

FISCAL YEAR 2006 ANNUAL REPORT

Denver Service Center



NATIONAL PARK SERVICE • UNITED STATES DEPARTMENT OF THE INTERIOR



Photos on front cover, from top left clockwise:

Homestead Heritage Center, Homestead National Monument, Nebraska

National Mall and Memorial Parks, Washington, D.C.

Historic Yavapai Observation Station Rehabilitation Project, Grand Canyon National Park, Arizona

Raccoon, Big Cypress National Preserve, Florida

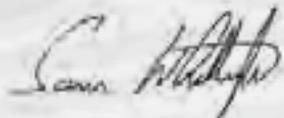
South Fork Bridge, Yosemite National Park, California

MESSAGE FROM THE DENVER SERVICE CENTER DIRECTOR

The Denver Service Center is a client service and project management office providing project management, contracting services, comprehensive design and construction management, park and community planning, transportation planning, and information management for parks and regions in the national park system. The office serves as the central planning, design, and construction project office for the National Park Service and has the capabilities of providing cradle-to-grave project management and delivery.

The Denver Service Center, along with its consultants and partners in the public and private sector, shares in the National Park Service's overall commitment to protect America's natural and cultural resources and provide for visitor enjoyment. With a federal workforce of approximately 250 employees, the Denver Service Center is managing an ongoing project load of more than 600 projects valued at more than \$1 billion for the National Park Service. These projects include line-item construction projects; Federal Lands Highway Program projects; and a wide variety of park-funded projects, general management plans, and special resource studies.

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.



Sam Whittington

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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

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>

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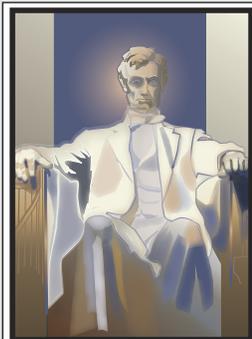
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Artwork on facing page

Original artwork created by the Planning Communications Group
of the Planning Division for the National Mall planning effort



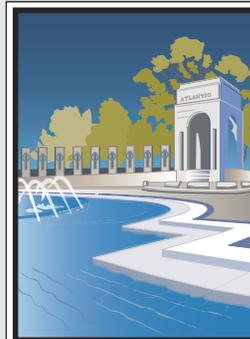
WASHINGTON
MONUMENT



LINCOLN
MEMORIAL



THOMAS
JEFFERSON
MEMORIAL



WORLD WAR II
MEMORIAL



KOREAN WAR
VETERANS
MEMORIAL



THE MALL



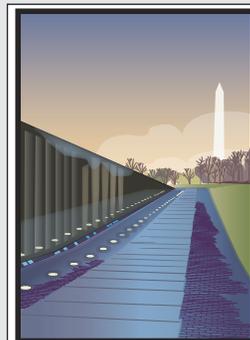
FRANKLIN DELANO
ROOSEVELT
MEMORIAL



CONSTITUTION
GARDENS



GEORGE MASON
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PENNSYLVANIA
AVENUE
NATIONAL HISTORIC PARK

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ENRICHING YOUR AMERICAN EXPERIENCE

The National Mall Plan
The National Mall & Pennsylvania Avenue National Historic Park
Washington, D.C.

