

# Denver Service Center

## Fiscal Year 2005 Annual Report and 2006 Planner

National Park Service  
U.S. Department of the Interior



## Message from the Denver Service Center Director

The Denver Service Center (DSC) provides park and community planning, contracting services, project management, design and 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, share in the National Park Service's overall commitment to protect America's natural and cultural resources and provide for visitor enjoyment.

The workload assigned to the Denver Service Center has increased as a result of the focus on the deferred maintenance backlog and other high priority initiatives within the National Park Service (NPS), including response efforts to natural disasters and strengthening site security. The Denver Service Center has been refining and changing its business practices to accomplish the workload assigned to this office, while continuing to provide the National Park Service with quality design and construction services on time and within budget. With the Denver Service Center's increased emphasis on client services and improved performance, regions are using the center to manage large construction, road, and planning projects. In fiscal year 2005 (FY05), the Denver Service Center worked on more than 550 projects, including line-item construction projects, Federal Lands Highway Program projects, park-funded projects, general management plans, and special resource studies.

In FY05 the Denver Service Center began formally training and certifying DSC project managers from all disciplines. This process requires at least two years of project management experience, completion of an academic training program, and successfully passing the rigorous Project Management Institute's exam. Thirty-six DSC employees were certified in FY05, and additional project managers will undergo this process during FY06. The Denver Service Center has also been actively maintaining leadership in sustainable practices by training and certifying professionals in the Leadership in Energy and Environmental Design (LEED®) process.

This document highlights DSC activities and accomplishments for FY05, and forecasts some of the key meetings and dates for calendar year 2006.\* This 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](http://www.nps.gov/dsc).



Daniel W. Weuk

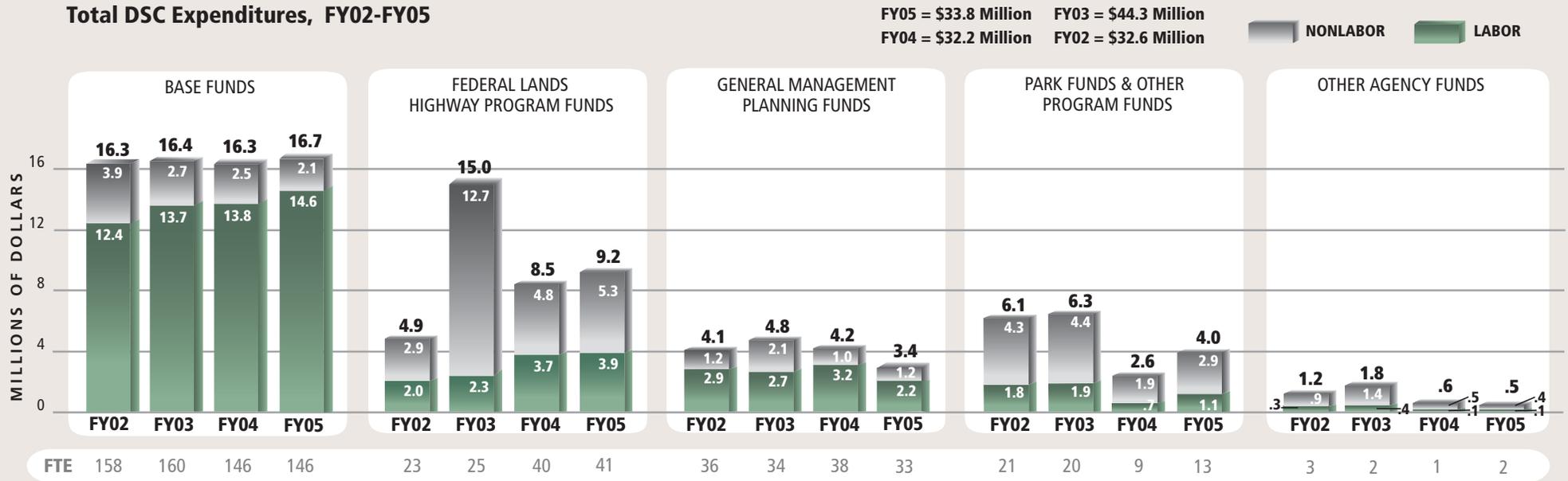
*\*Note: This 12-month planner for 2006 includes individual meetings, seminars, dates, and locations. Some of these meetings may be subject to change, and readers are advised to check NPS websites for the latest information available.*

# Focus on...Denver Service Center 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 projects, and other refundable and reimbursable programs such as park repair/rehabilitation maintenance projects. The Total DSC Expenditures table below provides a breakdown by funding source for DSC expenditures for FY02 through FY05. The Denver Service Center FY05 expenses exceeded appropriations because \$511,000 of prior year carry-over funds were used to sustain staffing levels in support of the line-item construction program.

The Appropriated DSC Base Funding chart below represents the appropriated base funding for the Denver Service Center for FY99 through FY05. Funding has remained essentially the same for seven years.

## Total DSC Expenditures, FY02-FY05



FTE Full-time-equivalent employees



Ozark National Scenic Riverways, MO

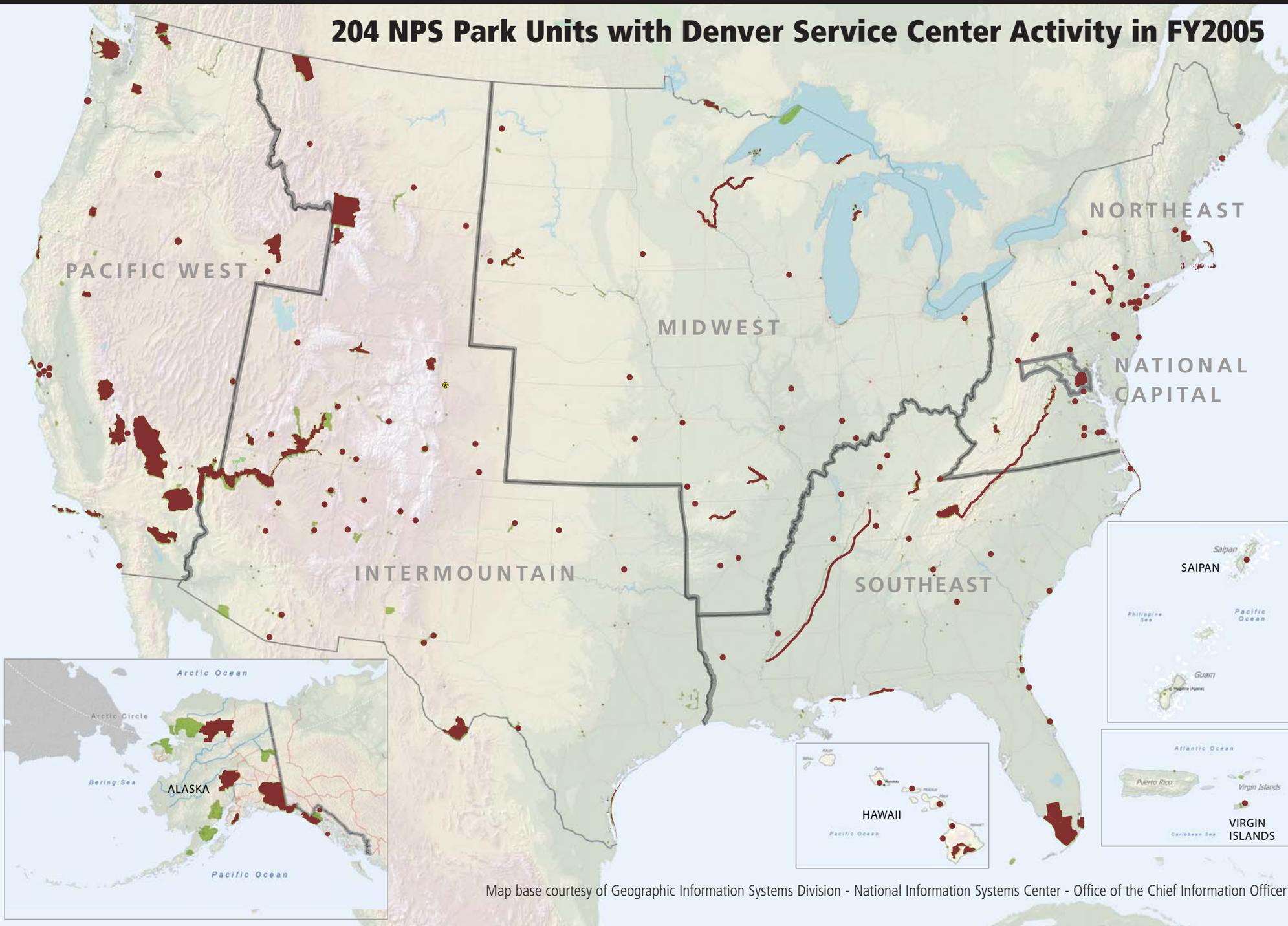
## Appropriated DSC Base Funding, FY99-FY05



# Denver Service Center



## 204 NPS Park Units with Denver Service Center Activity in FY2005



# January 2006

| December 2005 |    |    |    |    |    |    | February 2006 |    |    |    |    |    |    |
|---------------|----|----|----|----|----|----|---------------|----|----|----|----|----|----|
| S             | M  | T  | W  | T  | F  | S  | S             | M  | T  | W  | T  | F  | S  |
|               |    |    |    | 1  | 2  | 3  |               |    |    | 1  | 2  | 3  | 4  |
| 4             | 5  | 6  | 7  | 8  | 9  | 10 | 5             | 6  | 7  | 8  | 9  | 10 | 11 |
| 11            | 12 | 13 | 14 | 15 | 16 | 17 | 12            | 13 | 14 | 15 | 16 | 17 | 18 |
| 18            | 19 | 20 | 21 | 22 | 23 | 24 | 19            | 20 | 21 | 22 | 23 | 24 | 25 |
| 25            | 26 | 27 | 28 | 29 | 30 | 31 | 26            | 27 | 28 |    |    |    |    |

| Sunday                  | Monday   | Tuesday  | Wednesday | Thursday | Friday | Saturday |
|-------------------------|--|--|-----------|----------|--------|----------|
| 1<br><br>New Year's Day | 2<br><br>New Year's Day (observed)                     | 3  | 4         | 5        | 6      | 7        |
| 8                       | 9  | 10   | 11        | 12       | 13     | 14       |
| 15                      | 16<br><br>Martin Luther King Jr.'s Birthday (observed) | 17   | 18        | 19       | 20     | 21       |
| 22                      | 23   | 24   | 25        | 26       | 27     | 28       |
| 29                      | 30   | 31<br><br>Jan 31 – Feb. 2<br>DSC/Southeast Region Work Session - Atlanta |           |          |        |          |

**2** = Federal Pay Period

## DSC Servicewide Support

The Denver Service Center supported 204 park units of the national park system during FY05, with work in all seven NPS regions. This support included all phases in planning, design and construction, and transportation projects, and also included the archival and record support of the Technical Information Center and the support of DSC Contracting Services.

