Planning Division continues its commitment to accessibility planning services. Since 2015, 21 self-evaluation and transition plans have been completed at parks in the Pacific West and Midwest Regions. Fifteen more are in process and at least 28 are planned by the year 2025. In FY 2018, the division began working with the Intermountain and Southeast Regions on their accessibility compliance efforts. The Planning Division

also helps guide accessibility implementation, consults on incorporating accessibility into facility assessments, and promotes and facilitates accessibility training. The division educates and trains park staff to identify accessibility barriers and pursue opportunities to further meet universal accessibility for their programs and services.



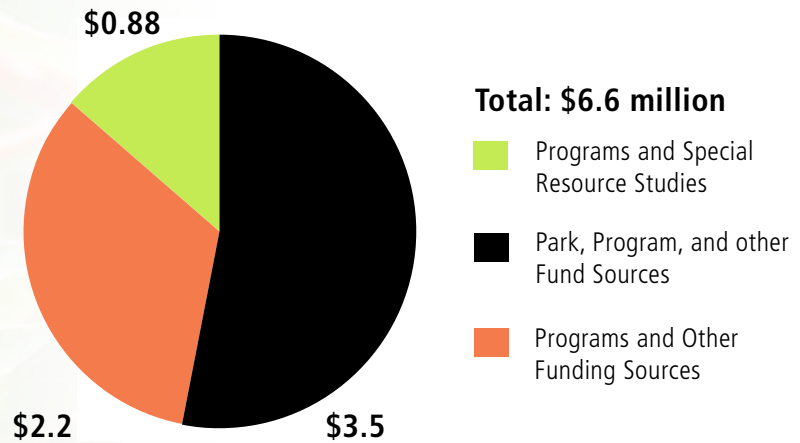
Members of the accessibility assessment team at Hagerman Fossil Beds National Monument in Idaho measure the height of a railing at the Snake River Overlook.



FACILITIES

The DSC facility planning team completed initial strategic facility plan (SFP) pilots at Minute Man National Historical Park, Richmond National Battlefield Park, and Petersburg National Battlefield. New SFPs were initiated at Lake Clark National Park and Preserve, and Bering Land Bridge National Preserve. The team also helps inform decision making through determining and incorporating total cost of facility ownership analysis into various DSC development concept plans, trail plans, and site plans. This year the Denver Service Center and the Washington Office Facilities Planning Branch proudly accepted the American Planning Association's National Planning Achievement Award for Transportation Planning, for our work on the NPS National Long Range Transportation Plan (LRTP).

Figure 7. DSC Planning Funding by Fund Source, FY 2018 (in millions)



Black Swallowtail Butterfly in Everglades National Park in Florida.



04


Transportation



DSC Transportation is working with the NPS Midwest Region and Isle Royale National Park in Michigan in conducting a value analysis on whether to rehabilitate or replace the Isle Royale Ranger III vessel. This photo shows the Ranger III vessel undergoing repairs.

The Transportation Division provides project management, landscape architecture, engineering, and natural and cultural resource expertise for transportation-related projects across the National Park Service. The division's primary role is to work directly with regions and parks in support of their transportation-related needs. In collaboration and strong partnership, the Transportation Division works with the Federal Highway Administration to deliver projects, providing added capacity for contracting support, transportation planning, design development, and revegetation planning and implementation. The division houses an experienced cadre of facilitators who lead workshops, and a variety of planning and design charrettes to assist park managers in solving their transportation challenges. The division is working closely with partners to develop and deliver a range of low-cost congestion management strategies.

NPS relies on the Transportation Division's revegetation expertise to assist in meeting its goals by establishing native plant communities in park areas disturbed by construction activity. In FY 2018, revegetation experts worked across six NPS regions and provided technical assistance to more than 35 park units. The team created and managed multiple Interagency Agreements as well as several contracts for revegetation and restoration services. The efforts to collect native seed in parks allowed the team to grow and supply more than 15,000 native plants and produced hundreds of pounds of additional native seed used in restoration of over 160 acres of disturbed park lands with native plant species. The division also offers compliance expertise for issues related to natural and cultural resource compliance on projects within the national park system to ensure that NPS commitments and the NPS mission are properly considered when transportation improvements are proposed.



