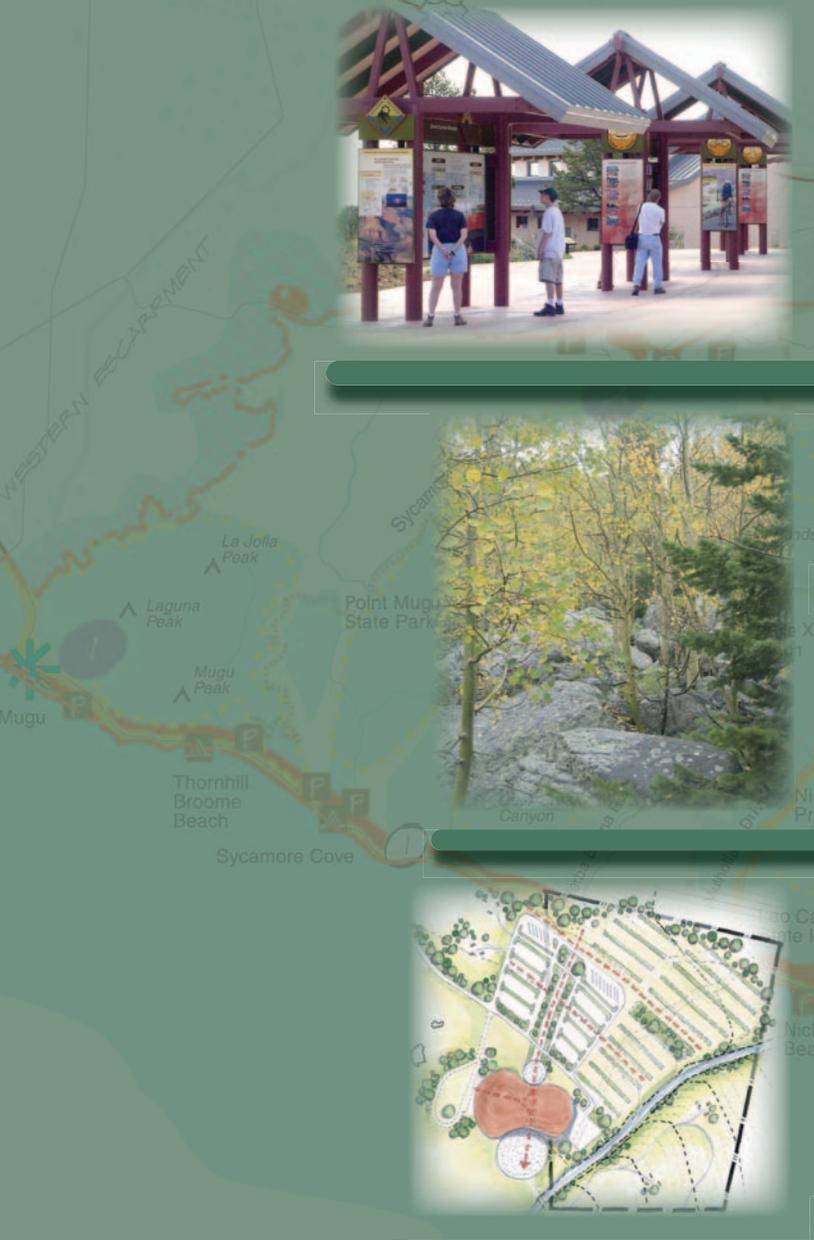


Denver Service Center FISCAL YEAR 2004 ANNUAL REPORT

National Park Service
United States Department of the Interior



Zuma Beach County Park Paradise Cove

Point Dume State Beach Pt. Dume



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Photos on Front Cover:

upper left: Informational displays at Canyon View Plaza, Grand Canyon National Park, Arizona.

upper right: Corinth Civil War Interpretive Center, Shiloh National Military Park, Mississippi.

middle left: Rocky Mountain National Park, Colorado.

lower left: Conceptual site plan for Mesa Verde Cultural/Visitor Center, Mesa Verde National Park, Colorado.

lower right: Wind Cave National Park, South Dakota.

Message from the DSC Director

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

In fiscal year 2004 (FY04), the Denver Service Center worked on more than 540 projects, including line-item construction projects, Federal Lands Highway Program (FLHP) projects, park-funded projects, general management plans, and special resource studies. These projects, from throughout the National Park Service (NPS), represent efforts funded over a number of years. We continued to emphasize the president's goals to reduce the deferred maintenance backlog. Our results included a 71% obligation rate for current year awards for the line-item construction program and a 99% obligation rate for FLHP funds.

A significant measure of the improved results from this office is demonstrated by parks and regions increasing the portion of the program that they are requesting the Denver Service Center to perform. As the overall NPS line-item construction program has grown, DSC's portion has also increased since FY00 (2000) at 42% (\$54 million) to 66% (\$121 million) in FY04. This report highlights DSC activities and accomplishments for FY04.

This annual report is presented in two formats — printed and electronic — making this document more available to those interested. The electronic version is available at <www.nps.gov/dsc>.



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

Contents

CURRENT DEVELOPMENTS 2

- Transition of the DSC Workforce 2
- DSC Financial Status 3

DESIGN AND CONSTRUCTION DIVISION 4

- Line-Item Construction Program 4
- Other Services 6
- Design and Construction Project Highlights 8

CONTRACTING SERVICES 12

- Data Management 12
- Investment in Staff Training 13
- Socioeconomic Program 13

TRANSPORTATION DIVISION 14

- Park Roads and Parkways Program 15
 - FY04 Park Roads and Parkways Construction Awards 15
 - Revegetation Program 15
 - FY04 Park Roads and Parkways Ongoing Construction Activities 16
- The Alternative Transportation Program 16
- General Management Plan Support 16

INFORMATION MANAGEMENT DIVISION 20

- Communications and Web Development 20
- Information Technology Innovations 20
- Technical Information Center 21
- Library 21

PLANNING DIVISION 22

- Park, Regional, and Servicewide Planning Services 22
- General Management Plans and Special Resource Studies 22

THE DIRECTOR'S OFFICE 26

- Partnerships Office 26
- Professional Services and Development 26

THE DENVER SERVICE CENTER: FY05 AND BEYOND 27

Tables and Figures

- Figure 1. Total DSC Expenditures FY02-FY04 3
- Figure 2. Appropriated DSC Base Funding for FY99-FY04 3
- Table 1. DSC Active Construction Contracts by Region, All Fund Sources, FY02-FY04 4
- Figure 3. DSC Line-Item Construction Program, Current Year Awards and Carryover 4
- Table 2. DSC Execution of the NPS Construction Program, Construction Awards by Region, FY99-FY04 5
- Table 3. A/E Design Costs Associated with the DSC Share of the Line-Item Construction Program 6
- Figure 4. DSC Construction Management Costs Associated with Line-Item Construction Program, FY01-FY04 6
- Table 4. Contract Actions FY00-FY04, All Contract Actions and All Fund Sources 12
- Figure 5. All Contract Actions from All Fund Sources, Transaction Volume 12
- Figure 6. Contract Actions, FY04 DSC Socioeconomic Program 13
- Table 5. Federal Highway Administration, Design and Construction Program FY04 Authorization/Award Schedule 15
- Table 6. FY04 DSC Alternative Transportation Program Projects, Year-End Status 17
- Figure 7. Documents and Drawings Scanned and Microfilmed for the Technical Information Center Collection, FY02-FY04 21
- Table 7. FY04 DSC Planning Projects, Year-End Status 24



Original watercolor created by the DSC Planning Division for the Pipestone National Monument, Minnesota, General Management Plan/Environmental Impact Statement

Current Developments

TRANSITION OF THE DSC WORKFORCE

The Denver Service Center (DSC) initiated realignment for the organization's 260 employees in fiscal year 2003 (FY03), and was fully functioning in this capacity in FY04. As part of this realignment, the Denver Service Center's four business lines (Design and Construction, Transportation, Information Management, and Planning) — supported by Contracting Services — were designed to allow for flexibility to meet increased workloads. The new organization is focused on project management and is supported by the increased use of outside contractors. Each of the business lines has an organizational structure that maximizes the expertise of senior professional staff and closer alignment with the contracting office.

The change to business lines was necessary to eliminate competition for resources, both human and financial. In the new organization each business line has dedicated staff and budget to accomplish its program, thus eliminating competition with the priorities of the other business lines. The new alignment is accomplishing more work in each of the program areas.

The Denver Service Center implemented numerous cost-effective business practices, including more efficient and effective project scheduling, tracking, and reporting systems. The organization was realigned specifically to more efficiently manage contractors and includes a Quality Assurance Group in the Design and Construction Division, closer collaboration between contracting officers and technical staff, and project managers with experience and training specific to each business line.

The Denver Service Center has improved its overall obligations, project accomplishments, and client services with no significant increase in its base budget since FY99. These accomplishments enhance the mission of the National Park Service and meet the goals of the president's National Parks Legacy Project — to restore the national parks and ensure a legacy of protecting the nation's cultural, natural, and recreational resources for Americans today and in the future.