### Contact the Denver Service Center:

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 Denver, CO 80225-0287  
 303-969-2100  
 dsc\_director@nps.gov

### Web Links

National Park Service:  
<http://www.nps.gov>  
 Denver Service Center:  
<http://www.nps.gov/dsc>  
 DSC Workflows Webpages:  
[http://workflow.den.nps.gov/staging/1\\_Home/home.htm](http://workflow.den.nps.gov/staging/1_Home/home.htm)  
 NPS Planning Program:  
<http://www.planning.nps.gov>  
 Planning, Environment, and Public Comment system:  
<http://parkplanning.nps.gov>  
 DSC Technical Information Center Intranet website:  
<http://etic.nps.gov>

# Denver Service Center



## Focus on... Contracting Services

With 13 warranted contracting officers (12 with Level IV unlimited purchasing authority) and 14 contract specialists, the DSC Office of Contracting Services is the largest contracting office in the National Park Service. The office provides solicitation and negotiation services, awards, and administration of task orders and contracts for a number of professional and general services, including construction, for a number of professional and general services, including construction, for NPS clients. In FY05 the Denver Service Center awarded more than \$170 million in services, including planning, design, and construction program support.

This table shows the number of transactions handled by Contracting Services from FY01 through FY05. 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.

**All Contract Actions from All Fund Sources, Transaction Volume, FY01- FY05**



**All Contract Actions and All Fund Sources, Dollars Awarded FY01-FY05**

In Millions of Dollars

|                       | FY01           | FY02           | FY03           | FY04           | FY05           |
|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Professional Services | 25.1           | 46.0           | 46.5           | 32.9           | 34.3           |
| Construction          | 85.2           | 109.3          | 122.6          | 114.3          | 127.9          |
| Purchase Orders       | 4.1            | 10.7           | 13.0           | 4.3            | 7.1            |
| Agreements            | 1.0            | 1.7            | 1.3            | 0.1            | 0.8            |
| Narrow Banding        | 1.5            | 0.7            | 0.2            | -              | -              |
| Public Utilities      | 1.6            | 0.1            | 0.7            | -              | 0.3            |
| <b>TOTAL</b>          | <b>\$118.5</b> | <b>\$168.5</b> | <b>\$184.3</b> | <b>\$151.6</b> | <b>\$170.4</b> |

Badlands National Park, SD



# February 2006

## January 2006

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 |    |    |    |    |

## March 2006

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |

## Contracting Services Highlights

In FY05 Contracting Services underwent two acquisition management reviews: an administrative review conducted by the Bureau of Reclamation to provide baseline data on the DSC contracts program, and an official NPS acquisition management review to assess and report DSC performance. Both reviews provided valuable information and confirmation of the overall soundness of the contracting program.

Contracting Services continues to hone its data management processes and results through appropriate emphasis on accurate data gathering and continued development and improvement of useful management reports. The Denver Service Center uses this data to identify specific areas to target for potential schedule and cost control measures; avoid protests, disputes, and claims; and make various procurement process improvements. Accurate data is also essential for planning the office's human resources training, management efforts, and budget.

| Sunday | Monday  | Tuesday  | Wednesday  | Thursday | Friday | Saturday |
|--------|---|--|--|----------|--------|----------|
|        |   |  | 1  | 2        | 3      | 4        |
|        |   | Jan 31 – Feb. 2 DSC/Southeast Region Work Session - Atlanta              |  |          |        | 4        |
| 5      | 6   | 7  | 8  | 9        | 10     | 11       |
|        |   | NPS Development Advisory Board project submissions for March meeting due | 6 –10 DSC Sponsored Training: Project Management Professional Certification - Denver |          |        |          |
| 12     | 13  | 14   | 15   | 16       | 17     | 18       |
|        | ← 13 –17 DSC/Midwest Region Work Session - Omaha/Denver → |  |  |          |        | 5        |
| 19     | 20  | 21   | 22   | 23       | 24     | 25       |
|        | President's Day   | ← 21 –23 DSC Sponsored Training: Managing Construction - Denver →        |  |          |        |          |
| 26     | 27  | 28   |  |          |        |          |
|        |   | DSC/Intermountain Region Work Session - Denver                           |  |          |        |          |



Amistad National Recreation Area, TX



## Focus on... NPS Small Business Contracting Program

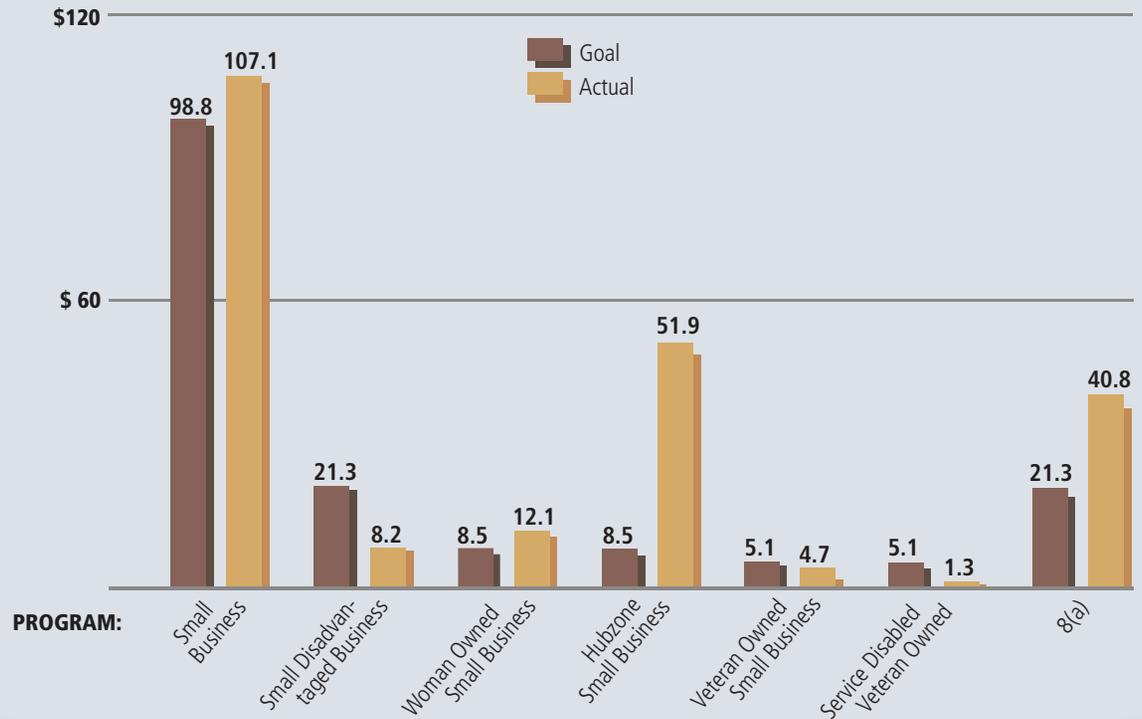
The Denver Service Center supports the socioeconomic program goals of both the National Park Service and the U.S. Department of the Interior Office of Small and Disadvantaged Business Utilization, and exceeded most of its assigned small business goals in FY05. Through its partnership with the Small Business Administration, the DSC Contracting Services office helped the DSC business lines and parks award many contracts to small business and disadvantaged firms throughout the country. The table below illustrates the DSC small business goals and accomplishments for FY05. In many instances a small business award is credited to more than one subcategory within the socioeconomic program.



Pictured Rocks National  
Lakeshore, MI

### DSC Contract Actions, FY05 Small Business Contracting

Millions of Dollars



# March 2006

## February 2006

| S  | M  | T  | W  | T  | F  | S  |
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|    |    |    | 1  | 2  | 3  | 4  |
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| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 |    |    |    |    |

## April 2006

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| 9  | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 |    |    |    |    |    |    |

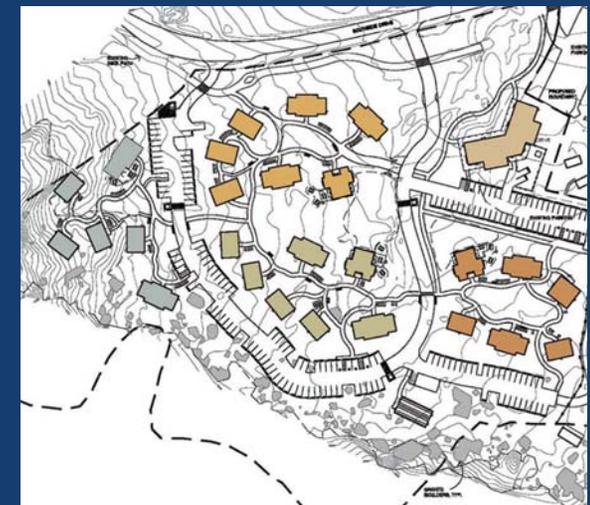
**Sunday      Monday      Tuesday      Wednesday      Thursday      Friday      Saturday**

|   |   |   |    |    |    |    |
|---|---|---|----|----|----|----|
|   |   |   | 1  | 2  | 3  | 4  |
| 5   | 6   | 7   | 8  | 9  | 10 | 11 |
| 5-8 – Association of Partners for Public Lands Annual Meeting – Little Rock |   | 7-9 – NPS Servicewide Maintenance Advisory Committee (SMAC) meeting – Washington D.C. |    |    |    | 6  |
| 12  | 13  | 14  | 15 | 16 | 17 | 18 |
|   |   | 14-16 – NPS Development Advisory Board Meeting – San Francisco                        |    |    |    | 7  |
| 19  | 20  | 21  | 22 | 23 | 24 | 25 |
|   | Vernal (spring) Equinox<br>20-24 – DSC Sponsored Training: Project Management Professional Certification – Denver |   |    |    |    |    |
| 26  | 27  | 28  | 29 | 30 | 31 |    |

## Small Business Contracting Program Highlights

The Denver Service Center awarded a \$25-million construction contract for the new Curry Village employee housing facility in Yosemite National Park in January 2005 to Miller-Watts Constructors. This firm is a certified HUBZone (Historically Underutilized Business Zone) small business. This Small Business Administration program designation is designed to stimulate economic development and create jobs in designated urban and rural communities by providing federal contracting preferences to qualified small businesses. These preferences go to small businesses that obtain this certification in part by employing staff who live in a designated HUBZone. The program resulted from provisions in the Small Business Reauthorization Act of 1997.

The Denver Service Center hosts two small business trade fairs annually, participates in similar fairs from other organizations, and conducts one-on-one counseling sessions to highlight the opportunities for small businesses working with the National Park Service.



Curry Village Site Plan, Yosemite National Park, CA



## Focus on... Design and Construction Division

The DSC Design and Construction Division is responsible for the project management services for line-item construction and park-funded projects. With the support of architectural and engineering (A/E) firms, this division provides project management in the planning, design, construction, and post-construction for new and existing buildings, historic structures, and a number of infrastructure systems. The Denver Service Center manages projects through the phases of the typical five-year cycle — from project initiation through post-construction activities. In FY05 the Design and Construction Division managed nearly \$500 million in active construction contracts and \$14 million in design services.