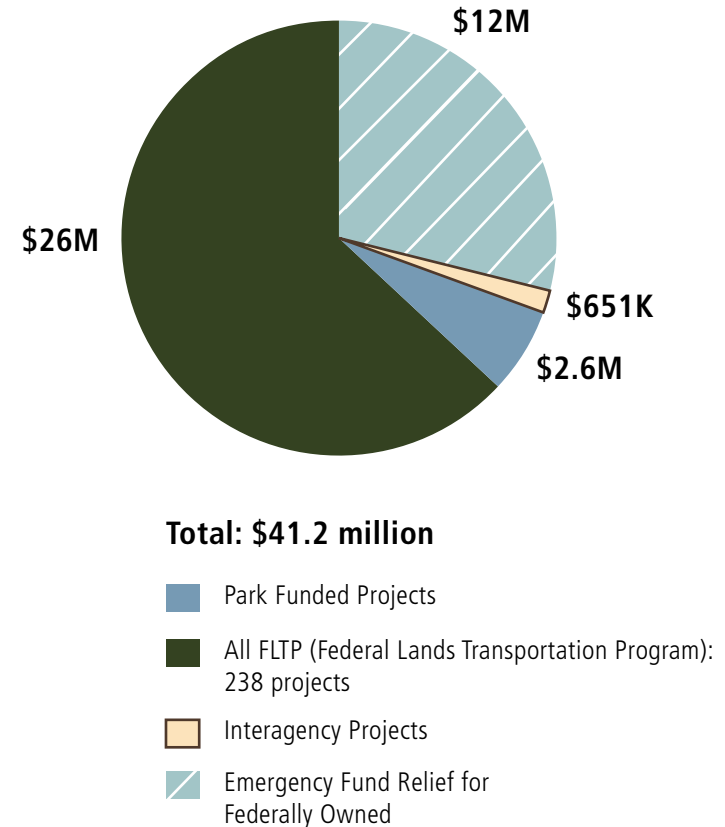
Capulin Volcano National Monument, New Mexico. National Park Service staff and AmeriCorps crew planting and staking trays of native grasses to stabilize and revegetate a steep slope along Volcano Road.

TRANSPORTATION PROGRAM

In FY 2018, division staff worked on 238 projects that are in various stages of development, valued at more than \$225 million, the majority funded through the NPS Federal Lands Transportation Program. Of that total, approximately \$26 million was delivered directly by the Denver Service Center, as Figure 8 shows. The rest of the work was accomplished in partnership with the Federal Lands Highway Division of the Federal Highway Administration. In addition, the division continued to support disaster recovery projects funded through the Emergency Relief for Federally Owned Roads program which funded the \$12 million reconstruction of Bonnie Clare Road in Death Valley National Park, severely damaged by flood and closed to visitors since October 2015. The transportation program receives funding annually from the Fixing America's Surface Transportation (FAST) Act to support transportation assets of the National Park Service including roads, bridges, and transportation systems. In FY 2018, FAST provided \$284 million.

Through collaborative efforts among NPS, the US Army Corps of Engineers, and the Florida Department of Transportation, infrastructure improvements that started in 2009 to restore water flow into Everglades National Park continued. Sections of the Tamiami Trail (US Highway 41) that crosses through the Everglades are being raised and bridged. The current phase of road construction started in 2016, and will allow additional freshwater flow in the park, improving ecological conditions both in the park and the Central Everglades north of the Tamiami Trail. The transportation division is currently preparing for design of this next project phase.

Figure 8. Transportation Division Contract Obligations by Funding Type, FY 2018 (in millions)





GREAT SMOKY MOUNTAINS FOOTHILLS PARKWAY DEDICATED

In November of 2018, the public was able to experience a new section of scenic roadway for the first time since construction started in 1966 on the Foothills Parkway in Great Smoky Mountains National Park, including the 1.65-mile section known as the “Missing Link” which is now connected by a series of nine bridges.

The western section now extends 33 continuous miles from Chilhowee to Wears Valley, offering a new recreational experience for motorists and cyclists. The eastern section, completed in 1968, extends 6 miles from Cosby to Interstate 40, presenting breathtaking views of Mt. Cammerer.

Additional Project Information

The Denver Service Center along with numerous partners played an instrumental role in the completion of the 72-mile roadway. This project was made possible due to a decades-long partnership among the State of Tennessee, Tennessee Department of Transportation (TDOT), the Eastern Federal Lands Highway Division (EFLHD) of the Federal Highway Administration, DSC and the National Park Service at a total cost of \$178 million.

A construction team uses a specially fabricated gantry crane to erect precast concrete bridge segments into position at Bridge 2 of the Foothills Parkway, Great Smoky Mountains National Park.



05

Information Management



*Bighorn sheep rams in Rocky Mountain
National Park, Colorado.*

The Information Management Division supports Denver Service Center 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.