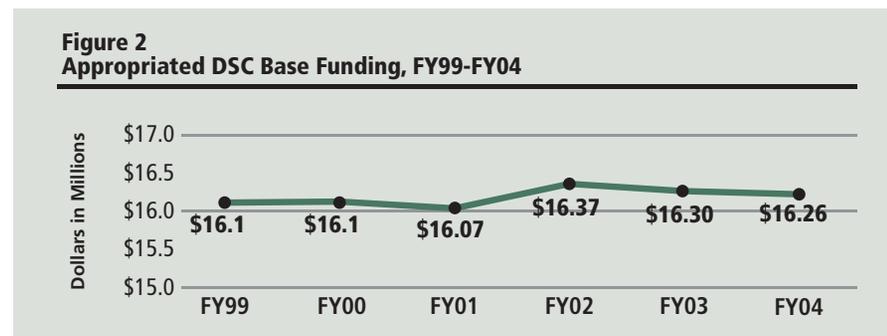
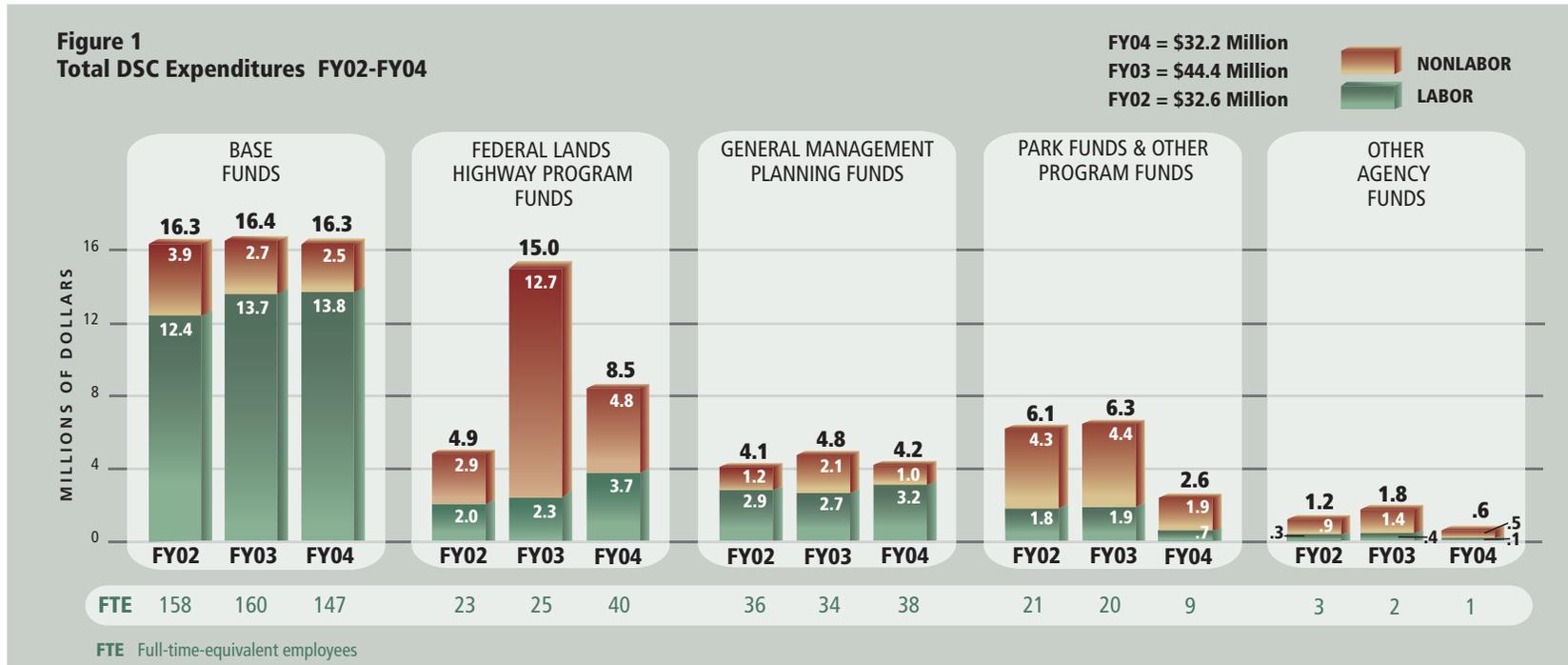
Improving Washington Monument security and grounds, District of Columbia.

DSC FINANCIAL STATUS

In addition to its appropriated base funding for the line-item construction program, the Denver Service Center receives funding to provide direct support from a number of sources

including the general management planning program, the Federal Lands Highway Program, fee-demonstration program projects, and other refundable and reimbursable programs including park repair/rehabilitation maintenance projects. Figure 1 provides a breakdown by funding

source for DSC expenditures for FY02 through FY04. Figure 2 represents the appropriated base funding for the Denver Service Center for FY99 through FY04. Funding has remained essentially the same for six years.



Design and Construction Division

LINE-ITEM CONSTRUCTION PROGRAM

During FY04 the Design and Construction Division completed its transition into a project management organization by contracting out nearly 100% of the line-item construction program assigned to the Denver Service Center. This work was accomplished through contract task orders to numerous indefinite quantity architectural/engineering (A/E) firms, including several large regional and national contracts. Approximately 950 purchase requests were processed by the division throughout the year to procure A/E services, compliance services, and construction contracts.

The division provides overall project management services for its NPS clients. Client interactions and services provided included briefing regional and park staffs on specific projects through regional program reviews, preparing NPS Development Advisory Board submissions and presentations, preparing Capital Asset Plans, and performing a myriad of other functions associated with successful project completion. The division also continued to implement an integrated Microsoft Project Management System and developed monthly project and compliance status reports. In FY05 the division is working to integrate this database system with other NPS reporting tools.

Figure 3 illustrates the annual awards in the Denver Service Center line-item construction program by appropriation year for FY01 to FY04.

In addition to the current year awards, the Denver Service Center also provided design services and construction management for future year projects and prior year line-item construction awards. At the end of FY04, DSC employees were working on 153 construction projects totaling more than \$410 million, as shown in table 1. In FY04 the division began to report the initial award plus all contract modifications in these figures, which account for a significant increase. A construction project is

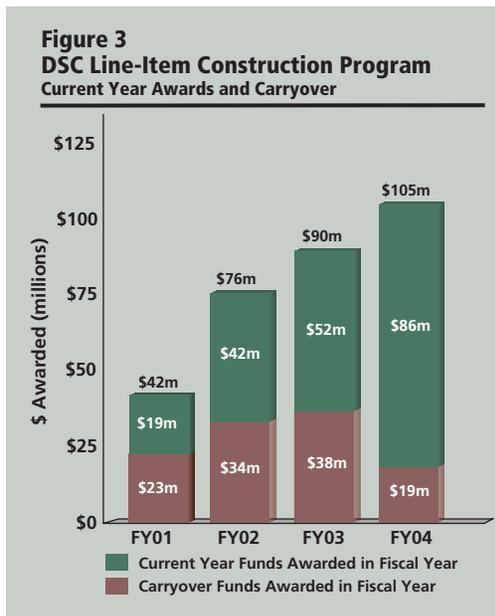


Table 1
DSC Active Construction Contracts by Region, All Fund Sources, FY02-FY04

Region	FY02		FY03		FY04	
	Number	Award Amount	Number	Award Amount	Number	Award Amount
AR	5	\$15,797,641	4	\$19,622,592	4	\$20,015,568
IMR	17	\$46,532,525	23	\$55,043,534	24	\$65,592,089
MWR	4	\$7,641,311	5	\$8,436,521	5	\$11,384,045
NCR	28	\$29,200,753	32	\$48,447,703	33	\$85,744,845
NER	30	\$40,285,589	34	\$69,327,870	42	\$111,161,008
PWR	23	\$70,371,031	20	\$62,518,145	25	\$81,022,271
SER	15	\$26,919,324	12	\$25,825,415	17	\$28,719,600
USFWS	5	\$12,292,285	0	\$0	0	\$0
WASO	0	\$0	0	\$0	3	\$6,928,529
Total	127	\$249,040,459	130	\$289,221,780	153	\$410,567,955

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

usually active for two to three years, and the figures for FY04 also reflect the increasing workload of the DSC line-item construction program of the past three years.

Capitalizing on its successes during the past few years, the Denver Service Center's assigned percentage of the line-item construction program also continued to grow in FY04. More than 90% of the line-item construction program for both the National Capital and Northeast regions was assigned to the Denver Service Center.

The overall obligation rate for the line-item construction program for the Service Center

declined slightly from 63% in FY03 to about 60% in FY04. However, the total number of projects awarded in FY04 was 51, an increase from the 45 projects awarded in FY03. The total dollar amount associated with the FY04 projects exceeded FY03 obligations by nearly \$15 million — from \$90.55 million in FY03 to \$105.37 million in FY04, as illustrated in table 2. This table represents the execution of the line-item construction program, including construction management task orders and add-on construction planning activities. The figures demonstrate a productivity gain of more than 16% within the division in FY04.