www.nps.gov/nationalmallplan



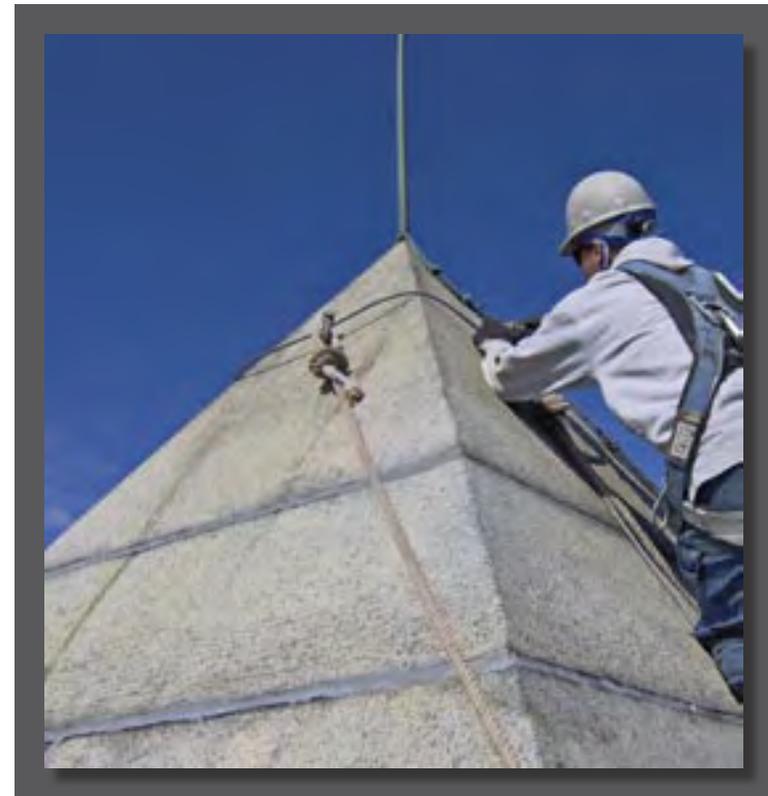
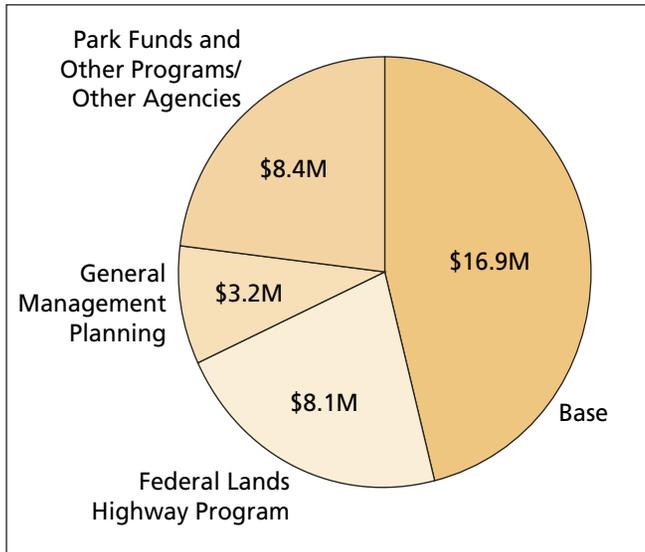
Grand Canyon National Park, Arizona

DENVER SERVICE CENTER FINANCIAL STATUS

In addition to its appropriated base funding for the line-item construction program, the Denver Service Center (DSC) receives funding to provide direct support from a number of sources such as the general management planning program, the Federal Lands Highway Program, Federal Lands Recreation Enhancement Act projects, and other refundable and reimbursable programs such as park repair/rehabilitation maintenance projects.

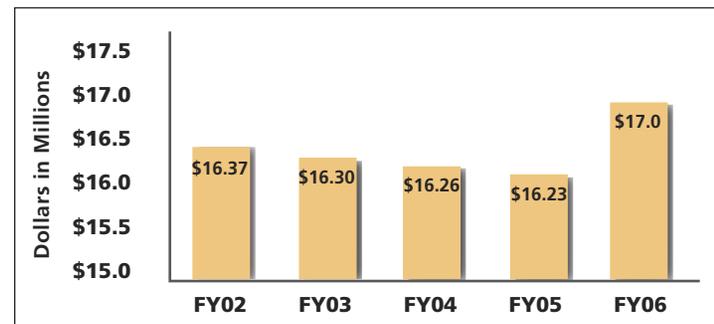
Figure 1 provides a breakdown by funding source for total DSC expenditures for fiscal year 06 (FY06). Figure 2 represents the appropriated base funding for the Denver Service Center for FY02 through FY06.

Figure 1
Total DSC Expenditures, FY06 (in millions)