TECHNICAL INFORMATION CENTER

The Technical Information Center (TIC) is the central servicewide information management system for all NPS-generated planning, design and construction drawings and documents, and technical reports. It is the oldest and largest information system in the National Park Service. The center provides research, discovery, and archiving assistance to parks and regions. The integrated documents and records management system provides access to and retrieval of items within the collection. eTIC (Electronic Technical Information Center) contains more than two million images, technical reports, and drawings available to NPS employees.

TIC met a major milestone during the year with the release of Public eTIC. The website allows search and download of a subset of the TIC collection. The site, at <https://pubs.etic.nps.gov/>, allows researchers, students, and the general public to discover, view, and download reports. From the May inaugural week to the end of September, 25,000 visits were made to the site with 29% of those using mobile devices. Users from the US, Canada, Peru, United Kingdom, and Germany are represented. The web site design includes responsive features, highlights a specific TIC collection, and allows sharing of results via social media.

TIC is working with Harpers Ferry Center to add their waysides collection to TIC. The ongoing project allows for the scanning, discovery, and archiving of this valuable resource.

EMPLOYEE DEVELOPMENT

As the employee development figures highlight, the Denver Service Center has a robust employee development program facilitating on-site and web courses to meet certification requirements and keep staff compliant with current and changing requirements in their field.

INFORMATION SERVICES

The branch continues to improve reporting and data visualization capabilities for the Denver Service Center by deploying new technology, upgrading existing reports, and implementing a self-service reporting model. New technology will allow DSC information to be presented and explored using any browser on any government device. The goal is to make the great wealth of DSC information more available and understandable. The anticipated outcome is better and more proactive decision making.

FY 2018 PROJECT MANAGEMENT SUPPORT STATISTICS

Total projects tracked in Microsoft (MS) Project Server:	1,241
Design & Construction projects tracked in MS Project Server:	284
Number of users accessing DSC Sharepoint (monthly):	2,399

FY 2018 TIC Statistics

Park units/offices assisted by TIC:	454
Registered users in eTIC:	4,727
Searches in eTIC:	52,830
New record files loaded into eTIC:	58,613
Public eTIC:	25,000 hits
Freedom of Information Act (FOIA) requests:	18

Employee Development

Contracting Officer Representatives (FAC-COR):	122
Certified Program and Project Managers (FAC-P/PM):	52
Project Management Professionals (PMP):	30
Leadership in Energy and Environmental Design (LEED) Accreditations:	29

Life of the Dunes

Assateague's interdune community stretches between the large beachfront (or primary) dunes and the dense shrub/forest zone. Fragile and dynamic, these inner dunes are held in place by hardy plants that also provide food and shelter for many animals.

Though vulnerable to hurricane-strength storms, the interdune zone is more often damaged by people walking on dunes – plants are killed, sand blows away, and the community disappears.

A Seaside Desert

Blazing surface temperatures (up to 140° F in summer), drifting sand, and salt spray have created a harsh desert-like environment few plants or animals can tolerate without special adaptations. Small leaves, hairy stems, and waxy coatings protect plants from excessive heat and the drying effects of salt. Many animals rest during the hot day and become active at dusk or dawn.



Dune Grasses

Deep roots and underground stems of American beachgrass quickly bind sand, making this plant the most important dune builder on Assateague. Various *Panicum* grasses grow abundantly along the trail and stabilize small dunes. Sea oats, a familiar grass on southern beaches, does not grow here.



American beachgrass



Panicum grass

Beach Heather

Beach-heather's "woolly" appearance is caused by a thick coat of white hairs surrounding tiny, drought-resistant leaves. This low evergreen shrub is an excellent sand-trapping and stabilizing plant. Small flowers form a magnificent yellow dune carpet in mid-May.