The Design and Construction Division provides expertise and efforts nationwide in the following specialty areas:

- roofing/waterproofing
- lighting
- mechanical engineering
- landscape architecture/accessibility
- water/wastewater
- preservation and accessibility
- electrical engineering and security
- constructability and blasting
- civil engineering and surveying
- sustainability expertise

Table 2
DSC Execution of the NPS Construction Program, Construction Awards by Region FY99-FY04
DSC LIC, Title V LIC / Title VIII LIC (Excluding Reimbursables and Fee Demo)

	FY99		FY00		FY01		FY02		FY03		FY04	
	Amount	No. of Projects	Amount	No. of Projects								
AR	\$141,000	1		0	\$3,190,052	2		0		0		0
IMR		0	\$6,375,278	3	\$3,166,688	3	\$8,380,383	5	\$4,635,805	3	\$10,518,412	10
MWR		0	\$5,325,412	2	\$1,191,566	2	\$1,124,333	1	\$5,354,021	3	\$5,824,519	4
NCR		0	\$4,143,462	2	\$464,784	2	\$10,431,345	7	\$22,660,993	10	\$26,950,285	9
NER	\$8,936,317	7	\$4,574,000	3	12,803,723	3	\$7,479,817	5	\$45,932,569	21	\$27,087,947	14
PWR	\$10,517,412	3	\$10,310,120	5	\$15,931,571	5	\$31,063,701	8	\$8,523,508	4	\$11,271,766	6
SER	\$1,211,281	2	\$5,910,875	3	\$5,265,170	3	\$17,900,866	7	\$3,439,375	4	\$17,147,534	6
WASO		0		0		0		0		0	\$6,568,380	2
TOTAL	\$20,806,010	13	\$36,639,147	18	\$42,013,554	20	\$76,380,445	33	\$90,546,271	45	\$105,368,843	51

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

In FY04 the division had productivity gains in its construction planning efforts, including pre-design, supplementary services, and final design. Construction planning expenditures increased about 6% from the previous year. Congressional add-ons from FY03 construction planning obligations remained relatively flat during FY04 — from \$3.1 million in FY03 to about \$3.0 million in FY04. In FY03 the division began tracking compliance planning as a separate cost instead of grouping it with other funding sources. Table 3 reflects this reporting change.

Construction management services declined slightly from \$6.6 million in FY03 to \$5.9 million in FY04, as figure 4 illustrates.

The Design and Construction Division worked to improve project compliance management in FY04 by assigning natural and cultural resource compliance staff dedicated solely to specific projects assigned to the division. The division developed a monthly compliance status report for all projects and continues to work with park and regional team members to ensure that compliance efforts are completed without impacting the critical path of DSC project schedules. Compliance funding awarded by the Denver Service Center in FY04 totaled about \$2.06 million, an increase from \$1.01 million the year before. This represents an increase of 104%.

In addition to improving productivity, division staff are also improving the overall quality of construction documents prepared by the Denver Service Center. The Quality Assurance Group in the division has developed processes and procedures that are greatly improving the quality of construction documents prepared by DSC's A/E partners. This group provides quality assurance reviews for all DSC-managed design and construction projects. Since becoming fully opera-

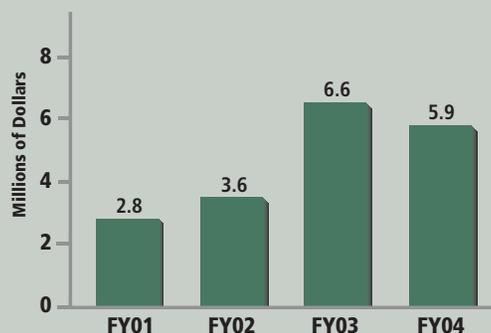
Table 3
A/E Design Costs Associated with the DSC Share of the Line-Item Construction Program

	FY01	FY02	FY03	FY04
Add-On Construction Planning	\$253,105	\$1,271,044	\$3,085,072	\$2,983,803
Line-Item Construction Planning	\$4,427,483	\$6,972,424	\$7,013,212	\$6,011,651
Supplemental Services / Pre-design	\$3,936,191	\$7,899,691	\$3,067,536	\$4,962,023
Compliance Planning			\$1,011,268	\$2,060,936
Total A/E Design	\$8,616,779	\$16,143,159	\$14,177,088	\$16,018,413

tional in January 2004, nearly 200 quality assurance reviews have been completed, resulting in higher quality products and substantial construction cost savings. These construction cost savings have allowed for successful FY04 and future project awards. The Quality Assurance Group also provides a wide range of design and construction support services to parks, regions, and program offices.

To meet the demands of an ever-increasing design program, the Denver Service Center has refined the manner in which design is managed and continued the development of an efficient, state-of-the-art, web-based approach to the design process. Based on the American Institute of Architects' guidelines, the DSC Workflows WebPages website provides clear and concise design guidance processes that direct A/Es in efficient processes that are critical to successful NPS project completion. The website is available on the Internet. Continued development in FY05 will provide a complementary Intranet version to better define internal DSC design management processes.

Figure 4
DSC Construction Management Costs (Project Support / Inspection) Associated with Line-Item Construction Program, FY01-FY04



OTHER SERVICES

Within the division's Technical Support Group, the Cost Engineering Group helps establish cost estimating/engineering practices and procedures for NPS construction programs. This group of technical specialists worked closely with the NPS Park Facility Management Division in developing a cost-estimating tool for preparing conceptual estimates for facility

maintenance and repair. The Cost Engineering Group also assisted the NPS Construction Program Management Division in establishing benchmark costs for the construction of new facilities.

The NPS Seismic Safety Program is funded under the Construction and Major Maintenance, Special Programs Line-Item Program, and administered by the Design and Construction Division. The program provides information on the seismic safety of buildings and the construction of new facilities to parks, regions, and other offices. The seismic program gathers and maintains information on the inventory of buildings within the national park system, performs seismic studies, and implements a multiyear seismic safety plan to correct structural deficiencies and minimize risk to properties and occupants.

The Design and Construction Division provides fire protection engineering expertise to parks, regions, and program offices for new and existing buildings. On a national level, the division is involved with the Regional Structural Fire Management Officers Council and the Risk Management Council. The division also provides a registered professional engineer who serves as a certified safety professional and certified building official.

The Design and Construction Division of the Denver Service Center represents the National Park Service on the National Council of Structural Engineers Associations, Existing Buildings Committee. The mission of this committee is to provide input from the structural engineering community into the development of the International Existing Building Code, which provides direction for architects and engineers working on existing and/or historic buildings.

National Park Service
U.S. Department of the Interior

Denver Service Center Workflows

Home Special Resource Study General Management Plan PMIS Project Entry Project Planning and Compliance **Design** Construction Transportation

Design Bid-Build

Design Bid Build

Design Build

Phases

- 0.0 General
- 1.0 Predesign
- 2.0 Schematic Design
- 3.0 Design Development
- 4.0 Construction Documents

Information

- CAD and Drafting Standards
- Definitions
- Design Deliverables - Content and Format Requirements
- Design Standards
- DSC Technical Bulletins
- Federal Acquisition Regulation (FAR)
- Forms / Templates / Samples / Guidelines
- Laws and Policies
- Photo Gallery
- Quality Assurance Guidelines
- Workflow Diagram

Contact | Modified 1/25/2005 | Disclaimer | FOIA | US Department of Interior | FirstGov | ParkNet | DSC

Screenshot of page of DSC Workflows website (http://workflow.den.nps.gov/staging/1_Home/home.htm).

DESIGN AND CONSTRUCTION PROJECT HIGHLIGHTS



Apostle Islands National Lakeshore, Wisconsin **Correct Utility Systems for Mainland Unit**

The Little Sand Bay area of Apostle Islands National Lakeshore is one of the few areas of the national lakeshore that can be reached by car, and it is a popular day use area. The obsolete wells and septic systems did not meet current building codes and did not support current levels of use.

As a result of the value analysis process, it was decided that the original goals of improving several individual leachfields and providing a vault toilet would not provide an effective response. Rather than try to improve obsolete systems, it was decided that new water and wastewater systems were required, and that the proposed vault toilet should be a comfort station.

Project construction began in FY03 with construction of new domestic and fire wells. Completion of utilities and construction of the comfort station took place in FY04. As a result of this project, the new wells and a centralized wastewater treatment system will simplify maintenance procedures while providing a safe and sanitary water supply. The removal of the old septic systems will safeguard water quality. One of the new wells will provide water for fire suppression systems. The comfort station will provide sanitary facilities and a changing room for visitors. This project was completed ahead of schedule and under budget.

Construction Cost:	\$1.2 million
Completion Date:	August 23, 2004
Design A/E:	Richard P. Arber Associates, Denver
Construction Management A/E:	Alpha Corporation

Mesa Verde National Park, Colorado **Reconstruct Raw Water Intake and Waterline**



A project to reconstruct the raw water intake and waterline providing water to Mesa Verde National Park was completed in FY04, helping to ensure the uninterrupted supply of water for as many as 650,000 annual park visitors.

The new intake was constructed in an existing diversion channel off the West Mancos River in southwestern Colorado. More than 23,000 linear feet of 6-inch stainless-steel waterline was installed by horizontal directional drilling. This method of installation allowed the designers to identify drill sites before construction and have each site cleared by park archeologists before work began. The waterline was then installed below the zone in which archeological resources would likely be found.

PBS&J won the Construction Management Association of America 2004 Project Achievement Award for their work on the Mesa Verde waterline project in the “Public Project with a Constructed Value Less than \$10 Million” category.