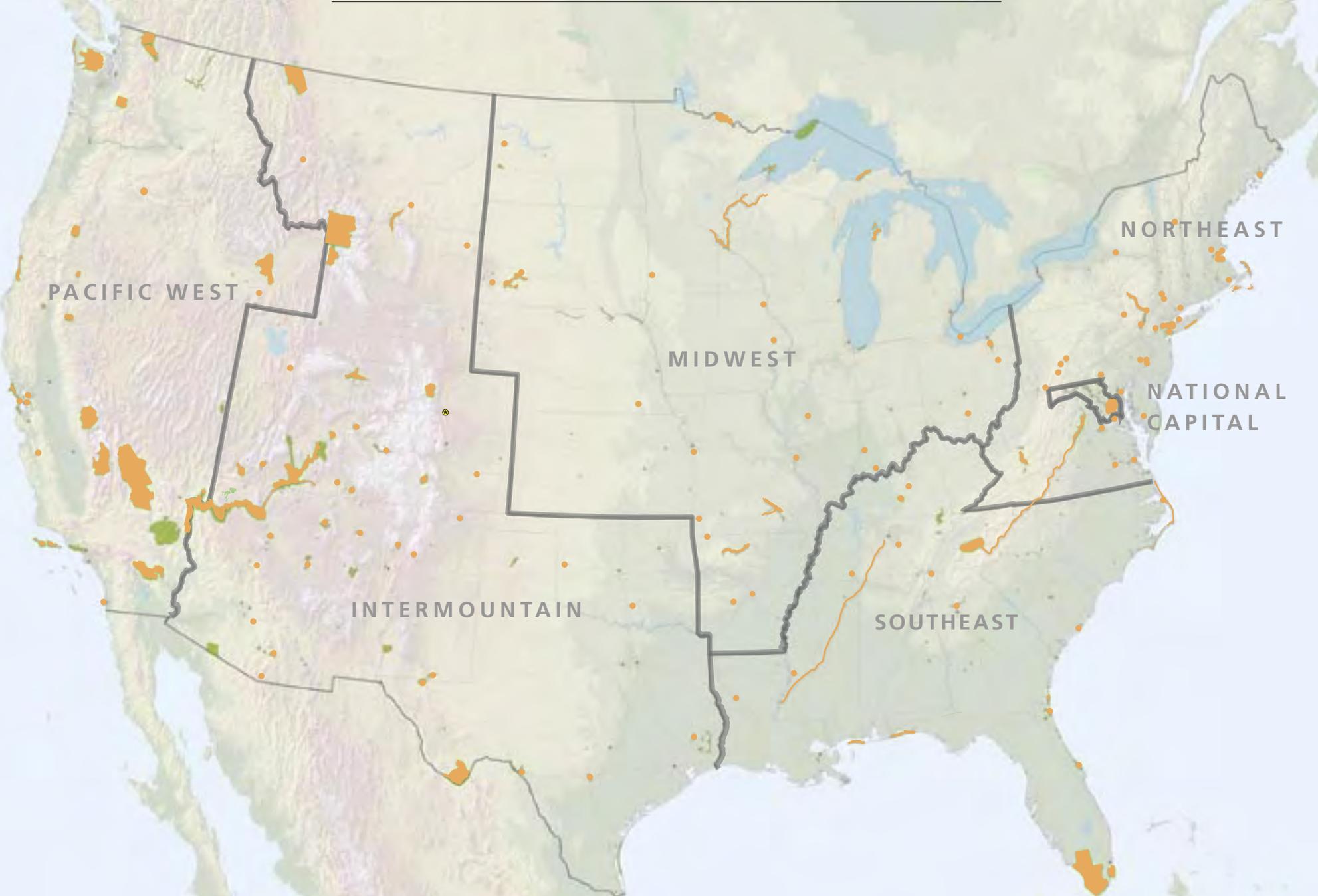


Repointing of the Bunker Hill Monument, Boston National Historical Park, Massachusetts

Figure 2
Appropriated DSC Base Funding, FY02–FY06



205 NPS PARK UNITS WITH DSC ACTIVITY IN FY06



Map base courtesy of Geographic Information Division - National Information Systems Center - Office of the Chief Information Officer

DSC SERVICEWIDE SUPPORT

The Denver Service Center supported 205 park units of the national park system during FY06, with work in all seven NPS regions.

This support included all phases in planning, design and construction, and transportation projects. Work also included the archival and record support of the Technical Information Center and the support of DSC Contracting Services.



Denver Service Center activity in FY06



Straight Fork Bridge, Great Smoky Mountains National Park, Tennessee

CONTRACTING SERVICES

The Denver Service Center’s Office of Contracting Services is the largest contracting office in the National Park Service. With a staff including 13 warranted contracting officers (12 with unlimited purchasing authority) and 21 contract specialists, services consist of the administration of scopes of services, task orders, contracts, and bid packages. The office also performs solicitation services, negotiations, awards, and contract administration for other NPS offices. In FY06 the Denver Service Center awarded \$194.8 million in construction and services from all funding sources, as table 1 illustrates.

Figure 3 shows the number of transactions handled by Contracting Services from FY02 through FY06. Transactions include design and construction services, some utilities services, and personnel support.