Parks and regions in the national park system are continuing to request DSC involvement in managing their line-item projects. In FY05 the NPS Midwest and Southeast regions committed to having the Denver Service Center manage most of their line-item construction programs. The Denver Service Center is currently managing a high percentage of line-item construction projects for three of the remaining five regions, and the percentage is increasing for the remaining two regions. This higher volume of program work is expected to continue.

The National Park Service has made significant progress in addressing the maintenance backlog. Not only has the Service undertaken thousands of projects to address existing facility deficiencies, but the Service has also developed, and begun deploying, a new Asset Management Program focused on understanding the life-cycle costs of the Service's assets to prevent another large deferred maintenance backlog.



The Denver Service Center will play a key role in the NPS Asset Management Program by assisting with a project's formulation programming and management.



# April 2006

March 2006

|    |    |    |    |    |    |    |
|----|----|----|----|----|----|----|
| S  | M  | T  | W  | T  | F  | S  |
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| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 |    |

May 2006

|    |    |    |    |    |    |    |
|----|----|----|----|----|----|----|
| S  | M  | T  | W  | T  | F  | S  |
|    |    |    | 1  | 2  | 3  | 4  |
| 5  | 6  | 7  | 8  | 9  | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 |    |

| Sunday                                | Monday | Tuesday   | Wednesday                              | Thursday | Friday | Saturday  |
|---------------------------------------|--------|---|--|----------|--------|-----------|
|                                       |        |   |  |          |        | 1         |
| 2<br>daylight saving time begins<br>← | 3      | 4   | 5                                      | 6        | 7      | 8         |
|                                       |        | 2-8 – National Library Week                           |  |          |        |           |
| 9                                     | 10     | 11  | 12                                     | 13       | 14     | 15        |
|                                       |        |   |  |          |        | 9         |
| 16                                    | 17     | 18  | 19                                     | 20       | 21     | 22        |
|                                       |        | 18-20 – DSC/Pacific West Region Work Session – Denver |  |          |        | Earth Day |
| 23<br>↘<br>30<br>←                    | 24     | 25  | 26<br>Administrative Professionals Day | 27       | 28     | 29        |
|                                       |        | 22-30 – National Park Week                            |  |          |        | 10        |

## Design and Construction Project Highlights

### Ft. Stanwix National Monument - NY Marinus Willett Collections Management and Education Center



The new Willett Center was opened to the public July 1, 2005. This 13,700 square-foot facility provides visitor interpretive services and curatorial facilities for more than 400,000 artifacts uncovered during the Fort Stanwix Bicentennial reconstruction. The A/E design for this \$4.5-million facility was performed by Einhorn Yaffee Prescott Architecture and Engineering P.C. and constructed by Structural Associates Inc; construction management was done by PBS&J.

### Crater Lake National Park – OR Crater Lake Superintendent's Residence



This rehabilitation included restoring the exterior and interior historic appearance of this National Historic Landmark, which included such items as floor, stonework, walls, and windows. Some rehabilitation of the cultural landscape was also included in the project. The superintendent's residence will now serve as a science and learning center. This project was funded through both line-item construction and fee demonstration funds totaling \$1.5 million. The A/E design was performed by Fletcher Farr Ayotte and constructed by T. Gerding Construction; construction management was done by PBS&J.

# Design and Construction Program Highlights

The Denver Service Center has made considerable progress in both its obligation rate and total construction dollars obligated over the past four years. The Denver Service Center has maintained an obligation rate over 60% in FY02, FY03, FY04, and FY05, a substantial improvement from the 36% obligation rate in FY01. At the same time, DSC construction awards from all funding sources have steadily increased. In FY02 active construction was \$249 million. In FY05, the Denver Service Center managed 165 active construction projects totaling \$499 million, as the table below illustrates. The figures in this table represent the initial contract award, construction management costs, and all contract modifications for all active construction projects from all funding sources managed by the Denver Service Center, which includes all line-item construction projects, park funded projects, and fee-demo projects.

## DSC Active Construction Contracts by Region, All Fund Sources, FY02-FY05

| Region       | FY02       |                      | FY03       |                      | FY04       |                      | FY05       |                      |
|--------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|
|              | Number     | Award Amount         |
| AR           | 5          | \$15,797,641         | 4          | \$19,622,592         | 4          | \$20,015,568         | 5          | \$27,172,701         |
| IMR          | 17         | \$46,532,525         | 23         | \$55,043,534         | 24         | \$65,592,089         | 26         | \$65,259,475         |
| MWR          | 4          | \$7,641,311          | 5          | \$8,436,521          | 5          | \$11,384,045         | 7          | \$16,721,449         |
| NCR          | 28         | \$29,200,753         | 32         | \$48,447,703         | 33         | \$85,744,845         | 25         | \$98,531,702         |
| NER          | 30         | \$40,285,589         | 34         | \$69,327,870         | 42         | \$111,161,008        | 55         | \$139,733,505        |
| PWR          | 23         | \$70,371,031         | 20         | \$62,518,145         | 25         | \$81,022,271         | 29         | \$117,739,321        |
| SER          | 15         | \$26,919,324         | 12         | \$25,825,415         | 17         | \$28,719,600         | 15         | \$27,604,350         |
| USFWS        | 5          | \$12,292,285         | 0          | \$0                  | 0          | \$0                  | 0          | \$0                  |
| WASO         | 0          | \$0                  | 0          | \$0                  | 3          | \$6,928,529          | 3          | \$6,818,911          |
| <b>Total</b> | <b>127</b> | <b>\$249,040,459</b> | <b>130</b> | <b>\$289,221,780</b> | <b>153</b> | <b>\$410,567,955</b> | <b>165</b> | <b>\$499,581,414</b> |

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

The table to the right illustrates the execution of the line-item construction program, including construction management task orders and add-on construction planning activities. The figures in this table capture the number of projects awarded and the initial award amount of the line-item construction project by year.

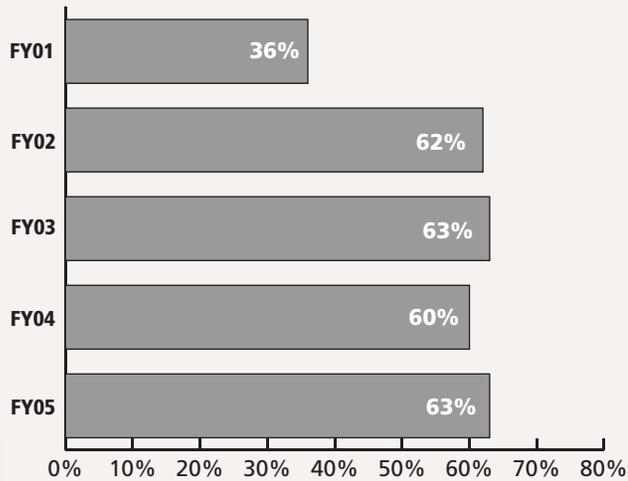
## DSC Execution of the NPS Construction Program, Construction Awards by Region, FY01-FY05 DSC LIC, Title V LIC / Title VIII LIC (Excluding Reimbursables and Fee Demo)

|              | FY01                |                 | FY02                |                 | FY03                |                 | FY04                 |                 | FY05                |                 |
|--------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|----------------------|-----------------|---------------------|-----------------|
|              | Amount              | No. of Projects | Amount              | No. of Projects | Amount              | No. of Projects | Amount               | No. of Projects | Amount              | No. of Projects |
| AR           | \$3,190,052         | 2               |                     | 0               |                     | 0               |                      | 0               | \$9,077,556         | 3               |
| IMR          | \$3,166,688         | 3               | \$8,380,383         | 5               | \$4,635,805         | 3               | \$10,518,412         | 10              | \$5,955,459         | 4               |
| MWR          | \$1,191,566         | 2               | \$1,124,333         | 1               | \$5,354,021         | 3               | \$5,824,519          | 4               | \$11,764,884        | 6               |
| NCR          | \$464,784           | 2               | \$10,431,345        | 7               | \$22,660,993        | 10              | \$26,950,285         | 9               | \$15,252,043        | 8               |
| NER          | 12,803,723          | 3               | \$7,479,817         | 5               | \$45,932,569        | 21              | \$27,087,947         | 14              | \$24,456,201        | 12              |
| PWR          | \$15,931,571        | 5               | \$31,063,701        | 8               | \$8,523,508         | 4               | \$11,271,766         | 6               | \$13,403,889        | 6               |
| SER          | \$5,265,170         | 3               | \$17,900,866        | 7               | \$3,439,375         | 4               | \$17,147,534         | 6               | \$3,121,762         | 6               |
| WASO         |                     | 0               |                     | 0               |                     | 0               | \$6,568,380          | 2               |                     | 0               |
| <b>TOTAL</b> | <b>\$42,013,554</b> | <b>20</b>       | <b>\$76,380,445</b> | <b>33</b>       | <b>\$90,546,271</b> | <b>45</b>       | <b>\$105,368,843</b> | <b>51</b>       | <b>\$83,031,794</b> | <b>45</b>       |

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

### DSC Line-Item Construction Program Obligation Rates, FY01-FY05

(Percentage of available funds obligated)



### DSC Line-Item Construction Program Awards, FY01-FY05

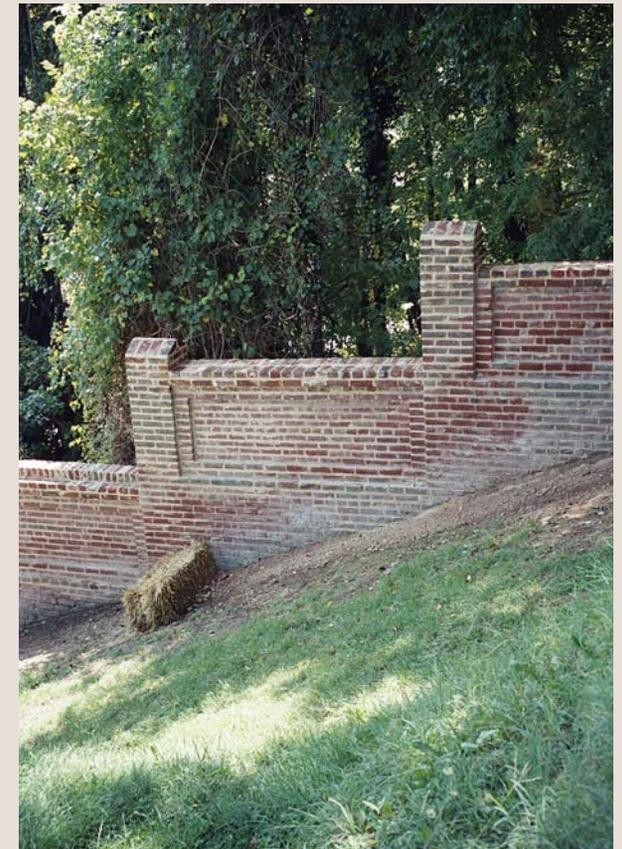
|  | FY01         | FY02         | FY03         | FY04          | FY05         |
|--|--------------|--------------|--------------|---------------|--------------|
| <b>Current year funds obligated in fiscal year</b> | \$19,000,000 | \$42,000,000 | \$52,000,000 | \$86,000,000  | \$49,500,000 |
| <b>Carryover funds obligated in fiscal year</b>    | \$23,000,000 | \$34,000,000 | \$38,000,000 | \$19,000,000  | \$33,500,000 |
| <b>Total Funds Obligated</b>                       | \$42,000,000 | \$76,000,000 | \$90,000,000 | \$105,000,000 | \$83,000,000 |

These figures illustrate the DSC line-item construction rates and the DSC line-item construction program awards by appropriation year for FY01–FY05.