Construction Cost:	\$3.7 million
Completion Date:	July 31, 2004
Design A/E:	Rothbend, Tamburini, Windsor (RTW)
Construction Management A/E:	PBS&J

Cumberland Gap National Historical Park, Kentucky Cumberland Gap Visitor Information Center



The Cumberland Gap National Historical Park visitor information center was officially opened to the public on October 8, 2004. Construction of the center marks the final phase in the quest to restore the Cumberland Gap and Wilderness Road back to their historic states. Construction during the past 12 years has included the Cumberland Gap tunnels, relocation of two U.S. highways, and rehabilitation of the historic Cumberland Gap and Wilderness Road for a cost of about \$280 million.

The Cumberland Gap visitor information center includes a ranger contact station, restrooms, a bus shelter, and an interpretive pavilion and plaza. The contact station houses a small office for cave tour ticket sales and provides for visitor orientation to the park. The Denver Service Center, in conjunction with the NPS Harpers Ferry Center, contracted for the design and construction of the Cumberland Gap visitor information center and its interpretive message. The Denver Service Center was responsible for all aspects related to the structures and site work, while Harpers Ferry Center oversaw all aspects of the interpretive media, including wayside exhibits, audio interpretive communication, a park topographic map, and footprints depicting the history of Cumberland Gap.

Construction Cost:	\$3.8 million
Completion Date:	August 26, 2004
Design A/E:	Wenk Associates
Construction Management A/E:	Alpha Corporation

Ford's Theatre National Historic Site, Washington, D.C. Rehabilitate Mechanical and Electrical Systems



Ford's Theatre National Historic Site, in the heart of Washington, D.C., is a fully operational theater that continues to entertain and host many visitors and dignitaries throughout the year. The mechanical and electrical systems were rehabilitated to bring the site up to current code standards, upgrade the existing life safety systems, provide improved temperature regulation, and increase energy efficiency. Numerous enhancements related to visitor experience were also performed as a part of this contract, including a new theatrical sound system, a new theatrical lighting system, new museum lighting, and museum column rehabilitation. The fire and security alarm systems in the Petersen House, part of the site, were also updated with the same systems installed at Ford's Theatre during the updating of the house's other systems.

Renovation work on both of the facilities also included substantial elements to bring these facilities into compliance with Americans with Disabilities Act standards. All work completed under this project was coordinated and scheduled to avoid impacts on theatrical productions and rehearsals.

Construction Cost:	\$3 million
Completion Date:	September 2004
Design A/E:	HF Lenz Company
Construction Management A/E:	Alpha Corporation

Great Sand Dunes National Park and Preserve, Colorado Visitor Center Renovation and Addition



In FY04 the Great Sand Dunes National Park and Preserve visitor center was renovated and expanded. This effort updated the interpretive and book sales areas and provided much needed staff offices. From the beginning of the rehabilitation, the park staff and designers made sustainability and energy efficiency their guiding principles.

The new additions were designed for maximum solar exposure and to incorporate Trombe wall technology for passive solar heating. Roof overhangs were calculated to shade the Trombe walls in summer and provide for maximum solar exposure in winter. Solar tube skylights and many windows provide natural light and reduce energy consumption. In some areas there is enough natural light that the ceiling lights will never have to be turned on during the day.

Construction Cost:	\$3 million
Completion Date:	August 31, 2004
Design A/E:	Denver Service Center and David Sloan and Associates
Construction Management A/E:	Yeh and Associates

Mount Rainier National Park, Washington Two Eight-Plex Seasonal Apartments



This project was part of a park initiative to replace housing in the sensitive Paradise area with lower-cost housing at the Tahoma Woods administrative headquarters and housing area. These seasonal apartments complete 1996 and 1998 appropriations for housing to replace the 26-bed “ski” dormitory at Paradise. The first part of the project, the 10-bed Paradise employee dormitory, was completed in 1999 at a cost of \$4.1 million.

The Tahoma Woods apartment’s portion of the appropriation, designed in the mid 1990s, was delayed due to nationwide and parkwide housing policy reviews. After policy issues were resolved in 2002, the Denver Service Center revised and updated the plans and specifications to incorporate relatively simple sustainable features, ensure the availability of specified products, and make minor modifications to improve building performance. Each of the two-story, eight-plex apartment buildings include four 1-bedroom and four 2-bedroom apartments as well as a laundry, storage, and community rooms. One 2-bedroom unit and one 1-bedroom unit in one of the apartment buildings meet Americans with Disabilities Act guidelines for accessibility. The 1- and 2-bedroom units provide flexibility to address the housing needs of the Mount Rainier seasonal staff.

Construction Cost:	\$2.9 million
Completion Date:	October 2004
Design A/E:	Denver Service Center
Construction Management A/E:	PBS&J



The Denver Service Center's office of Contracting Services is the largest contracting office in the National Park Service. Services provided include the administration of scopes of services, task orders, contracts, and bid packages. The office also performs solicitation services, negotiations, awards, and contract administration for other NPS offices and other agencies. In FY04 the Denver Service Center awarded more than \$151 million in construction awards from all funding sources.

Contracting Services focused on several strategic management areas in FY04 to improve project delivery to clients and strengthen overall program effectiveness while managing its growing contracting workload. For example, procurement technicians now work under the leadership of a lead procurement technician to provide more support to the contract specialists, including timely processing of the nearly 3,500 contract invoices received in FY04.

Table 4 shows the DSC Contracting Services program for FY00 though FY04. The dollar values have continued to grow, recently leveling off somewhat after more than doubling between FY99 and FY02. Figure 5 illustrates the number of transactions handled by the Contracting Services office from FY01 to

FY04. Transactions include more traditional design and construction services, a variety of goods and personnel support, and utilities services for the line-item construction projects in many parks.

Figure 5
All Contract Actions from All Fund Sources,
Transaction Volume

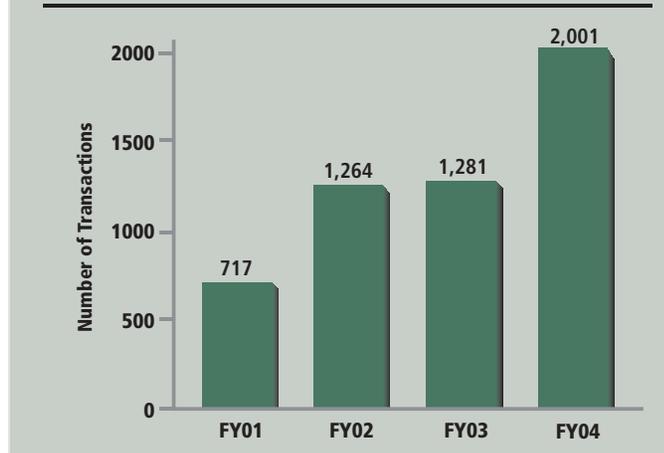


Table 4
Contract Actions FY00-FY04, All Contract Actions and All Fund Sources

In Millions of Dollars					
	FY00	FY01	FY02	FY03	FY04
Professional Services	30.9	25.1	46.0	46.5	32.9
Construction	68.4	85.2	109.3	122.6	114.3
Purchase Orders	2.0	4.1	10.7	13.0	4.3
Agreements	1.3	1.0	1.7	1.3	0.1
Narrow Banding	-	1.5	0.7	0.2	-
Public Utilities	-	1.6	0.1	0.7	-
TOTAL	\$102.6	\$118.5	\$168.5	\$184.3	\$151.6

DATA MANAGEMENT

The office also focused its efforts on making changes in the way it collects and uses data to manage workloads, resources, and performance. Contracting Services expanded the capabilities of its contracts databases and required rigorous maintenance of contract data. These efforts enable staff to provide accurate information, process invoices on time, and avoid most interest penalties for late payments. In addition, more accurate and timely data management has allowed for the development of new reports to track and manage the following:

- contract status and performance
- individual employee workload
- excess funds on completed task orders and contracts
- active and completed projects
- contract modification rates and rationale
- number of invoices processed, processing time, and interest paid
- contract protests, claims, and terminations
- socioeconomic program awards and progress toward goals

These changes in data management efforts have provided the ability to determine and adjust the resources needed to manage the program; better manage workload growth and fluctuations; identify problems with contract quality, delivery, and expenditures; and implement process improvement.