Figure 3
All Contract Actions from All Fund Sources, Transaction Volume, FY02-FY06

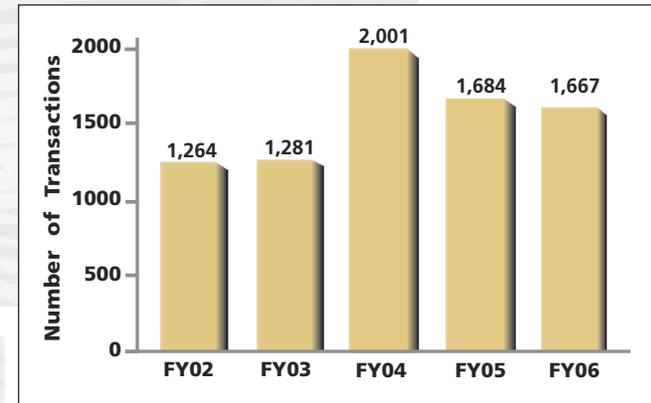


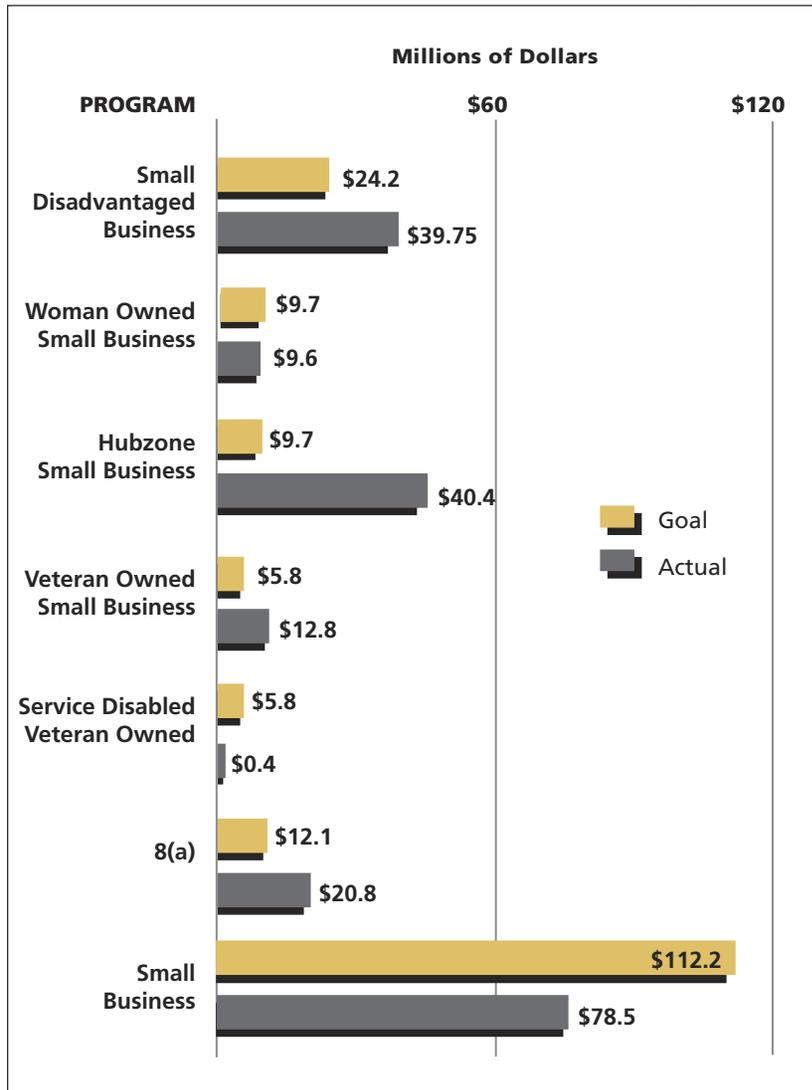
Table 1
All Contract Actions and All Fund Sources, Dollars Awarded, FY02-FY06

	(In Millions of Dollars)				
	FY02	FY03	FY04	FY05	FY06
Professional Services	\$46.0	\$46.5	\$32.9	\$34.3	\$21.16
Construction	\$109.3	\$122.6	\$114.3	\$127.9	\$165.25
Purchase Orders	\$10.7	\$13.0	\$4.3	\$7.1	\$6.70
Agreements	\$1.7	\$1.3	\$0.1	\$0.8	\$1.17
Narrow Banding	\$0.7	\$0.2	-	-	\$0.00
Public Utilities	\$0.1	\$0.7	-	\$0.3	\$0.50
TOTAL	\$168.5	\$184.3	\$151.6	\$170.4	\$194.8

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. Through its partnership with the Small Business Administration, DSC Contracting Services helped both the Denver Service Center and parks award many contracts to small and disadvantaged firms throughout the country. Figure 4 illustrates the DSC small business goals and accomplishments for FY06. In many instances a small business award is credited to more than one subcategory within the socioeconomic program.