The table below shows the A/E costs associated with the DSC portion of the line-item construction program for FY01–FY05.

### A/E Design Costs Associated with the DSC Share of the Line-Item Construction Program, FY01-FY05

|   | FY01        | FY02         | FY03         | FY04         | FY05         |
|---|-------------|--------------|--------------|--------------|--------------|
| <b>Add-On Construction Planning</b>       | \$253,105   | \$1,271,044  | \$3,085,072  | \$2,983,803  | \$2,467,011  |
| <b>Line-Item Construction Planning</b>    | \$4,427,483 | \$6,972,424  | \$7,013,212  | \$6,011,651  | \$4,594,306  |
| <b>Supplemental Services / Pre-design</b> | \$3,936,191 | \$7,899,691  | \$3,067,536  | \$4,962,023  | \$5,686,973  |
| <b>Compliance Planning</b>                |             |              | \$1,011,268  | \$2,060,936  | \$1,408,413  |
| <b>Total A/E Design</b>                   | \$8,616,779 | \$16,143,159 | \$14,177,088 | \$16,018,413 | \$14,156,703 |



Restored perimeter wall, Fredericksburg National Cemetery, VA



## Focus on... Quality Assurance Group

The Quality Assurance Group within the Design and Construction Division provides quality assurance reviews for all DSC-managed design and construction projects, and also provides a wide range of design and construction support services to parks, regions, and program offices.

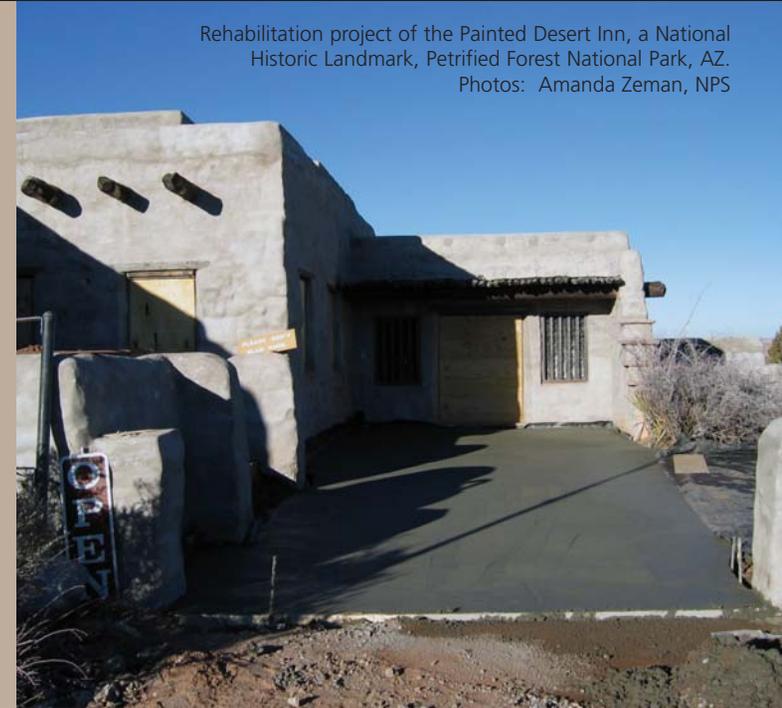
The group is also responsible for the development and management of the design and construction portions of the DSC Workflows WebPages. This website is continually updated to reflect the service center's most current requirements, procedures, roles and responsibilities, guidelines, templates, and forms. Technical support from this group includes the following:

**Compliance:** The group provides assistance related to the National Environmental Policy Act, the Endangered Species Act, and Section 106 of the National Historic Preservation Act.

**Quality Assurance:** Quality assurance reviews of design and construction documents are performed for design and construction and some transportation projects managed by the Denver Service Center. The group also assists parks and regional offices with quality assurance reviews.

**Technical Support:** Technical specialists support the park system through charrettes, condition assessments, and value analysis/engineering.

Rehabilitation project of the Painted Desert Inn, a National Historic Landmark, Petrified Forest National Park, AZ.  
Photos: Amanda Zeman, NPS



# May 2006

April 2006

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June 2006

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|---|--|--|---------------------------------------|----------|--------|----------|
|   | 1  | 2<br>NPS Development Advisory Board project submissions for June meeting due | 3<br>Annual Meeting – Washington D.C. | 4        | 5      | 6        |
| 7<br>30 – May 3 - American Council of Engineering Companies | 8  | 9  | 10                                    | 11       | 12     | 13       |
| 14  | 15   | 16   | 17                                    | 18       | 19     | 20       |
| 21  | 22<br>22-24 – DSC/National Capital Region Denver | 23   | 24<br>Work Session – Denver           | 25       | 26     | 27       |
| 28  | 29<br>Memorial Day                               | 30   | 31                                    |          |        |          |

## Quality Assurance Group Highlights

The Quality Assurance Group provides quality assurance and technical assistance in a number of specialties, including:

- architecture (LEED© trained)
- civil engineering
- constructability
- construction management
- cost estimating
- drafting standards
- electrical engineering
- fire protection/safety
- landscape architecture
- life-cycle cost analysis
- lighting
- mechanical engineering (LEED© trained)
- preservation architecture
- roofing and waterproofing
- structural engineering
- sustainability
- value analysis

The Technical Support Group within the Design and Construction Division helps establish cost-estimating/engineering practices and procedures for NPS construction programs.

The NPS Seismic Safety Program is 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. This 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.

# Denver Service Center



## Focus on... Information Management Division

The Information Management Division supports the Denver Service Center and the National Park Service in project schedule control, document and records management, digital printing, distance training and learning, internal and external communications, and technology innovation. The division improves the overall efficiencies of the Denver Service Center through technology.

The Denver Service Center relies on system tools for accountability and efficiency in its operations, and uses the Microsoft Project Enterprise Management System. This system provides accurate and timely reporting on DSC planning, transportation, design, and construction projects. Integration with other NPS tracking systems, including the Construction Program Management Office's QTrack system, was completed in FY05. This integration will eliminate the need for duplicate entry in multiple systems, and will improve the quality of data in the systems.

The DSC Workflows WebPages provide concise design guidance for A/E firms working on NPS projects. Workflows are also used by DSC employees and NPS park and regional staff to access clear and timely guidance for NPS project completions. Workflows are continually updated to improve usability and ensure that the site reflects current DSC work processes.

The Information Management Division worked closely with the NPS Natural Resources and Stewardship and Science Directorate this past year in the servicewide implementation of the Planning, Environment, and Public Comment (PEPC) system. This web-based system tracks all aspects of planning and compliance on each NPS project, and it gathers, analyzes, and responds to internal and public comments. The Denver Service Center plays a key role in posting and maintaining data for the Park Planning and Special Studies Program and the line-item construction program within the PEPC system.

The Information Management Division is working to define its enterprise architecture to meet Department of the Interior-mandated requirements and to better integrate with other NPS asset-related systems.

Example of Spreadsheet from the Microsoft Project Management System



## Denver Service Center Workflows

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

### Design Bid-Build



Screenshot of DSC Workflows Web pages

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

- Design Bid-Build
- Design Build
- Phases
  - 0.0 General
  - 1.0 Pre-design
  - 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

**Planning, Environment and Public Comment (PEPC)**  
Fostering conservation-based decision-making through consultation, cooperation and communication

Home | Parks | Plans/Docs | Policy | Links | Search

Welcome to the National Park Service Planning, Environment and Public Comment site. This site provides access to current plans, environmental impact analyses, and related documents on public review. Users of the site can submit comments for documents available for public review.

The National Park Service prepares a variety of planning and environmental documents to help guide it in managing park resources. These documents can range from site-specific impact analyses on facility locations to broader park-wide plans for future use and management of a park.



This site contains all of the currently active plans and environmental documents for the National Park Service. You can select from the list of specific national parks below, by region or state, or use our [Advanced Search](#) feature.

Search parks by region:  Or, Search parks by state:

Choose a park:

[Plans/Documents Open for Comment](#)

Screenshot of PEPC

# June 2006

## May 2006

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## July 2006

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|    |    | 6-8 – NPS Development Advisory Board Meeting – Denver |                 | 8-10 – American Institute of Architects National Convention Los Angeles |    | 13 |
| 11 | 12 | 13  | 14              | 15  | 16 | 17 |
|    |    |   | Flag Day        |   |    |    |
| 18 | 19 | 20  | 21              | 22  | 23 | 24 |
|    |    |   | Summer Solstice |   |    | 14 |
| 25 | 26 | 27  | 28              | 29  | 30 |    |

## Information Management Highlights

The Information Management Division is responsible for the DSC employee development and training courses, and in FY05 courses included servicewide courses, supervisory training, computer training, seminars and conferences, and individual developmental training, including Project Management Certification, Managing Construction, Managing the Design Process through A/Es, and Contracting Officer Representative Certifications.

In FY05 the DSC library responded to requests for assistance with research and cataloging, and more than 1,800 items were cataloged and added to the NPS online catalog. Document delivery requests to the library increased by 28% from the previous year.

Information Management established new processes in FY05 to streamline workflows using new technologies and equipment. Scanning all reports and drawings, rather than microfilming, is now the standard.



Contracting Officer Representative Training Course



## Focus on... Technical Information Center

The Technical Information Center (TIC) is the servicewide information management system for documents and drawings. It is the central repository for all NPS-generated planning, design, and construction drawings and documents and related technical report documentation.

The Technical Information Center continues to advance its information management capabilities, and in FY05 the center launched a new Intranet website—eTIC. This newest improvement brings a legacy system (in existence since 1968) into the 21st century.

The web-based system makes more than two million NPS images of archived maps, drawings, reports, photographs, and other materials documenting details and history of NPS sites available via the web to NPS employees. Continued access to these records ensures that parks, regions, and central offices have access to data for research purposes, facility improvements, and repairs.

The eTIC system records are accessible through a Google™ like keyword search. More than 23,000 searches have been conducted on eTIC since it was launched in September 2004.



### Search TIC

[go](#) [search tips](#)

From:  To:

The Technical Information Center (TIC) is designated by the National Park Service (NPS) as the central repository for managing all NPS-generated planning, design, and construction drawings, and related technical report documents. E-TIC is a document management system of these infrastructure documents and drawings.