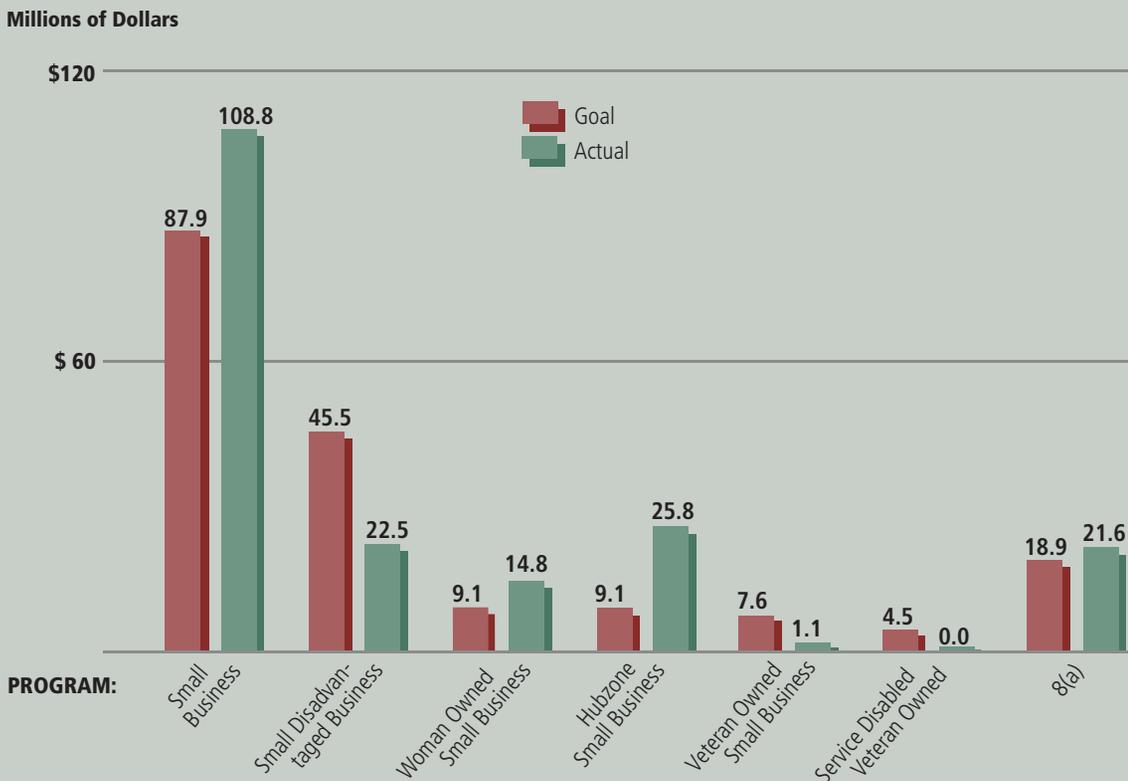
INVESTMENT IN STAFF TRAINING

The Denver Service Center has invested significantly in training the Contracting Services staff in FY04 by funding many of the acquisition training courses required by the Clinger-Cohen Act. This training, as well as the increases in staffing and contracting officer warrants, helped the office improve in meeting project deadlines and providing comprehensive administration of contracts. The office implemented an aggressive training plan for all acquisition personnel to complete all required acquisition training courses by the end of FY05.

SOCIOECONOMIC PROGRAM

The Denver Service Center exceeded most of its assigned small business goals in FY04. Through its strong partnership with the Small Business Administration (SBA), the Contracting Services office helped the DSC business lines staffs and parks award many contracts to small business and/or disadvantaged firms throughout the country. Figure 6 shows the DSC small business goals and accomplishments for FY04. In many instances a small business award is credited to more than one subcategory within the socioeconomic program. The SBA processes, with the assistance and support from the parks and regions, continue to be analyzed and refined.

Figure 6
Contract Actions, FY04 DSC Socioeconomic Program



FY04 was the first year of a fully dedicated Transportation Division in the Denver Service Center. The division consists of two branches: the Park Roads and Parkways Program and the Alternative Transportation Program. Both programs are supported by a Federal Lands Highway Program (FLHP) compliance group and a FLHP revegetation group.

The Federal Lands Highway Program provides funding in three areas for NPS work — park roads, parkways, and alternative transportation. Park roadwork includes resurfacing, restoration, rehabilitation, and reconstruction. Parkway program projects are congressionally mandated. The DSC alternative transportation work provides a number of services in support of the transportation strategies that fulfill the NPS mission. DSC expenditures for transportation program and project participation in FY04 were more than \$8.5 million. Products and services performed by the Transportation Division encompassed planning projects, design projects, and construction projects and include the following:

- **Planning:** Planning work that is related to transportation includes traffic studies, intelligent transportation system studies, transportation charrettes, corridor studies, and transportation demand management as well as shuttle system feasibility studies, value analysis studies, safety assessments, culvert and pavement inventory and condition assessments, topographic compilation, and the support of studies for recognizing and defining threatened and endangered species.



Before (November 2001) and after (October 2003) images, the Duck Brook Road in Acadia National Park, Maine.

Compliance activities are also performed as required to provide significant base information necessary before beginning the design phase of a project.

- **Design:** Design activities support many types of design work, from the initial project on-site scoping through the development of construction plans and specifications required to allow the project to be competi-

tively bid by private construction firms. The design activity is the largest area of DSC participation in the FLHP program, which includes project management and project specialist activities. As with all design work, each project tends to be different, each requiring specific and well-thought-out plans for achieving success. The primary DSC participants through the design process may include project specialists in landscape architecture, compliance, revegetation, or project management. The Denver Service Center has dedicated FLHP project managers and project specialists, a dedicated FLHP compliance group, and a dedicated FLHP revegetation group to focus on the growing needs of the FLHP program.

- **Construction:** As with the other activity areas, construction work includes a range of required services that vary by park and project. Because the Federal Highway Administration (FHWA) is usually the contracting authority for NPS road construction work, close coordination with FHWA counterparts is required to communicate the Park Service's needs as construction progresses. Construction activities undertaken by the Denver Service Center may include construction inspections, compliance monitoring, confirmation of line and grade work, plant salvage oversight, revegetation implementation oversight, wall construction oversight and inspection, and final grading and slope stabilization oversight.

PARK ROADS AND PARKWAYS PROGRAM

FY04 Park Roads and Parkways Construction Awards

FY04 was an unusual year for the Park Roads and Parkways Program Branch because of a series of short-term continuing resolutions enacted by Congress that funded the delivery of the program throughout the year. Due to the nature of the funding and a pending reauthorization by Congress for the entire program at an anticipated higher level than previous years, a decision was made by regional FLHP coordinators to focus on the planning and design areas of the program in preparation to deliver an expanded program when the reauthorization becomes law. Ongoing construction projects were not affected by this decision because requirements to fund modifications for ongoing construction activities are a normal part of any construction process. However, new construction start-ups were limited based on the level of funding available due to the continuing resolutions and were selected on the basis of the needs of a particular park. Eight construction contracts, totaling \$25,364,086, were awarded in FY04 for the Park Roads and Parkways Program. Table 5 illustrates NPS awards for each FHWA region.

Revegetation Program

The Denver Service Center has a revegetation group that is devoted to FLHP projects, with a biologist, a landscape architect, and a National Resource Conservation Service liaison to assist

**Table 5
Federal Highway Administration, Design and Construction Program
FY04 Authorization/Award Schedule**

Project/Description

	Eastern Federal Lands Highway Division
Mammoth Cave National Park (KY), Rehabilitation of South Entrance Road	\$2,961,924
Natchez Trace Parkway (MS), Final Paving Section 3P	\$5,616,016
Great Smoky Mountains National Park Foothills Parkway (TN), Pulloffs and Rumble Strips on US 441 Spur	\$178,820
Delaware Water Gap National Recreation Area (PA), Route 209	\$2,063,913
Natchez Trace Parkway (MS), Old Canton and Rice Road Bridges	\$4,463,146
	TOTAL..... \$15,283,819
	Central Federal Lands Highway Division
Mesa Verde National Park (CO), Main Entrance Road	\$5,077,350
Bandelier National Monument (NM), Rehabilitate Entrance Road and Visitor Center Parking Lot	\$1,573,151
	TOTAL..... \$6,650,501
	Western Federal Lands Highway Division
Crater Lake National Park (OR), Rehabilitate Highway 62 West	\$3,429,766
	TOTAL.....\$3,429,766
	GRAND TOTAL.....\$25,364,086

the parks in ensuring that their road projects recover quickly from the impacts of construction. Revegetation also provides a more aesthetically pleasing completion of the project, and with better controls in place to stop or mitigate the effects of invasive nonnative species on the park's natural habitat. Early planning for proj-

ects may include an assessment of revegetation needs and a revegetation plan that is integrated with the other design elements of a project. Early identification of seed sources, seed gathering, propagation, and seed increase efforts through cooperative agreements with the National Resource Conservation Service help

make this process an outstanding and highly effective method of ensuring that the use of native species is an integral part of the program's overall success.

FY04 Park Roads and Parkways

Ongoing Construction Activities

DSC employees were involved in several ongoing construction projects in FY04. The Bryce Canyon National Park, Rainbow Point Rim Road project, in Utah is a \$9.3-million project that was awarded in March 2003 and is now nearing completion (see photo page 19).

THE ALTERNATIVE TRANSPORTATION PROGRAM

The Denver Service Center's Alternative Transportation Program Branch continues to play a major role in the National Park Service's Alternative Transportation Program. DSC project managers and project specialists have been increasingly requested to facilitate design charrettes, guide a variety of transportation studies and plans, implement projects, and evaluate the potential impacts associated with vehicular use. The Denver Service Center is playing a major role in providing planning, design, and construction support to the entire National Park Service. Total NPS funding in the Alternative Transportation Program is currently \$11.2 million, with the Service Center handling about \$2.7 million of the total program. With passage of the Transportation Bill, it is expected that the Denver Service Center will potentially coordinate more than \$5 million of the NPS Alternative Transportation Program.

The goals of the branch for all projects are to improve the visitor experience, maintain safety

and security, protect the natural and cultural resources, and improve visitor management. In FY04 the Denver Service Center managed the development of 30 alternative transportation projects as shown in table 6 on page 17.