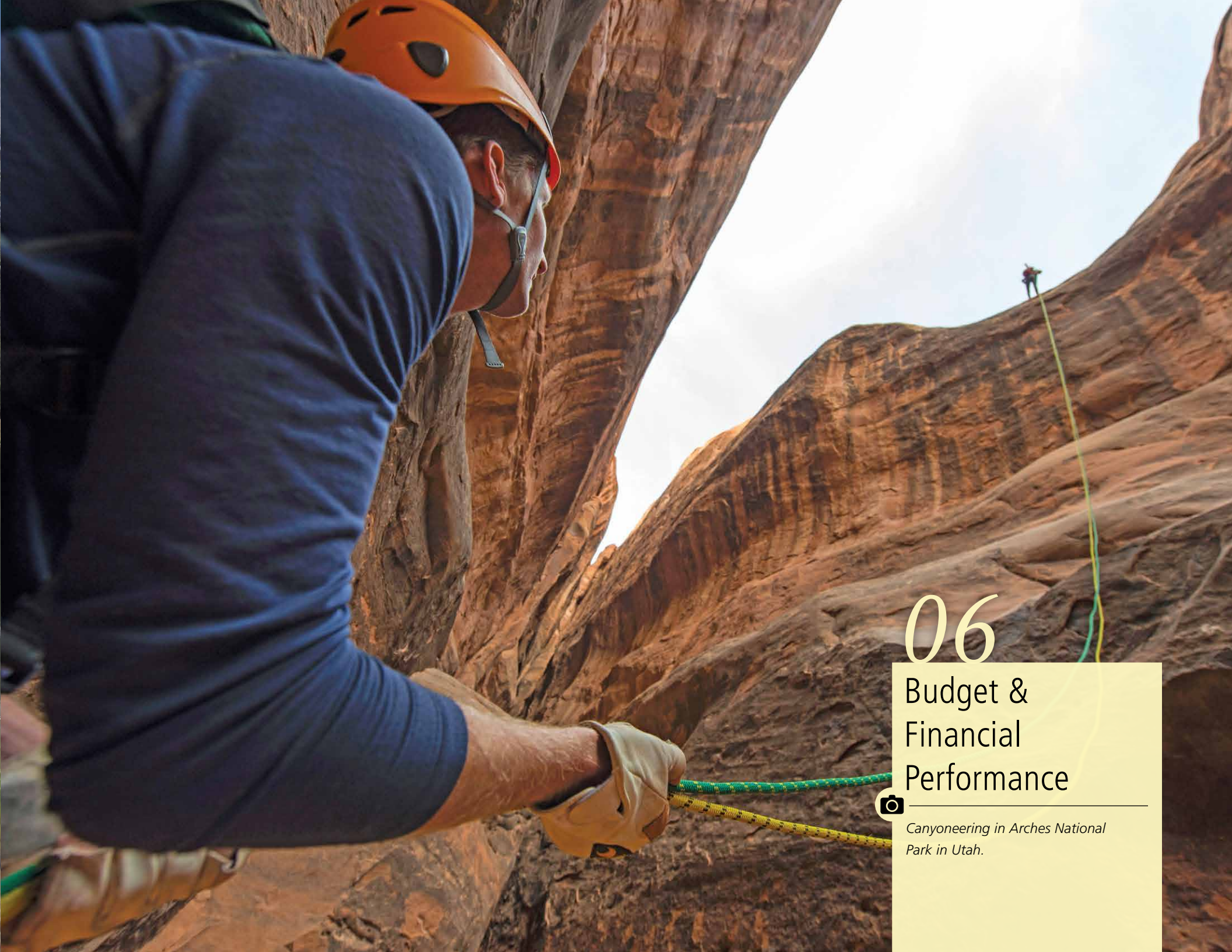
Bayberry

Northern bayberry is an abundant interdune shrub that enriches the surrounding soil and helps form protective thickets for wildlife. Many species of birds, especially great flocks of migrating tree swallows, feed on the gray waxy berries. Early colonists made candles from the wax of the "candleberry bush." Berries are most visible in early fall.



Looking east along upper Rock Creek, with Miter Basin showing in the distance, at Sequoia National Park, California.