*This site is best viewed with Internet Explorer 5 or above.*



| park                     | document set title   | type     | address | rev | date       | files                   |
|--------------------------|--|----------|---------|-----|------------|-------------------------|
| <input type="checkbox"/> | DINO 1963 ARCHAEOLOGICAL SURVEY  | Document | D37     | A   | 02/01/1964 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 1963 ARCHAEOLOGICAL SURVEY  | Drawing  | 20382   |     | 01/01/1964 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 3 BEDROOM RESIDENCE   | Drawing  | 3116    | B   | 07/01/1956 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 3 BEDROOM RESIDENCE   | Drawing  | 3116    | C   | 09/01/1956 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 3 BEDROOM RESIDENCES  | Drawing  | 3140    |     | 02/01/1957 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 4 UNIT APARTMENT  | Drawing  | 3133    | D   | 09/01/1956 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 4 UNIT APARTMENTS   | Drawing  | 3139    |     | 02/01/1957 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 6 UNIT SEASONAL APARTMENTS  | Drawing  | 3145    | A   | 07/01/1962 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 6 UNIT SEASONAL APARTMENTS  | Drawing  | 3145    | B   | 07/01/1963 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO 8.5 MILE SLIDE CORRECTION-HARPER  | Drawing  | 80028   |     | 07/01/1964 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO A PARTIAL ANNOTATED BIBLIOGRAPHY - DINO AND SURROUNDING AREA  | Document | D20     |     | 08/01/1957 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO A PRELIMINARY SURVEY OF THE AQUATIC VERTEBRATE & INVERTEBRATE FAUNAS  | Document | D81     |     | 06/01/1962 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO A PROPOSAL TO ANALYZE AND INTERPRET USER PERCEPTION OF THE COLORADO RIVER IN CARVING AND THE GREEN AND YARPA RIVERS IN CROOKS | Document | D99     |     | 06/01/1975 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO A SURVEY OF THE RECREATIONAL RESOURCES OF THE COLORADO RIVER BASIN  | Document | D458    |     | 06/01/1946 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO ACCESS ROAD   | Drawing  | 41008   |     | 06/01/1972 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO ACCESS ROAD & TRAIL   | Drawing  | 3322    |     | 09/01/1945 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO ACCESS ROAD - GATES OF LOODRE   | Drawing  | 3303    |     | 06/01/1964 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO ACCESS ROAD - GATES OF LOODRE   | Drawing  | 3303    | A   | 02/01/1964 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO ACCESS ROAD ALT. CORRIDOR-LOODRE  | Drawing  | 40001   |     | 05/01/1974 | <a href="#">more...</a> |
| <input type="checkbox"/> | DINO ADDITION TO CAMPGROUNDS   | Drawing  | 3226    | A   | 04/01/1963 | <a href="#">more...</a> |

# July 2006

## June 2006

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## August 2006

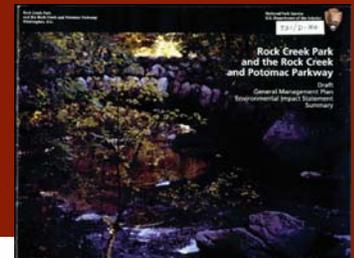
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## Technical Information Center Highlights

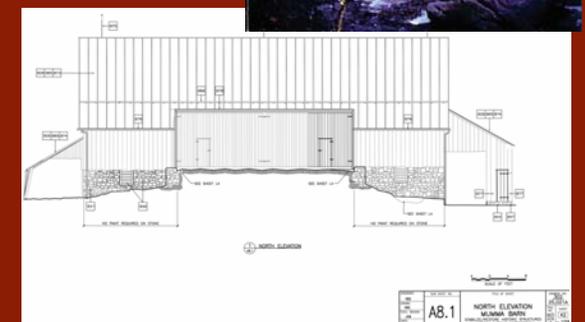
TIC staff worked on projects including archival and record surveys, scanning and/or microfilming of materials, cataloging, and training in archives processes. Specialists worked with:

- Big South Fork National River and Recreation Area (TN)
- Blue Ridge Parkway (NC)
- Buck Island Reef National Monument (Virgin Islands)
- Cape Lookout National Seashore (NC)
- Congaree Swamp National Monument (NC)
- Cumberland Gap National Historical Park (KY)
- Everglades National Park (FL)
- Fort Donelson National Battlefield (TN)
- Gulf Islands National Seashore (MS)
- Mammoth Cave National Park (KY)
- Ocmulgee National Monument (GA)
- Yellowstone National Park (WY)

As a service to parks and to add to the TIC collection, TIC staff also scanned drawings from Dinosaur National Monument (CO), Glacier National Park (MT), Independence National Historical Park (PA), and Padre Island National Seashore (TX).



NPS products available through eTIC



| Sunday | Monday | Tuesday               | Wednesday | Thursday | Friday | Saturday |
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| 2      | 3      | 4<br>Independence Day | 5         | 6        | 7      | 8        |
| 9      | 10     | 11                    | 12        | 13       | 14     | 15       |
| 16     | 17     | 18                    | 19        | 20       | 21     | 22       |
| 23     | 24     | 25                    | 26        | 27       | 28     | 29       |
| 30     | 31     |                       |           |          |        |          |



## Focus on... Transportation Division

The DSC Transportation Division consists of two groups: the Park Roads and Parkways Branch and the Transportation Planning Branch. Both are supported by a Federal Lands Highway Program (FLHP) compliance group and a FLHP revegetation group.

The division continues to effectively assist parks and regions with transportation planning, design development, and construction. The division works with the Federal Highway Administration (FHWA) and the National Park Service to identify programmatic needs and to develop recommendations for improvement.

In FY05 the Denver Service Center workload in the Transportation Division was 199 projects within seven regions. The compliance group within this branch worked on 47 projects in FY05.



Clockwise from top right: Theodore Roosevelt National Park (ND), Rocky Mountain National Park (CO), Crater Lake National Park (OR), Great Smoky Mountains National Park (TN)



# August 2006

**July 2006**

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**September 2006**

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## Revegetation Program Highlights

Since the Native Plants and Revegetation Program's inception in 1989, it has worked to erase the scars of construction disturbance by reestablishing native plant associations along roads. In accordance with NPS management policies, the program has used local genetic stocks wherever possible, and has coordinated production of thousands of pounds of park indigenous seed and park indigenous bare root and container plants.

The program has enjoyed a 16-year partnership with the Natural Resources Conservation Service's (NRCS) Plant Materials Centers. In addition to coordinating plant materials production, the DSC revegetation program is deeply involved in revegetation planning, writing, and reviewing revegetation-related specifications; promoting technology transfer; responding to technical assistance requests; and supporting special studies and projects. Program accomplishments in FY05 include the following:

- Provided technical assistance to project specialists and project managers at the Denver Service Center and to park staff relative to revegetation project needs at 26 national parks. This included on-site program technical assistance to 14 national parks.
- Provided NRCS native seed and plant production and deliveries, and transplanted indigenous species to 15 parks.
- Provided NRCS processing of park-collected seed at 3 national parks.
- Provided revegetation planning assistance to 5 national parks.
- Provided contract specification preparation and review to 3 national parks.

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday                 | Saturday |
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| 6      | 7      | 8       | 9         | 10       | 11                     | 12       |
| 13     | 14     | 15      | 16        | 17       | 18                     | 19       |
| 20     | 21     | 22      | 23        | 24       | 25<br>NPS Founders Day | 26       |
| 27     | 28     | 29      | 30        | 31       |                        |          |

# Park Roads and Parkways Branch Highlights

By agreement with the Federal Highway Administration, the National Park Service provides the landscape architectural expertise and compliance activities needed to fulfill legal requirements prescribed by law and to ensure the mission of the Park Service — to preserve and protect resources. Participation of NPS staff is usually from initial project scoping in the field through final construction inspection. The branch also provides customized project services based on specific park requirements or park needs.

Twenty-one construction contracts, totaling \$50,704,845, were awarded in FY05 for the Park Roads and Parkways Program. The table illustrates the NPS awards by both NPS and FHWA regions.



## Projects, Park Roads and Parkways Design and Construction Program Denver Service Center and Federal Lands Highway – FY05 Awards Schedule

| <u>Project/Description</u>  | <u>NPS Region</u> | <u>Federal Lands<br/>Highway Division</u> |                     |
|---|-------------------|---|---------------------|
| Allegheny Portage Railroad National Historic Site (PA), Rehab Park Roads                                      | .NER              | E   | \$753,140           |
| Blue Ridge Parkway (NC), Construct Sample guardwalls  | .SER              | E   | \$51,460            |
| Blue Ridge Parkway (NC), Emergency Slide Repair   | .SER              | E   | \$2,463,912         |
| Blue Ridge Parkway (NC), Emergency Slide Repair MP 321-323  | .SER              | E   | \$2,883,080         |
| Blue Ridge Parkway (NC), Rehabilitation of Paved Waterways  | .SER              | E   | \$542,940           |
| Blue Ridge Parkway (NC), Rehab Twin Tunnel # 1  | .SER              | E   | \$2,664,857         |
| Chesapeake & Ohio Canal National Historical Park (MD),<br>Rehab River Park Road Bridge over C & O Canal       | .NCR              | E   | \$894,526           |
| Death Valley National Park (CA), Rehabilitation of Mud Canyon Road  | .PWR              | C   | \$6,477,326         |
| Dinosaur National Monument (CO), Rehabilitation of Cub Creek Road   | .IMR              | C   | \$2,778,241         |
| George Washington Memorial Parkway (VA), Clean/paint National Airport Entrance Bridge                         | .NCR              | E   | \$4,198,090         |
| George Washington Memorial Parkway (VA), Rehab, Gulf Branch Bridge painting                                   | .NCR              | E   | \$1,090,680         |
| George Washington Memorial Parkway (VA), Smoothride, Columbia Island Roads                                    | .NCR              | E   | \$1,462,925         |
| Great Smoky Mountains National Park, Foothills Parkway (TN),<br>New Bridge 8, rail on Bridges 9 & 10, grading | .SER              | E   | \$4,673,957         |
| Johnstown Flood National Memorial (PA), Rehab Park Roads  | .NER              | E   | \$838,446           |
| Morristown National Historical Park (NJ), Rehab Cemetary Road   | .NER              | E   | \$1,058,068         |
| Mount Rainier National Park (WA), Rehabilitation SR 123, Phase 1  | .PWR              | W   | \$7,564,213         |
| National Mall & Memorial Parks (DC),<br>Rehab, EB and WB Independence Ave from 14th to 17th                   | .NCR              | E   | \$3,222,135         |
| Olympic National Park (WA), Rehabilitation Sol Duc Valley Road  | .PWR              | W   | \$713,556           |
| Upper Delaware Scenic and Recreational River (PA),<br>Repair One Section of Roebling Bridge Deck              | .NER              | E   | \$246,540           |
| Vicksburg National Military Park (MS), Fix Slide Adjacent to Connecting Avenue                                | .SER              | E   | \$847,465           |
| Yosemite National Park (CA), Construct Merced River Bridge/El Portal  | .PWR              | C   | \$5,279,288         |
| <b>Grand Total</b>  |                   |   | <b>\$50,704,845</b> |