The Denver Service Center also completed several project scopes and pre-planning projects and participated in the Washington Program Office's Transportation Assistance Group reviews, which provided project scoping and program review. These reviews are used to develop park project management information system entries and evaluate ongoing alternative transportation projects. Park Pre-Planning Projects and Transportation Assistance Group assignments included the following:

- Northeast Region Long-Range Plan (Pre-Planning project)
- Kennesaw Mountain National Battlefield Park (Pre-Planning project)
- Cane River National Heritage Area (Pre-Planning project)
- Grand Teton National Park (Transportation Assistance Group project)
- Sequoia National Park (Transportation Assistance Group project)
- North Cascades National Park (project scoping)
- Mesa Verde National Park (project scoping)

The total funding for project scoping in FY04 was \$97,822. The Alternative Transportation Program Branch was actively involved with a variety of national training courses, program support, and technical assistance, including developing transportation design guidelines,



The Grandey Creek Bridge at Olympic National Park in Washington is a \$1.4-million project under construction. Although the funding for this project was obligated in FY03, the award and construction start-up occurred in FY04.

publishing and distributing the *Alternative Transportation Resource Manual*, and undertaking project quality assurance reviews. The branch funds for professional support in FY04 totaled \$89,622.

GENERAL MANAGEMENT PLAN SUPPORT

The Alternative Transportation Program Branch provided FLHP technical assistance to 11 general management plans in FY04, with a total expenditure of \$557,066. Technical assistance was provided to the following parks:

- Amistad National Recreation Area, TX
- Blue Ridge Parkway, NC
- Canaveral National Seashore, FL
- Harpers Ferry National Historical Park, WV
- Lake Meredith National Recreation Area, TX
- Monocacy National Battlefield, MD
- Olympic National Park, WA

Table 6. FY04 DSC Alternative Transportation Program Projects, Year-End Status

Park	State	Project	FY03 & Earlier	FY04 by month												FY05	FY06
				O	N	D	J	F	M	A	M	J	J	A	S		
% Complete = Percentage of Project goals met in FY04 Project Completed																	
Acadia National Park	ME	Transportation Planning Charrette															
Acadia National Park	ME	Construct Bus Shelters															
Adams National Historical Park	MA	Expand Trolley System															
Arches National Park	UT	Alternative Transportation Planning														100%	
Badlands National Park	SD	Shuttle System Alternatives															
Cape Cod National Seashore	MA	Commercial Transportation Study															
Chesapeake & Ohio Canal NHP	MD	Transportation Study & Technical Assistance														100%	
Colonial National Historical Park	VA	Study of Tour Roads															
Fort Clatsop National Memorial	OR	Transportation Day Use Facilities														100%	
Fort Clatsop National Memorial	OR	Alternative Transportation Planning														100%	
Fort Clatsop National Memorial	OR	Shuttle System Design and Construction														100%	
Fort Sumter National Monument	SC	Develop Water Taxi Master Plan														100%	
Gettysburg National Military Park	PA	Transportation Systems Charrette														100%	
Glacier National Park	MT	Alternative Fuels Study														100%	
Grand Canyon National Park	AZ	Construct Desert View Bus Shelters															
Golden Gate National Recreation Area	CA	Sutro District Access Improvements Workshop														90%	
Grand Teton National Park	WY	Multi-modal Transportation Plan														100%	
Great Smoky Mountains National Park	TN	Cades Cove Transportation Charrette															
Haleakala National Park	HI	Transit System Plan														90%	
Hawaii Volcanoes National Park	HI	Visitor Study														100%	
Keweenaw National Historical Park	MI	Transit Feasibility Study														70%	
Lowell National Historical Park	MA	Trolley Expansion														100%	
Mesa Verde National Park	CO	Visitor Distribution and Transportation Plan														95%	
Mesa Verde National Park	CO	Transportation Planning - Phase III														100%	
Mount Rainier National Park	WA	Carbon River Corridor Charrette														100%	
Mount Rainier National Park	WA	US 12 Regional Corridor Charrette														100%	
National Capital Parks - Central	DC	Develop Options for Alternative Transportation														100%	
NPS - Northeast Regional Office	PA	Alternative Transportation Systems for NE Region														100%	
North Cascades National Park	WA	Improve Transit Facilities at Stehekin														80%	
Pinnacles National Monument	CA	Conduct Transportation Feasibility Study														100%	
Roosevelt/Vanderbilt NHS	NY	Alternative Transportation Systems Analysis														100%	
Santa Monica Mountains NRA	CA	Design Shuttle System Shelters														100%	
Santa Monica Mountains NRA	CA	Construct Shuttle System Shelters														100%	
Santa Monica Mountains NRA	CA	Construction Management of Shuttle System Shelters														100%	
Sequoia & Kings Canyon National Parks	CA	Establish Giant Forest Transportation System														100%	
Sequoia & Kings Canyon National Parks	CA	Alternative Transportation														100%	
Yellowstone National Park	WY	Old Faithful Circulation Study														100%	
Washington Office	DC	Composite Level of Service														100%	

- Rock Creek Park, DC
- Rosie the Riveter/World War II Home Front National Historical Park, CA
- Roosevelt/Vanderbilt Mansion National Historic Site, NY
- Saguaro National Park, AZ

The branch also worked on 13 park-funded projects with \$1.7 million in funding at the following parks:

- Chickamauga and Chattanooga National Military Park, GA — transportation study and technical assistance
- Colonial National Historical Park, VA — value analysis for alternative transportation project
- Golden Gate National Recreation Area, CA — National Environmental Policy Act, *Comprehensive Transportation Management Plan*, and technical support
- Muir Woods National Monument, CA — six project tasks
- Glacier National Park, MT — Apgar transit center study
- Pecos National Historical Park, NM — Highway 50 transportation study

- Glacier National Park, MT — shuttle implementation plan
- Rock Creek Park, DC — Georgetown Waterfront project design development

The Denver Service Center's commitment to client service, fiscal accountability, and quality products has helped establish strong relationships within the National Park Service and with partner agencies and public stakeholders. The Transportation Division is committed to alternative transportation as one of the strongest components of sustainable planning and design. Economical transportation planning and design in national parks can benefit visitors, the environment, surrounding communities, and park staff when they are considered holistically with park operations and maintenance. The Denver Service Center continues to play an important role in evaluating these transportation alternatives and developing economical systems to enhance the visitor experience.



Rehabilitation work for Highway 62 West, Crater Lake National Park, Oregon.



ATP Charrette at Gettysburg National Military Park, Pennsylvania.

Opposite page:
The new overlook project at Bryce Canyon National Park includes simulated flagstone paving stamped into colored concrete. Stone masonry columns and timber rails surround and define the character of the overlook area and complement the other scenic overlooks throughout the park.



Information Management Division

In FY04 the DSC's Information Management Division continued to provide leadership and support to the Denver Service Center and the National Park Service in document and records management, digital printing, distance learning and communications, and information technology innovation. Through its services, the division improves the overall efficiencies of the Denver Service Center and data management of personnel actions, implements new technologies to save time and money related to travel and printing, and shares the vast amount of information created and stored daily.

COMMUNICATIONS AND WEB DEVELOPMENT

The Information Management Division is responsible for the creation of the bimonthly *DSC@work* newsletter. This publication features project and DSC highlights, information technology news and accomplishments, employee news, and other announcements of interest to DSC and NPS employees and is distributed to other NPS offices and the Department of the Interior.

The DSC Intranet site (InsideNPS.gov) provides a dynamic web venue for sharing information with DSC and NPS employees. This site is increasingly used for sharing programmatic reminders, employee news, and updated policy information. Use of this site prevents the proliferation of redundant e-mails and ensures that the same information is shared in an accessible and economical way with all employees.

The division is responsible for complying with the Freedom of Information Act, and processed 42 Freedom of Information requests in FY04. The division staff also established a new external website through competitive advertising. This

FTP site is available to NPS employees, its A/E contractors, and the public for sharing large technical files that are not appropriate for e-mail transmittal. The site is economical and secure, password protected, and adheres to Department of the Interior guidance for external FTP hosting.



Aerial view, Thomas Jefferson Memorial, District of Columbia.

The division is also responsible for the NPS Planning Internet website, and posts all DSC planning publications to the site. The division also assisted many parks and regions in preparing their documents for the web before posting them. This NPS Planning website is used by the public for review and comment on general management plans, special resource studies, and other planning documents as part of the public involvement component of the planning process.

Information Management staff also provided technical and web design support for the DSC Workflows WebPages. Specialists designed several park websites, including the Fort Sumter National Monument site. This website was well received when it became operational in December 2003. A new layout and design is

planned for the Denver Service Center's Internet site in FY05.

INFORMATION TECHNOLOGY INNOVATIONS

The upgrade of Microsoft Project 2002 to 2003 in FY04 improved the performance of the DSC system, which provides accurate, timely reporting on planning, design, and construction projects to DSC division managers. In FY04 efforts were underway to completely automate the reporting process to provide real-time reporting via the web. Specialists also began to lay the groundwork for system integration with other NPS tracking systems, including the Construction Program Management Office's Q-Track system.

The Denver Service Center did several things to reduce costs. RightFax, a cost-saving, streamlined electronic fax capability, was fully implemented. Videoconferencing equipment, which was used for program review sessions with a number of parks and regional offices, was also upgraded. By using videoconferencing, teleconferencing, Technology Enhanced Learning, and



Conceptual drawing, Georgetown Waterfront Project, Rock Creek Park, District of Columbia.

satellite meetings, thousands of travel dollars were saved, both in time and direct travel costs, for DSC, park, and regional employees. In FY04 the Denver Service Center more than doubled its training hours using various technological methods as an alternative to travel. In all, the Service Center reduced its travel costs by 29% in FY04 from the FY02 level.