Figure 4
Contract Actions, FY06 Small Business Contracting



Las Vegas Wash realignment, Northshore Road, Lake Mead National Recreational Area, Nevada

DESIGN AND CONSTRUCTION DIVISION

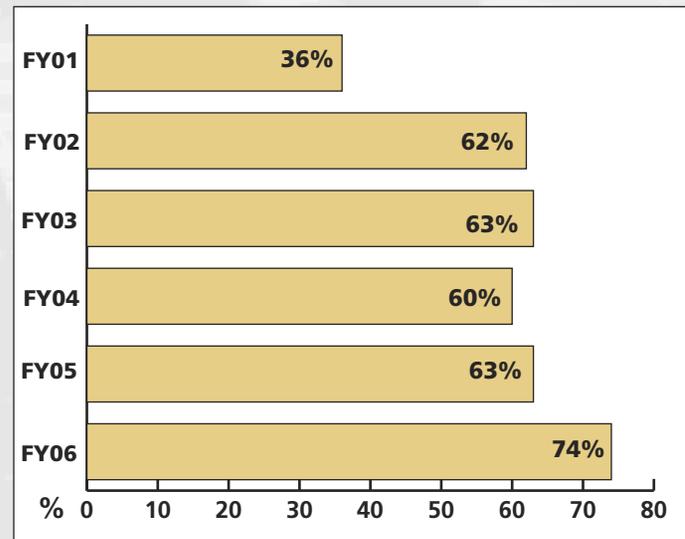
The DSC Design and Construction Division is responsible for the project management services for line-item construction (LIC) and park-funded projects. With the support of architecture and engineering (A/E) firms, this division provides project management in planning, design, construction, and post-construction 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.

Fiscal year 2006 was a record-breaking year in the line-item construction program of the Denver Service Center in both its total dollars awarded and obligation rate. Figure 5 shows an overall obligation rate for the line-item construction program of 74% for FY06. This figure represents the best obligation rate since the Service

Center transformed its operations in response to the National Academy of Public Administration recommendations and the NPS National Performance Reviews in the 1990s.

The line-item construction program awarded \$111 million in FY06, \$28 million more than the previous fiscal year (table 2). This figure is the largest award amount for the Denver Service Center in at least 15 years.

Figure 5
DSC Line-item Construction Program Obligation Rates, FY01-FY06 (Percentage of available funds obligated)



Sewer easement work for new visitor center, Blue Ridge Parkway, North Carolina

Table 2
DSC Line-item Construction Program Awards, FY02-FY06

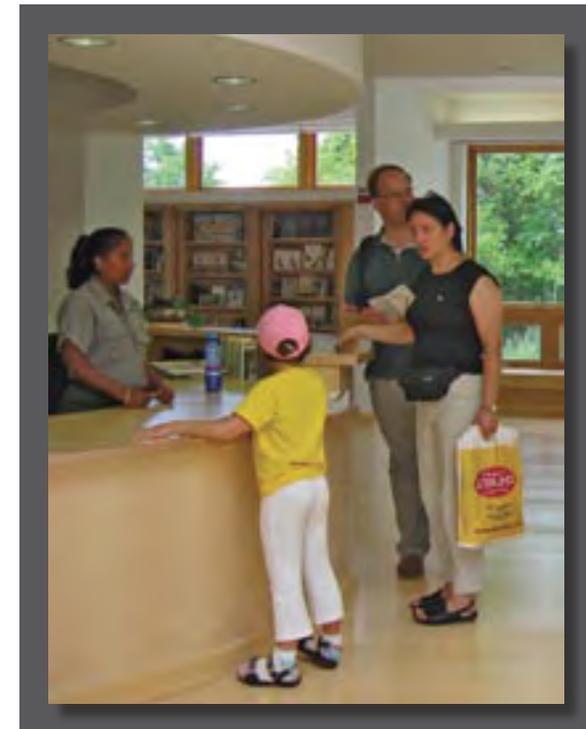
(M Million)	FY02	FY03	FY04	FY05	FY06
Current year funds obligated in fiscal year	\$42M	\$52M	\$86M	\$49.5M	\$79M
Carryover funds obligated in fiscal year	\$34M	\$38M	\$19M	\$33.5M	\$32M
Total Funds Obligated	\$76M	\$90M	\$105M	\$83M	\$111M