**IMR** Intermountain Region, **NCR** National Capital Region, **NER** Northeast Region, **PWR** Pacific West Region, **SER** Southeast Region, **E** Eastern, **C** Central, **W** Western

Installation of matting, seed grass, and groundcover to stabilize slope,  
Grandey Creek Bridge, Olympic National Park, WA

## FY05 DSC Transportation Planning Projects, Year-End Status

| Park   | State | Project   | FY04 & Earlier | FY05 by month       |   |   |   |   |   |   |   |   |   |   |   | FY06 |      |   |  |
|--|-------|---|----------------|---------------------|---|---|---|---|---|---|---|---|---|---|---|------|------|---|--|
|  |       |   |                | O                   | N | D | J | F | M | A | M | J | J | A | S |      |      |   |  |
| % Complete = Percentage of Project goals met in FY05 |       |   |                | ✓ Project Completed |   |   |   |   |   |   |   |   |   |   |   |      |      |   |  |
| Amistad National Recreation Area                     | TX    | GMP Transportation Study                                |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Arches National Park                                 | UT    | Alternative Transportation Planning                     |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 98%  | ✓ |  |
| Chesapeake & Ohio Canal NHP                          | MD    | GMP Transportation Study                                |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Fort Clatsop National Memorial                       | OR    | Transportation Day Use Facilities                       |                | ✓                   |   |   |   |   |   |   |   |   |   |   |   |      |      |   |  |
| Fort Clatsop National Memorial                       | OR    | Alternative Transportation Planning                     |                | ✓                   |   |   |   |   |   |   |   |   |   |   |   |      |      |   |  |
| Fort Clatsop National Memorial                       | OR    | Pathway Design and Construction                         |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Gettysburg National Military Park                    | PA    | Transportation Systems Technical Support                |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Glacier National Park                                | MT    | Contract Support  |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Grand Canyon National Park                           | AZ    | Transit Study   |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Golden Gate National Recreation Area                 | CA    | Sutro District Access Improvements Technical Support    |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Grand Teton National Park                            | WY    | Multi-modal Transportation Plan and Pathways            |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Haleakala National Park                              | HI    | Transit System Planning & Recommendations               |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Keweenaw National Historical Park                    | MI    | Transit Feasibility Study                               |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Lowell National Historical Park                      | MA    | Trolley Expansion - Technical Support                   |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Mesa Verde National Park                             | CO    | Visitor Distribution and Transportation Plan - Phase II |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 97%  | ✓ |  |
| Mount Rainier National Park                          | WA    | Carbon River Corridor Charrette                         |                | ✓                   |   |   |   |   |   |   |   |   |   |   |   |      |      |   |  |
| Mount Rainier National Park                          | WA    | ITS Technical Support                                   |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| National Capital Parks - Central                     | DC    | Develop Options for Alternative Transportation          |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 98%  | ✓ |  |
| Northeast Regional Office                            | PA    | Alternative Transportation Systems for NE Region        |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| North Cascades National Park                         | WA    | Improve Transit Facilities at Stehekin                  |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 97%  | ✓ |  |
| Pecos National Historical Park                       | NM    | Highway 50 Transportation Study                         |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Saguaro National Park                                | AZ    | GMP Transportation Study                                |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 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    | Study Giant Forest Transportation System                |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Sequoia & Kings Canyon National Parks                | CA    | Alternative Transportation                              |                |                     |   |   |   |   |   |   |   |   |   |   |   |      |      | ✓ |  |
| Yellowstone National Park                            | WY    | Old Faithful Circulation Study                          |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Service-wide   | All   | Composite Level of Service                              |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Service-wide   | All   | Transportation Planning Workflow Process                |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Service-wide   | All   | ATP Financial Proforma                                  |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Service-wide   | All   | FMSS / Asset Management - Technical Support             |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |
| Service-wide   | All   | Concessions Management - Technical Support              |                |                     |   |   |   |   |   |   |   |   |   |   |   |      | 100% | ✓ |  |

# Denver Service Center

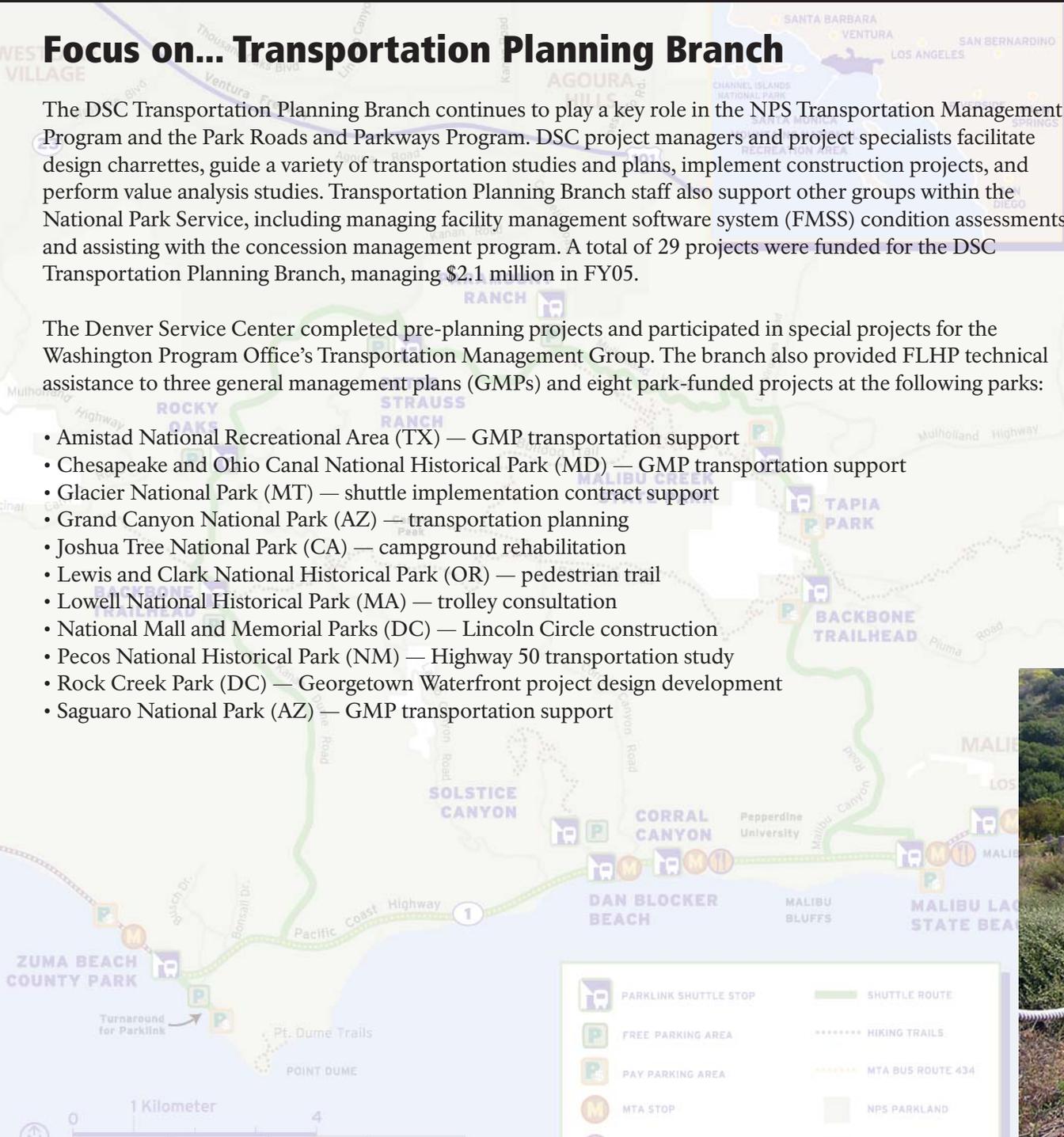


## Focus on... Transportation Planning Branch

The DSC Transportation Planning Branch continues to play a key role in the NPS Transportation Management Program and the Park Roads and Parkways Program. DSC project managers and project specialists facilitate design charrettes, guide a variety of transportation studies and plans, implement construction projects, and perform value analysis studies. Transportation Planning Branch staff also support other groups within the National Park Service, including managing facility management software system (FMSS) condition assessments and assisting with the concession management program. A total of 29 projects were funded for the DSC Transportation Planning Branch, managing \$2.1 million in FY05.

The Denver Service Center completed pre-planning projects and participated in special projects for the Washington Program Office's Transportation Management Group. The branch also provided FLHP technical assistance to three general management plans (GMPs) and eight park-funded projects at the following parks:

- Amistad National Recreational Area (TX) — GMP transportation support
- Chesapeake and Ohio Canal National Historical Park (MD) — GMP transportation support
- Glacier National Park (MT) — shuttle implementation contract support
- Grand Canyon National Park (AZ) — transportation planning
- Joshua Tree National Park (CA) — campground rehabilitation
- Lewis and Clark National Historical Park (OR) — pedestrian trail
- Lowell National Historical Park (MA) — trolley consultation
- National Mall and Memorial Parks (DC) — Lincoln Circle construction
- Pecos National Historical Park (NM) — Highway 50 transportation study
- Rock Creek Park (DC) — Georgetown Waterfront project design development
- Saguaro National Park (AZ) — GMP transportation support



Top to bottom images from Santa Monica Mountains National Recreation Area: Peter Strauss Shelter; Zuma Beach bus stop

# September 2006

## August 2006

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## October 2006

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## Transportation Planning Highlights

The new shuttle bus service, ParkLINK, began operating at the Santa Monica Mountains National Recreation Area June 25, 2005. The weekend- and holiday-only public transportation service uses five 26-passenger, clean diesel buses that operate on a 20-mile loop through the heart of the park, extending along the Pacific Coast Highway and across the spine of the Santa Monica Mountains.

Planning for this shuttle service began in 2002 with DSC transportation professionals, NPS program planners, local authorities, and park staff working together to develop a project plan, funding strategy, and implementation approach. DSC staff provided project management and technical consulting services, including initial operations planning, specification and purchase of the shuttle fleet, facility design, and final construction services.



ParkLINK bus at Malibu Creek, Santa Monica National Recreation Area, CA

| Sunday | Monday         | Tuesday | Wednesday | Thursday | Friday               | Saturday                                      |
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|        |                |         |           |          | 1                    | 2   |
| 3      | 4<br>Labor Day | 5       | 6         | 7        | 8                    | 9   |
| 10     | 11             | 12      | 13        | 14       | 15                   | 16  |
| 17     | 18             | 19      | 20        | 21       | 22<br>Autumn Equinox | 23  |
| 24     | 25             | 26      | 27        | 28       | 29                   | 30  |
|        |                |         |           |          |                      | last day<br>of federal fiscal<br>year 2006 21 |



## Focus on... Planning Division

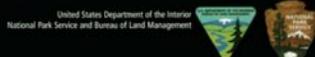
The DSC Planning Division continues to provide a wide range of planning services and expertise to meet the needs of its servicewide clients. The division conducts park planning, special studies, natural and cultural resource compliance, and civic engagement, and provides editing and graphics production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

### General Management Planning and Special Resource Studies

The DSC Planning Division has a long tradition of producing planning documents; most relate to large-scale, complex, and/or controversial general management plans and special resource studies. On average, the Planning Division has 45-50 plans at various stages of production. (Please see the following pages for a summary of FY05 ongoing and recently completed projects.)