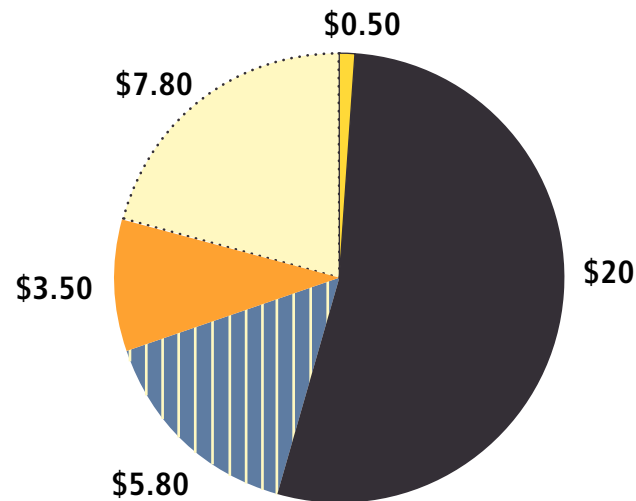
06

Budget & Financial Performance



*Canyoneering in Arches National
Park in Utah.*

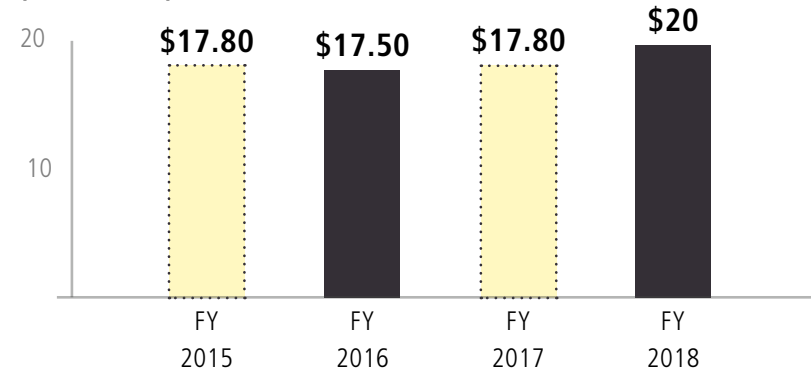
Figure 9. Total DSC Operational Expenditures, FY 2018 (in millions)



Total: \$37.6 million

- Denver Service Center Base
- Federal Lands Transportation Program
- Park Planning and Special Studies
- Park Funded Projects
- Hurricane Sandy Recovery

Figure 10. Appropriated DSC Base Funding, FY 2015–2018 (in millions)



Denver Service Center operations are funded through a variety of sources. In FY 2018, DSC operational budgets totaled approximately \$37.6 million (Figure 9).

In FY 2018, DSC's operational expenditures were funded from 1) Appropriated base funding (\$20 million), funds that support line-item construction, large-scale partnership project execution, and the National Park Service Technical Information Center; 2) Park Planning and Special Studies (\$3.5 million) to accomplish Unit Management Planning and Special Resources studies; 3) Federal Lands Transportation Program (\$5.8 million) to support transportation initiatives servicewide; 4) Hurricane Sandy recovery efforts (\$0.50 million); and 5) Park Funded Projects work (\$7.8 million) that supports a wide array of project work with various fund sources including a sizable amount from Federal Lands Recreation Enhancement Act, and Reimbursable projects (Figure 9). The appropriated base funding in FY 2018 was \$20 million. Figure 10 shows the appropriated base funding for the Denver Service Center for FY 2015 through FY 2018.



07

2019 and Beyond



Washington Monument: This construction site is the location of what will be a new 1,000 square foot visitor screening facility. The team is also modernizing the elevator at the monument, one of our nation's most iconic structures. The \$10.78 million project started in Winter 2018 and is expected to reach substantial completion in Spring 2019.

Photo credit: Grunley Construction Company, Inc. - Ulf Wallin, Ulf Wallin Photography





Each year, more than 300 million visitors come to national parks knowing they will have an exceptional experience. Maintaining the roads and bridges, visitor centers, historic buildings, trails, and campgrounds that make parks such incredible places to visit is an enormous task. We will continue to work diligently to provide park solutions for ways to successfully manage changing visitation, connect visitors to parks, protect resources, and provide for high quality experiences. In the coming years, DSC will continue to play an integral part in helping address both park infrastructure needs as well as the bureau's \$11 billion deferred maintenance backlog.

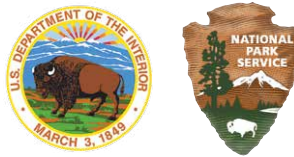
As national emergencies arise, our office will continue to support areas impacted by natural disasters like hurricanes Harvey, Irma, and Maria in 2017. Their repair is critical to support the economy and livelihoods and restore America's natural and cultural heritage. According to the 2018 National Park Visitor Spending Effects report, more than 318 million visitors spent \$20.2 billion in communities within 60 miles of a park in the national park system. Of the 329,000 jobs supported by visitor spending, more than 268,000 jobs exist in the park gateway communities.

We are committed to preserve the history, heritage, and ecosystems for some of the most distinctive natural and cultural places in America. Thank you to all who visit and support our parks across the country. DSC will continue to preserve these treasured places of interest for the enjoyment, education, and inspiration of people for generations to come.

The Arlington Memorial Bridge serves as a monument to the sacrifices and valor of our nation's military personnel since its dedication in 1932. Now that it is nearly 90 years old, the National Park Service, Denver Service Center, and Federal Highway Administration are rehabilitating the bridge for service in its second century.



*Flame Azalea along the
Blue Ridge Parkway.*



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 US administration.

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Back Cover: Aerial shot of CityArchRiver project at Gateway Arch National Park in St. Louis, Missouri.

An aerial photograph of the Gateway Arch in St. Louis, Missouri. The arch is a large, white, catenary-shaped structure that dominates the center of the image. It is surrounded by a large, green, landscaped park area with winding paths, trees, and a small pond. In the background, the Mississippi River flows through the city, with several bridges visible. The sky is blue with some clouds.

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