In FY06 the Denver Service Center managed 151 active construction projects totaling more than \$475 million, as table 3 illustrates. The figures in this table represent the initial contract award plus all contract modifications for active construction projects from all funding sources managed by the Denver Service Center, which includes line-item construction projects, park funded projects, and Federal Lands Recreation Enhancement Act projects.

**Table 3
DSC Active Construction Contracts by Region, All Fund Sources, FY02-FY06**

Region	FY02		FY03		FY04		FY05		FY06	
	No. of Projects	Amount								
AR	5	\$15,797,641	4	\$19,622,592	4	\$20,015,568	5	\$27,172,701	2	\$9,130,394
IMR	17	\$46,532,525	23	\$55,043,534	24	\$65,592,089	26	\$65,259,475	17	\$41,037,716
MWR	4	\$7,641,311	5	\$8,436,521	5	\$11,384,045	7	\$16,721,449	10	\$25,064,771
NCR	28	\$29,200,753	32	\$48,447,703	33	\$85,744,845	25	\$98,531,702	27	\$106,968,162
NER	30	\$40,285,589	34	\$69,327,870	42	\$111,161,008	54	\$135,282,366	57	\$159,343,592
PWR	23	\$70,371,031	20	\$62,518,145	25	\$81,022,271	29	\$117,739,321	17	\$83,129,827
SER	15	\$26,919,324	12	\$25,825,415	17	\$28,719,600	15	\$27,604,350	20	\$44,312,907
USFWS	5	\$12,292,285	0	-	0	-	1	\$4,451,140	0	-
WASO	0	-	0	-	3	\$6,928,529	3	\$6,818,911	1	\$6,774,354
TOTAL	127	\$249,040,459	130	\$289,221,780	153	\$410,567,955	165	\$499,581,415	151	\$475,761,722

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



Bookstore, Jamaica Bay Wildlife Refuge Visitor Facility, Gateway National Recreation Area, New York

**Table 4
Execution of the NPS Construction Program, Construction Awards by Region, FY02-FY06, DSC LIC, Title V LIC/Title VIII LIC (Excluding Reimbursables and Federal Lands Recreation Enhancement Act projects)**

Table 4 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.

	FY02		FY03		FY04		FY05		FY06	
	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount
AR	0		0		0		3	\$9,077,556	0	
IMR	5	\$8,380,383	3	\$4,635,805	10	\$10,518,412	4	\$5,955,459	3	\$4,977,792
MWR	1	\$1,124,333	3	\$5,354,021	4	\$5,824,519	6	\$11,764,884	5	\$12,109,520
NCR	7	\$10,431,345	10	\$22,660,993	9	\$26,950,285	8	\$15,252,043	5	\$7,135,047
NER	5	\$7,479,817	21	\$45,932,569	14	\$27,087,947	12	\$24,456,201	14	\$31,734,367
PWR	8	\$31,063,701	4	\$8,523,508	6	\$11,271,766	6	\$13,403,889	6	\$42,683,494
SER	7	\$17,900,866	4	\$3,439,375	6	\$17,147,534	6	\$3,121,762	5	\$12,045,111
WASO	0		0		2	\$6,568,380	0		0	
TOTAL	33	\$76,380,445	45	\$90,546,271	51	\$105,368,843	45	\$83,031,794	38	\$110,685,331

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

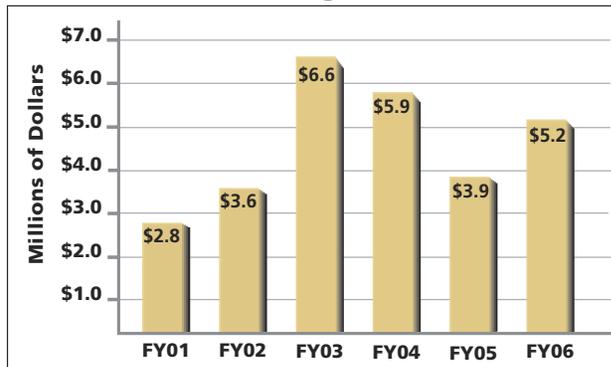
Table 5
A/E Design Costs Associated with the DSC Share of the
Line-Item Construction Program, FY02-FY06