The I-Records project, a pilot project managed by the Information Management Division for the Department of the Interior, provided a challenging opportunity to design and implement an electronic records management system. Different from electronic archiving, which is essentially a “backing up” tool for electronic files, electronic records management enables users to responsibly classify and save documents and records within the structure of the federal records system. This project came to a close this fiscal year because the initial phases did not produce the anticipated outcomes needed to endorse the system for the entire department. The department acknowledged the challenges encountered with this project and appreciated the professional manner in which the Denver Service Center staff implemented and then ended this pilot.

TECHNICAL INFORMATION CENTER

The Technical Information Center (TIC) is the servicewide information management and retrieval center for documents and drawings. In FY04 the center awarded a new contract for archival and administrative services related to the servicewide TIC collection and database. The TIC staff are able to concentrate on reference and high-level archival and records management duties because of the support of private contractors. The Technical Information Center

processed more than 500 requests from private individuals and companies for copies of NPS products. Additionally, the center processed 1,153 requests from parks and NPS offices.

Work began on a web interface for E-TIC, the electronic TIC database that will make a collection of more than 1 million images available via the web to NPS employees. The interface will simulate a Google-type search and make it easy for anyone to find documents they need from the collection. In addition to their routine efforts in gathering and processing almost 500,000 new images for E-TIC, the staff also led several important park projects. TIC staff worked with the NPS National Capital Region to acquire more than 80,000 images of that area’s infrastructure documentation. TIC staff traveled to Ocmulgee National Monument, Gulf Islands National Seashore, San Juan Island National Historical Park, and Fort Pulaski National

Monument to catalog and process drawings, documents, and other materials into electronic format for the use of park and other NPS staff.

In FY03, in cooperation with the University of Colorado at Boulder Archives Program, the Technical Information Center partnered with Yellowstone National Park through a Cooperative Education Studies Unit agreement to initiate Wyoming’s first Save America’s Treasures grant. Drawings were gathered for two months during summer 2004, and these items are now ensured a longer life and greater user access through electronic scanning and microfilm capture.

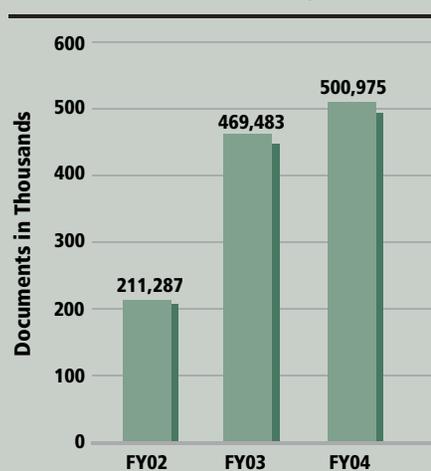
TIC staff also worked on an interface with the NPS Intranet portal FOCUS and is attempting to make all records available through that portal on InsideNPS. Requesters wanting to search all NPS databases will find the Technical Information Center among the list of searchable systems.

LIBRARY

The DSC Library provided expert assistance to the NPS Intermountain Region and other park libraries via telephone and on local visits. The DSC Library collection was bar-coded in FY04, making it easier for local and interlibrary users to check out and track borrowed books. The library collection is one of the largest in the National Park Service, and its catalog holdings are accessible via the Voyageur catalog on InsideNPS.

The Micrographics and Imaging Services group within the Technical Information Center processed more than a half million documents and drawings for the TIC collection, as figure 7 illustrates.

Figure 7
Documents and Drawings Scanned and Microfilmed for the Technical Information Center Collection, FY02-FY04



The Denver Service Center's Planning Division has the national park system's largest concentration of interdisciplinary planning professionals. This cadre of specialists is knowledgeable in NPS planning policies and standards and cutting-edge planning tools, including visitor carrying capacity. The Planning Division offers a broad range of planning services, including cost estimating, consultation, facilitation, compliance, graphics production, and general management planning.

In April 2004 the American Planning Association, Federal Planning Division, honored the Denver Service Center with its 2004 award for Outstanding Collaborative Planning Project for the Cane River National Heritage Area Management Plan. This is the third American Planning Association award the Service Center has received in the past four years. The association cited the plan as a model for other communities wishing to preserve their unique cultural values while ensuring economic health and sustainability. The association also acknowledged the plan as a close collaborative effort by the Cane River Creole National Historical Park, the Cane River Heritage Commission, the parish and city of Natchitoches, Northwestern State University of Louisiana, preservation groups, and landowners.

PARK, REGIONAL, AND SERVICEWIDE PLANNING SERVICES

The Denver Service Center also offers its comprehensive planning services to parks and regions in a cost-effective manner, and has the flexibility to tailor these services to its clients' needs. DSC planners communicate regularly with regional and park planning partners, and

can operate in a variety of environmental and political settings. This interdisciplinary staff ensures a continuous service — from foundation planning through implementation. In FY04 DSC planners provided leadership, advice, technical expertise, facilitation, and other planning services for a wide range of planning initiatives. Some of these included the following:

- **Yosemite National Park, California** — DSC planners assisted the park with a response to a legal challenge regarding the *Merced River Comprehensive Management Plan/ Environmental Impact Statement*. The Denver Service Center also provided technical assistance in determining visitor capacities for the park's alternative transportation system.

- **JY Ranch, Grand Teton National Park, Wyoming** — At the request of the park superintendent, the Denver Service Center provided visitor use consultation to the Rockefeller Foundation design team involved in planning the JY Ranch area. The foundation is preparing this 11,000-acre tract for donation to the National Park Service. The planning and design work includes developing a new trail system and constructing a new visitor facility.

- **Apostle Islands National Lakeshore Wilderness Study, Wisconsin** — DSC planning staff completed and distributed this study in FY04, which represents one of the few wilderness studies to be completed in a decade.

- **Choosing by Advantage** — DSC planners facilitated "Choosing by Advantage" (CBA) sessions at several parks, including Rocky Mountain National Park, San Juan National Historic Site, Valley Forge National Historical Park, and Rock Creek Park. The CBA approach is a logical and trackable process in which a multidisciplinary team compares the costs and benefits of alternatives being considered. Benefits are

judged by the degree to which the alternative provides advantages in meeting predetermined evaluation factors.

- **Planning Cost Estimates** — At the request of the NPS Intermountain Region, DSC planners prepared cost estimates for 17 potential new planning starts.

In addition to these planning services, DSC planning staff responded to dozens of e-mails and phone calls from parks, regions, and program centers for advice and consultation on such topics as gateway community planning, socioeconomic research, resources management, and facilitation. Planners worked on various servicewide initiatives and policy reviews, including director's orders. The division provides support for several NPS Environmental Quality Division initiatives, including personal watercraft environmental assessments and the *Cape Lookout Village Historic District Plan and Environmental Assessment*.

GENERAL MANAGEMENT PLANS AND SPECIAL RESOURCE STUDIES

In FY04 the Denver Service Center worked on 49 general management plans/environmental impact statements and special resource studies. By the end of the fiscal year, 10 general management plans, wilderness studies, or separate presentation plans were completed. Of the remaining 39 plans, 2 concluded with printed final general management plans/environmental impact statements, 5 ended at the printed draft general management plans/environmental impact statements stage, 12 were in various stages of alternative development, 6 were new starts or at various stages of project scoping (of

these, 2 were reimbursable projects involving other state or federal agencies), 13 were in the team draft or Washington Office review stages, and 1 was between the printed draft and printed final stage. The following table (table 7) outlines the general management plan program accomplishments for FY04.

Projects of special interest include the following:

- ***Miami Circle (Biscayne National Park) Special Resource Study, Florida*** — DSC planners are leading this partnership with the state of Florida. The Miami Circle site, near Biscayne National Park, appears to be the remains of a ceremonial/settlement site dating back to AD 750 to 900. The purpose of the study is to determine if the site should become part of the national park system, possibly as an addition to Biscayne National Park. The state of Florida is funding this study.

- ***Vicksburg Campaign Trail Final Special Resource Study, Arkansas, Louisiana, Mississippi, Tennessee, and Kentucky*** — In FY04 this project involved an innovative partnership with NPS staff and state historic preservation officers from the states listed above. Intensive input was also sought from Civil War historians and the general public. Alternatives include a call for the creation of the Vicksburg Campaign Trail Initiative, a public-private collaboration that would be managed by an advisory committee. In addition to the *Special Resource Study/Environmental Impact Statement*, the DSC staff produced executive summaries for each state the trail passes through. This high-profile project has been well received by states, stakeholders, and citizens.



The prehistoric postholes and trenches that form the Miami Circle could represent the foundation of a prehistoric structure.

- ***Pictured Rocks National Lakeshore Final General Management Plan and Wilderness Study/Environmental Impact Statement, Michigan*** — This plan balances visitor use needs of recreational boaters and visitors wishing to enjoy the national lakeshore's rugged but scenic wilderness interior. A strong public involvement effort led to the selection of a preferred alternative that created management prescriptions that minimize visitor use conflicts and protect the national lakeshore's unique natural resources.



Au Sable Light Station at Pictured Rocks National Lakeshore, Michigan.