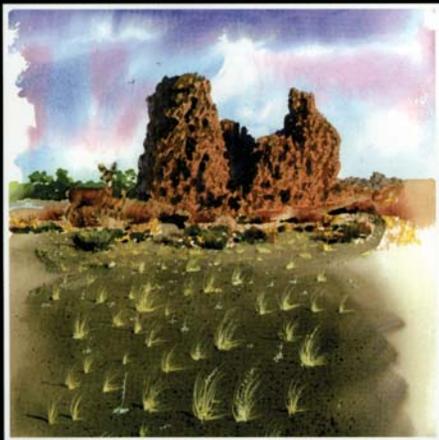
### Award-Winning Products

The Rio Grande Wild and Scenic River (TX) *Final General Management Plan/Final Environmental Impact Statement* involved an innovative partnership approach to resource protection that engaged local landowners and other stakeholders as spokespersons for various special interests, and laid the groundwork for conservation agreements between the park and local landowners. The project received the American Planning Association's (APA) Federal Planning Division 2004 Outstanding Collaborative Plan award. This is the fourth time in the past five years that the DSC Planning Division has received an APA national award.



### Craters of the Moon National Monument and Preserve Idaho

Draft Management Plan/Environmental Impact Statement



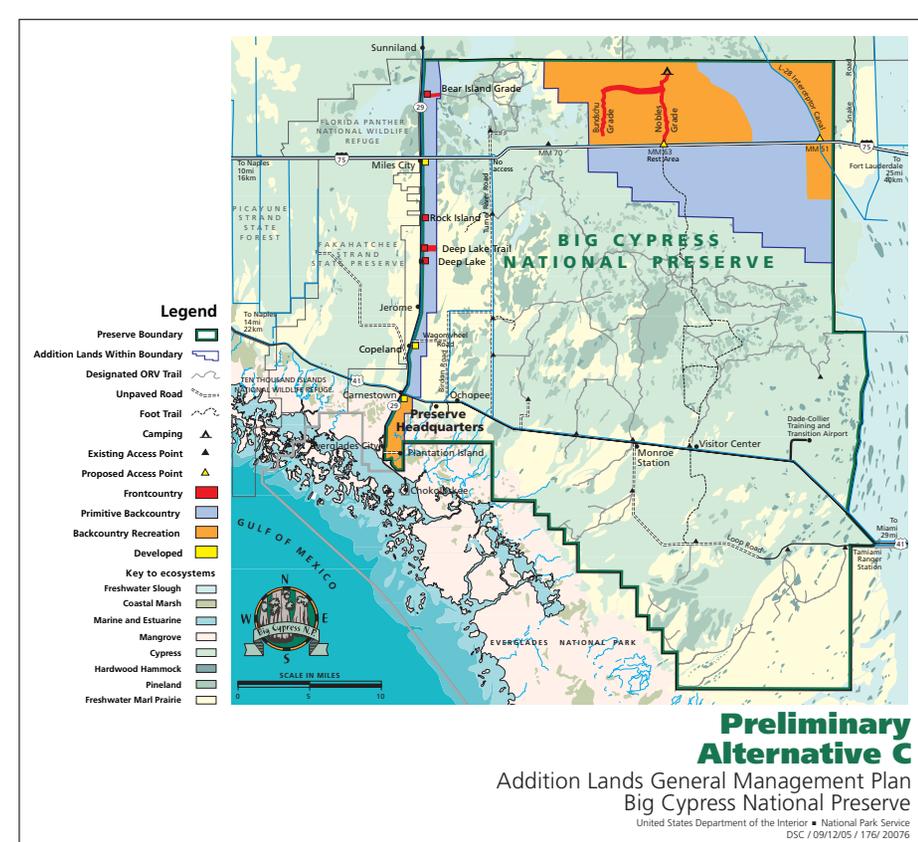
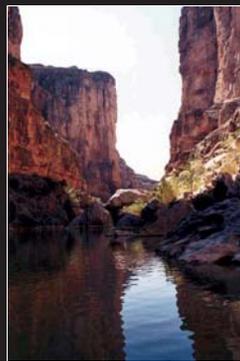
Rio Grande Wild and Scenic River  
Texas

National Park Service  
U.S. Department of the Interior



### Rio Grande Wild and Scenic River

Final General Management Plan / Environmental Impact Statement



# October 2006

## September 2006

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## November 2006

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## Planning Division Highlights

Recent accomplishments include the following:

- Craters of the Moon National Monument and Preserve (ID) — *Final Management Plan / Environmental Impact Statement* (developed jointly with the Bureau of Land Management)
- Crater Lake National Park (OR) — *Final General Management Plan/Environmental Impact Statement* and "Record of Decision"
- Pea Ridge National Military Park (AR) — *Draft General Management Plan/Environmental Impact Statement*
- Vicksburg Campaign Trail (KY, TN, MS, LA, AR) — *Special Resource Study/Final Environmental Impact Statement*
- Manassas National Battlefield (VA) — *Draft General Management Plan/Environmental Impact Statement*
- Pictured Rocks National Lakeshore (MI) — *General Management Plan* and "Record of Decision"
- Rio Grande Wild and Scenic River (TX) — *General Management Plan/Final Environmental Impact Statement* and "Record of Decision"
- Rock Creek Park and Rock Creek and Potomac Parkway (DC) — *Final General Management Plan/Environmental Impact Statement*
- Lake Mead National Recreation Area (NV, AZ) — *Draft General Management Plan Amendment/Environmental Assessment*
- Badlands National Park (SD) — *Draft General Management Plan/Environmental Impact Statement*

In addition, the division produced seven newsletters (4,600 copies) in support of ongoing general management plans and special resource studies.

| Sunday   | Monday                       | Tuesday  | Wednesday                  | Thursday | Friday   | Saturday     |
|--|------------------------------|--|----------------------------|----------|--|--------------|
| 1<br><br>first day of federal fiscal year 2007   | 2                            | 3<br><br>NPS Development Advisory Board Project Submissions for November meeting due | 4                          | 5        | 6<br><br>6-9 – American Society of Landscape - | 7            |
| 8<br><br>Architects Annual Meeting – Minneapolis | 9<br><br>Columbus Day        | 10   | 11                         | 12       | 13   | 14<br><br>22 |
| 15   | 16                           | 17   | 18                         | 19       | 20   | 21           |
| 22   | 23<br><br>23-25 DSC/National | 24<br><br>Capital Region Work  | 25<br><br>Session - Denver | 26       | 27   | 28<br><br>23 |
| 29<br><br>Daylight saving time ends              | 30                           | 31   |                            |          |  |              |

# Planning Division Highlights

## FY05 DSC Planning Projects Year-End Status

| GMP/SRS Projects                                  |       | Milestones                  |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
|---|-------|-----------------------------|-----------|----------------------------|---------------------------------|--------------------|-----------------------------|---------------------------|---------------------|-----------------------|---------------------|-----------------------|
|   | State | Project Initiation/ Scoping | Signed PA | Printed Scoping Newsletter | Printed Alternatives Newsletter | Team Draft GMP/EIS | Region Review 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 Recreational Area                | TX    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Apostle Islands National Lakeshore                | WI    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Badlands National Park                            | SD    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Big Bend National Park, Rio Grande                | TX    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Big Cypress National Preserve                     | FL    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Biscayne National Park                            | FL    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Biscayne National Park, Miami Circle SRS          | FL    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Blue Ridge Parkway                                | NC,VA |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Canaveral National Seashore                       | FL    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Canyon de Chelly National Monument                | AZ    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Channel Islands National Park                     | CA    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Chesapeake & Ohio Canal National Historical Park  | DC    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Chickamauga & Chattanooga National Military Park  | GA,TN |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Chickasaw National Recreational Area              | OK    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Crater Lake National Park                         | OR    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Craters of the Moon National Monument             | ID    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Effigy Mounds National Monument                   | IA    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Everglades National Park                          | FL    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Golden Gate National Recreation Area              | CA    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Guadalupe Mountains National Park                 | TX    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Gulf Islands National Seashore                    | FL    |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |



| GMP/SRS Projects   |                     | Milestones                  |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
|--|---------------------|-----------------------------|-----------|----------------------------|---------------------------------|--------------------|-----------------------------|---------------------------|---------------------|-----------------------|---------------------|-----------------------|
|  | State               | Project Initiation/ Scoping | Signed PA | Printed Scoping Newsletter | Printed Alternatives Newsletter | Team Draft GMP/EIS | Region Review Draft GMP/EIS | WASO Review Draft GMP/EIS | Print Draft GMP/EIS | Printed Final GMP/EIS | Approved ROD/ FONSI | Printed Separate Plan |
| Harpers Ferry National Historical Park                     | WV                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Hovenweep National Monument                                | CO                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| John Day Fossil Beds National Monument                     | OR                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Lake Mead National Recreation Area                         | NV                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Lincoln Boyhood National Memorial                          | IN                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Lincoln Home National Historic Site                        | IL                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Manassas National Battlefield Park                         | VA                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Manhattan Projects Sites SRS                               | NM,OH<br>TN,WA      |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Minuteman Missile National Historic Site                   | SD                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Monocacy National Battlefield                              | MD                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Montezuma Castle National Monument                         | AZ                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| National Mall & Memorial Parks                             | DC                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Olympic National Park                                      | WA                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Ozarks National Scenic Riverways                           | MO                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Pea Ridge National Military Park                           | AR                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Pictured Rocks National Lakeshore                          | MI                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Pipestone National Monument                                | MN                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Rock Creek Park  | DC                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Rosie the Riveter/WWII Home Front National Historical Park | CA                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Saguaro National Park                                      | AZ                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Sequoia & Kings Canyon National Parks                      | CA                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Vicksburg Campaign Trail SRS                               | AR, KY,<br>LA,MS,TN |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |
| Waco Mammoth SRS   | TX                  |                             |           |                            |                                 |                    |                             |                           |                     |                       |                     |                       |

PA Project Agreement • GMP/EIS General Management Plan / Environmental Impact Statement • SRS Special Resource Study  
WASO NPS Washington Office • ROD Record of Decision • FONSI Finding Of No Significant Impact

### Summary of Park Planning Accomplishments and Services

During FY05, the DSC Planning Division projects included 41 general management plans and 4 special resource studies. The planning staff also worked on 7 implementation plans and provided an array of planning services to more than 20 clients throughout the service.



## Focus on... Planning Division

### Planning Products and Services

In addition to general management plans and special resource studies, the Planning Division offers numerous other planning products and services.