	FY02	FY03	FY04	FY05	FY06
Add-On Construction Planning	\$1,271,044	\$3,085,072	\$2,983,803	\$2,467,011	\$1,521,521
Line-Item Construction Planning	\$6,972,424	\$7,013,212	\$6,011,651	\$4,594,306	\$2,081,850
Supplemental Services/Pre-design	\$7,899,691	\$3,067,536	\$4,962,023	\$5,686,973	\$897,074
Compliance Planning		\$1,011,268	\$2,060,936	\$1,408,413	\$466,262
Non-Lic Design					\$3,437,911
Total A/E Design	\$16,143,159	\$14,177,088	\$16,018,413	\$14,156,703	\$9,598,911

The table above shows the A/E costs associated with the DSC portion of the line-item construction program for FY02-FY06. With the increasing growth in park-funded projects, the Denver Service Center began tracking design costs for non-LIC work in FY06 and will continue to do so in future years.

Figure 6 shows the DSC construction management costs associated with the LIC program for FY01 through FY06.

Figure 6
DSC Construction Management Costs, FY01-FY06



Restoration preparations at Corson Building, New Bedford Whaling National Historical Park, Massachusetts

Table 6
Design and Construction Program, FY04-FY06

Project Title	FY04		FY05		FY06	
	Projects	Gross	Projects	Gross	Projects	Gross
Design	108	\$332,167,965	169	\$586,101,038	159	\$658,188,921
Construction	68	\$209,237,481	96	\$271,076,389	100	\$324,760,696
Warranty	46	\$119,752,252	58	\$171,665,645	95	\$222,660,669
Miscellaneous	39	\$81,578,222	34	\$25,568,767	31	\$19,019,721
Total Program	261	\$742,735,920	357	\$1,054,411,839	385	\$1,224,630,007

The Denver Service Center Design and Construction program managed more than \$1.2 billion in gross dollars for its combined 385 projects from all project phases in FY06.



New Jackson Visitor Center, and (right) rehabilitation of Paradise Inn, Mount Rainier National Park, Washington



Restoration work, Lincoln Memorial, Washington, D.C.

TECHNICAL BRANCH

The Technical Branch within the Design and Construction Division provides quality assurance reviews and compliance oversight for division projects. The branch also provides a wide range of design and construction support services to parks, regions, and program offices. The branch is a key contributor to the development and maintenance of the DSC Workflow WebPages and is currently developing the construction management website. The DSC Workflow WebPages (http://workflow.den.nps.gov/staging/1_Home/home.htm), are continually updated to improve usability and ensure that the site reflects current DSC work processes.

The Technical Branch provides compliance, quality assurance, and technical assistance in a number of specialties, including