Table 7. FY04 DSC Planning Projects, Year-End Status

GMP Projects												
Park Project	State	Milestones										
		Project Initiation	Scoping	Signed PA	Printed Scoping Newsletter	Printed Alternatives Newsletter	Team Draft GMP/EIS	WASO Review Draft GMP/EIS	Print Draft GMP/EIS	Printed Final GMP/EIS	Approved ROD/FONSI	Printed Separate Plan
Abraham Lincoln Birthplace National Historic Site	KY											
Amistad National Recreation Area	TX											
Apostle Islands National Lakeshore	WI											
Apostle Islands National Lakeshore, Wilderness Study	WI											
Arkansas Post National Memorial	AK											
Badlands National Park	SD											
Big Bend National Park	TX											
Big Bend National Park, Rio Grande	TX											
Big Cypress National Preserve	FL											
Biscayne National Park	FL											
Biscayne National Park, Miami Circle	FL											
Blue Ridge Parkway	NC											
Canaveral National Seashore	FL											
Canyon de Chelly National Monument	AZ											
Channel Islands National Park	CA											
Chattahoochee River National Recreation Area	GA											
Chesapeake & Ohio Canal National Historical Park	DC											
Chickasaw National Recreation Area	OK											
Coronado National Memorial	AZ											
Crater Lake National Park	OR											
Craters of the Moon National Monument	ID											
Everglades National Park	FL											
Grand Portage National Monument	MN											
Guadalupe Mountains National Park	TX											
Gulf Islands National Seashore	FL											

Project Status Year-end FY03 Project Status Year-end FY04
 Unmet Milestone Year-end FY04 Milestone Year-end FY04

PARTNERSHIPS OFFICE

In FY04 the National Park Service addressed the issues and concerns related to the review and approval of construction partnership projects and to develop a consistent process. Using the Denver Service Center's expertise in design and construction project management, sustainability, design, construction management, planning, and contracting, DSC employees have been involved with this effort to further assist in the implementation of the partnership construction process.

The DSC Partnerships Office assists national parks, heritage areas, gateway communities, and surrounding regions to develop integrated approaches through public and private partnerships to enhance both visitor experience and the economic and environmental sustainability of associated nearby communities. The Denver Service Center continues to play a major role in partnership with the Department of Transportation, the American Association of State Highway and Transportation Officials, and the Project for Public Spaces, Inc., in the development of Context-Sensitive transportation solutions. In FY04 this partnership created a web framework and draft model. The DSC staff will continue to manage the project in FY05, conduct a six-month beta test, and expand the partnership to include professional associations, state transportation departments, and other federal agencies.

PROFESSIONAL SERVICES AND DEVELOPMENT

The Professional Services and Development staff in the Director's Office analyzes the use and retention of architectural and engineering (A/E) services for the Denver Service Center. By actively managing the distribution of work of the A/E firms, the office is able to best use these services. In FY04 DSC staff completed the transition to a total contract management office. All new line-item construction projects are now assigned to A/E firms. To accomplish its workload, the Service Center maintains a nationwide number of consultants through multiyear indefinite quantity/indefinite delivery contracts. These contracts are available for work at parks and regions.

During FY04 DSC staff sponsored the "Managing the Design Process through A/Es" training course for the second time. This course, which provides guidance about the technical side of managing an A/E contract, was developed by DSC employees. Recognizing that consultants are an extension of its staff, the DSC staff conducted an orientation to the Denver Service Center and the National Park Service for all new A/E contractors in FY04. This eight-hour session provided A/Es with similar process and procedure information that was offered in the "Managing the Design Process through A/Es" course so that the same NPS expectations for performance would be clearly defined and communicated to both DSC staff and its consultants.

During FY04 the Professional Services and Development Office began providing technical

assistance to the U.S. Army Corps of Engineers. DSC staff is consulting with the Corps in their selection and project management of A/E services for the design and construction of the Cordova Center on the Rock, Lake Red Rock, Iowa. This is a \$22 million multiphase-multiyear project to construct visitor use facilities. This partnership project is a resource-based cooperative center and regional destination that focuses on environmental learning experiences.



Jay Green, President, Shaw Beneco, Inc., the design and construction contractor, and John Beshears, Facility Management Division Chief, Grand Canyon National Park. The Grand Canyon National Park South Rim maintenance and warehouse facility, completed in 2003, was awarded with the Leadership in Energy and Environmental Design (LEED®) certification by the U.S. Green Building Council. This facility was the largest project completed to date using the design-build process for both the park and the Denver Service Center. Although there are other facilities within national parks that have received this certification, this is the first facility both owned and operated by the National Park Service to receive LEED® certification.

The Denver Service Center: FY05 and Beyond

The Denver Service Center will continue to play a significant role in enhancing overall NPS accomplishments in deferred maintenance backlog objectives and project completions. With the completion of the Service Center's realignment in FY03, the organization continues to improve its service to parks and regions by operating more efficiently and effectively. As the line-item construction program and other servicewide maintenance programs increase, the Denver Service Center will manage its workload by relying on the services of A/E firms to provide design and construction services. In FY04 DSC staff completed the alignment of its work standards to conform to current industry standards, and will maintain consistency through the use of the DSC Workflows WebPages.

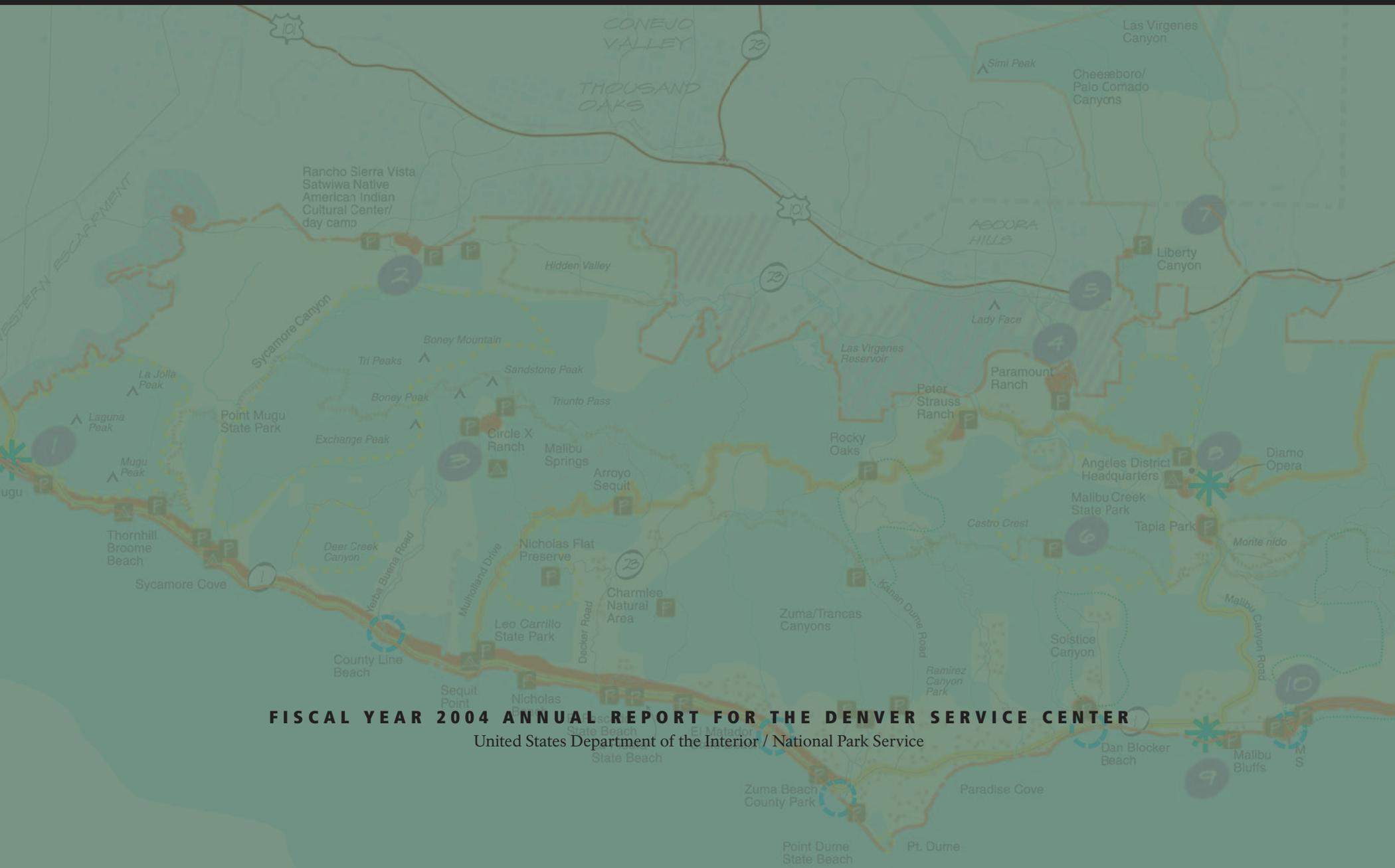
In FY05 the Denver Service Center will begin to initiate a two-year program to formally train and certify DSC project managers from all disciplines. The certification process requires completion of an academic training program and successfully passing the Project Management Institute's exam. In an effort to maintain our leadership in sustainable practices, the Denver Service Center is committed to certifying some of its professionals in the Leadership in Energy and Environmental Design (LEED®) process. With the growing acceptance of LEED®, the Service Center will retain a competitive edge in matters of sustainable design and construction practices.

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



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.

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