### Recent and Ongoing Products and Services Accomplishments

**NEPA Compliance for Rule Making** — Apostle Islands National Lakeshore (WI), *Snowmobile and Other Winter Use Activities Rulemaking/ Environmental Assessment*

**Commercial Services Planning** — Hawaii Volcanoes National Park (HI), *Commercial Services Plan /Environmental Assessment*

**Ecosystem Restoration Planning Assistance** — Elwha River (WA), *Restoration Strategic Plan Goal Setting*

### Special Resource Studies Assistance to Regions —

- Buffalo Bayou Heritage Study (TX), *Heritage Study Cultural Resources Reconnaissance Report*
- *Tulsa Race Riots Special Resource Study Historical Overview* (OK)

**Visitor Carrying Capacity and Management Consultation** — JY Ranch, Grand Teton National Park (WY), Muir Woods, Golden Gate National Recreation Area (CA)

**Litigation Assistance and Alternative Transportation Planning** — Yosemite National Park (CA)

**Choosing by Advantage (CBA) Facilitation** — Great Smoky Mountains National Park (TN), Elkmont General Management Plan Amendment/Environmental Impact Statement Amendment, Amistad National Recreation Area (TX), Rosie the Riveter WWII Home Front (CA)

**Foundation Document Workshops** — Lava Beds National Monument (CA), John Day Fossil Beds National Monument (OR), Apostle Islands National Lakeshore (WI), Effigy Mounds National Monument (IA), Lincoln Home National Historic Site (IL), and Golden Gate National Recreation Area (CA)

**Park Indicators and Standards Development** — Amistad National Recreation Area (TX), Rosie the Riveter WWII Home Front National Historic Park (CA), Hovenweep National Monument (CO)

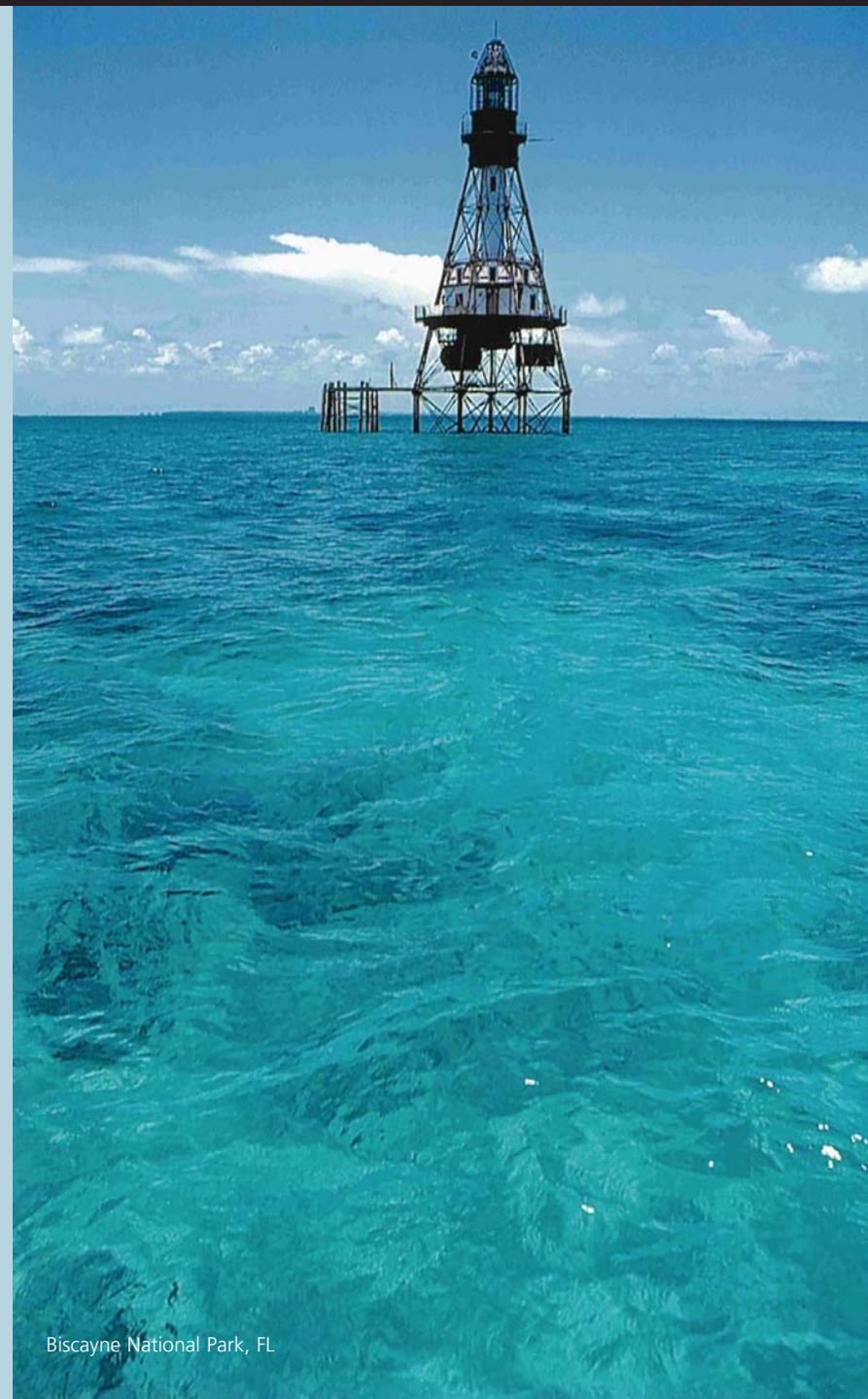
**Indicators and Standards Servicewide Database Development** — compilations of indicators and standards for servicewide use

**Planner's Sourcebook Development** — major contributor to text and contract management

**Planning Training Curriculum Development** — development of web-based and in-class training modules

**Recreation Use Simulation Modeling** — coordination of multiagency computer modeling studies

**NPS Natural Sounds Project** — GIS maps depicting the location of airports adjacent to national park system units and tribal lands



Biscayne National Park, FL

# November 2006

## October 2006

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## December 2006

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## Planning Division Highlights

The editing and graphics staff within the Planning Division provides editing and graphics layout assistance. In FY05 this assistance included:

Midwest Regional Office —  
Niobrara National Scenic Riverway (NE),  
*Draft General Management Plan/Environmental Impact Statement*

Olympic National Park (WA),  
*Elwha River Restoration Plan*

NPS Natural Resources Stewardship and Science Directorate, *Park Science* magazine

National Capital Regional Office,  
*White House Garden and Grounds Book*

NPS Partnership Office,  
“Partnership Construction Process” brochure

| Sunday | Monday | Tuesday   | Wednesday | Thursday         | Friday                  | Saturday |
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|        |        | 7-9 – NPS Development Advisory Board Meeting - Washington, DC |           |                  | Veterans Day (observed) | 24       |
| 12     | 13     | 14  | 15        | 16               | 17                      | 18       |
| 19     | 20     | 21  | 22        | 23               | 24                      | 25       |
|        |        |   |           | Thanksgiving Day |                         |          |
| 26     | 27     | 28  | 29        | 30               |                         |          |





## The Denver Service Center: FY06 and Beyond

We listen, and in response to feedback from parks, regions, the Department of the Interior, and through the NPS Washington office asset management emphasis, the Denver Service Center is refining and developing systems to ensure that we provide the best planning, design, and construction services possible.

The Denver Service Center continues to focus on a number of its systems to improve efficiencies. The contextual design process is being incorporated into the DSC Workflows, and we believe it will result in better facilities being constructed in our parks.

Because of the unanticipated increase in the costs of construction, the bidding environment experienced throughout all regions of the National Park Service was challenging. To address this challenge, in FY05 we improved our ability to accurately estimate construction costs by developing a new cost-estimating system specifically tailored for federal projects, and we look forward to sharing our results from this system with our clients and in future reports.

In FY05 the Denver Service Center focused on improving the management of projects during the construction phase, and developed a construction management system tailored to meet the park system's and park unit's unique needs. This system will be evaluated and refined in FY06.

The Denver Service Center will continue to work with other NPS efforts to address and work with the Federal Lands Highway Program on the issues associated with resource protection and safety issues on park roads.

The Denver Service Center will continue to strive for the highest levels of professional experience and knowledge in its fields of expertise, and is committed to continuing its Project Management Institute certification for all project managers. The center will also maintain its leadership in sustainable practices by certifying a representative portion of its professional staff in the Leadership in Energy and Environmental Design (LEED®) process, and will ensure that the best practices for contract management are used by continuing to invest in acquisition training courses required by the Clinger-Cohen Act for contracting officers and specialists.



# December 2006

**November 2006**

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**January 2007**

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| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 |    |    |    |

**Sunday**

**Monday**

**Tuesday**

**Wednesday**

**Thursday**

**Friday**

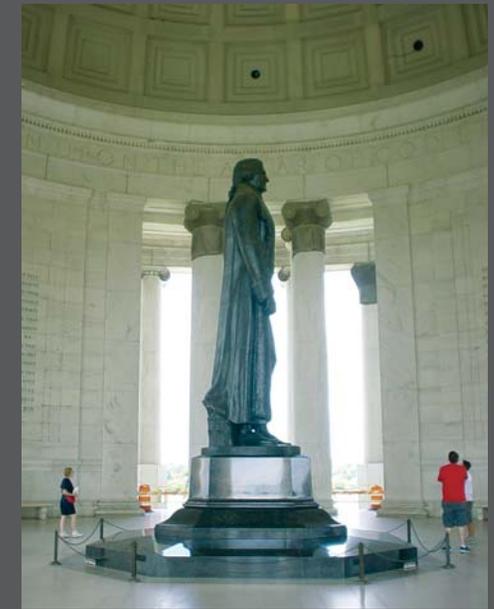
**Saturday**

|    |                      |    |    |    |    |    |
|----|----------------------|----|----|----|----|----|
|    |                      |    |    |    | 1  | 2  |
| 3  | 4                    | 5  | 6  | 7  | 8  | 9  |
| 10 | 11                   | 12 | 13 | 14 | 15 | 16 |
| 17 | 18                   | 19 | 20 | 21 | 22 | 23 |
| 24 | 25                   | 26 | 27 | 28 | 29 | 30 |
| 31 | Christmas (observed) |    |    |    |    |    |

Winter Solstice

26

1



Volute Cleaning, preservation of the Thomas Jefferson Memorial, Line Item Construction Project



# Calendar 2007

## January 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 |    |    |    |

## April 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 |    |    |    |    |    |

## July 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 |    |    |    |    |

## October 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 |    |    |    |

## February 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 |    |    |    |

## May 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    | 1  | 2  | 3  | 4  | 5  |    |
| 6  | 7  | 8  | 9  | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 | 31 |    |    |

## August 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    | 1  | 2  | 3  | 4  |    |
| 5  | 6  | 7  | 8  | 9  | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 |    |

## November 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 |    |

## March 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |

## June 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    | 1  | 2  |    |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |

## September 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    |    |    | 1  |
| 2  | 3  | 4  | 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 |    |    |    |    |    |    |

## December 2007

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    |    |    | 1  |
| 2  | 3  | 4  | 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | 31 |    |    |    |    |    |

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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.