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

INFORMATION MANAGEMENT DIVISION

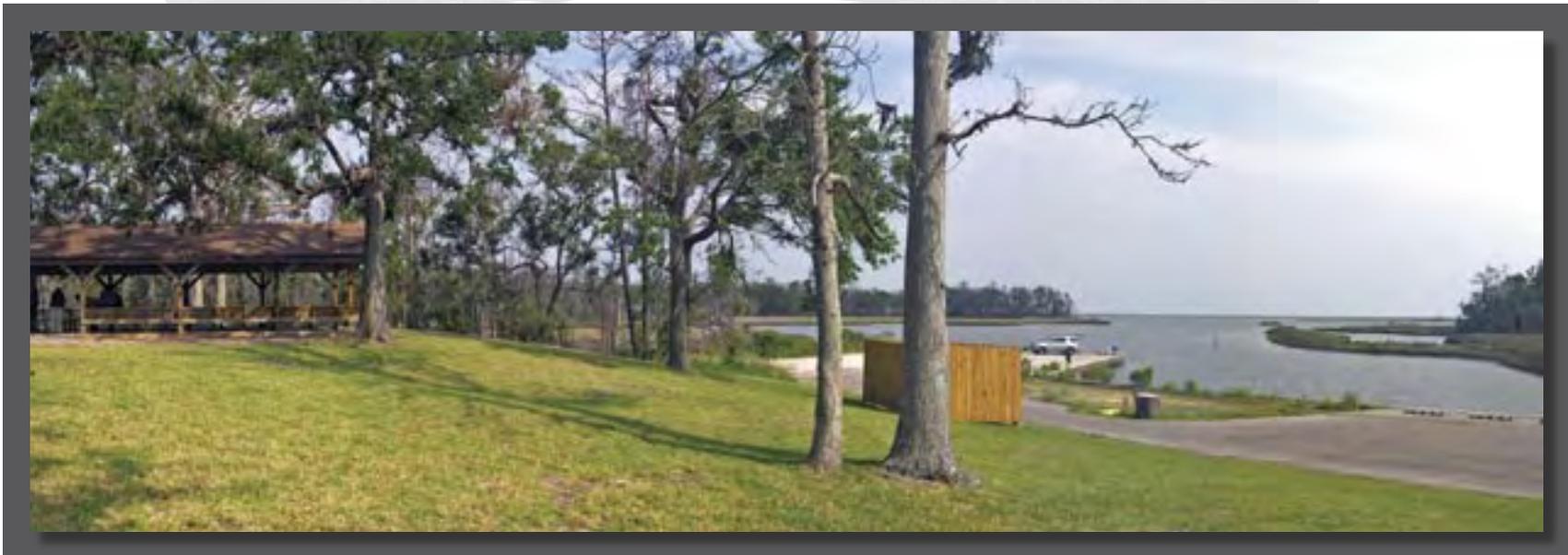
The Information Management Division supports the Denver Service Center and the National Park Service in project schedule control, document and records management, digital printing, distance training and learning, internal and external communications, and technology innovation. The division improves the 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 Office Enterprise Project Management system. This system provides accurate and timely reporting on DSC planning, transportation, design, and construction projects.

The DSC Workflows WebPages provide concise guidance for architect/engineering and construction firms working on NPS projects. The WebPages are also used by DSC employees and NPS

park and regional staff to access clear and timely guidance for NPS project completions. The division continues to work with the Planning, Environment, and Public Comment (PEPC) system advisory committee to ensure that NPS projects are posted and maintained.

The Denver Service Center has been working with the NPS Partnerships and Visitor Experience Directorate to establish SharePoint project sites for the 28 partnership projects with a value of more than \$5 million. The SharePoint Partnership Construction Process pages allow the National Park Service to meet the reporting and tracking requirements as directed by both Congress and the General Accountability Office while providing project information and supporting documents to management and project managers. The next phase of the project will focus on line-item construction project reporting and tracking.



Gulf Islands National Seashore, Mississippi

The Information Management Division is responsible for DSC employee development and training offerings. In FY06 there were servicewide courses, supervisory training, computer training, seminars and conferences, and individual developmental training, including Project Management Certification and Contracting Officer Representative Certification.

In the last two years, more than 90 NPS employees have taken the DSC-sponsored Project Manager Certification training. Project managers immediately begin the practice of using the tools and methods from the training to benefit NPS projects to ensure that projects are within scope, schedule, and budget. The Denver Service Center will continue to strive for the highest levels of professionalism 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. Best practices for contract management will be ensured by continuing to invest in acquisition training courses required by the Clinger-Cohen Act for contracting officers and contract specialists.

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 TIC collection is available to NPS employees through eTIC at <http://etic.nps.gov>.

Almost 7,000 new records and 290,800 electronic images were added to TIC's collection in FY06. New records cataloged increased by 19% from the previous year. TIC staff continued or completed a number of archival and file management projects for parks

throughout the system, including Golden Gate National Recreation Area and Gulf Islands National Seashore.

TIC staff filled more than 2,300 requests for documents and drawings from NPS employees and the public, a 54% increase from the previous year. Public requests for assistance represent 23% of the total requests. NPS employees increasingly rely on eTIC for ready access to the TIC collection. Searches by NPS users increased by 52% during the year, and online orders for TIC drawings or documents grew by 102% from FY05 to FY06.

DSC LIBRARY

The DSC Library provides reference, cataloging, and loan services to Denver-based and Intermountain Region NPS employees. The library responds to reference and loan requests from NPS employees throughout the service. In addition, the library serves the public by loaning materials to academic, government, public, and corporate libraries. During FY06, library staff completed cataloging projects for Colorado National Monument and Great Sand Dunes National Park and Preserve.



Michigan Island Light Tower, Apostle Islands National Lakeshore, Wisconsin

TRANSPORTATION DIVISION

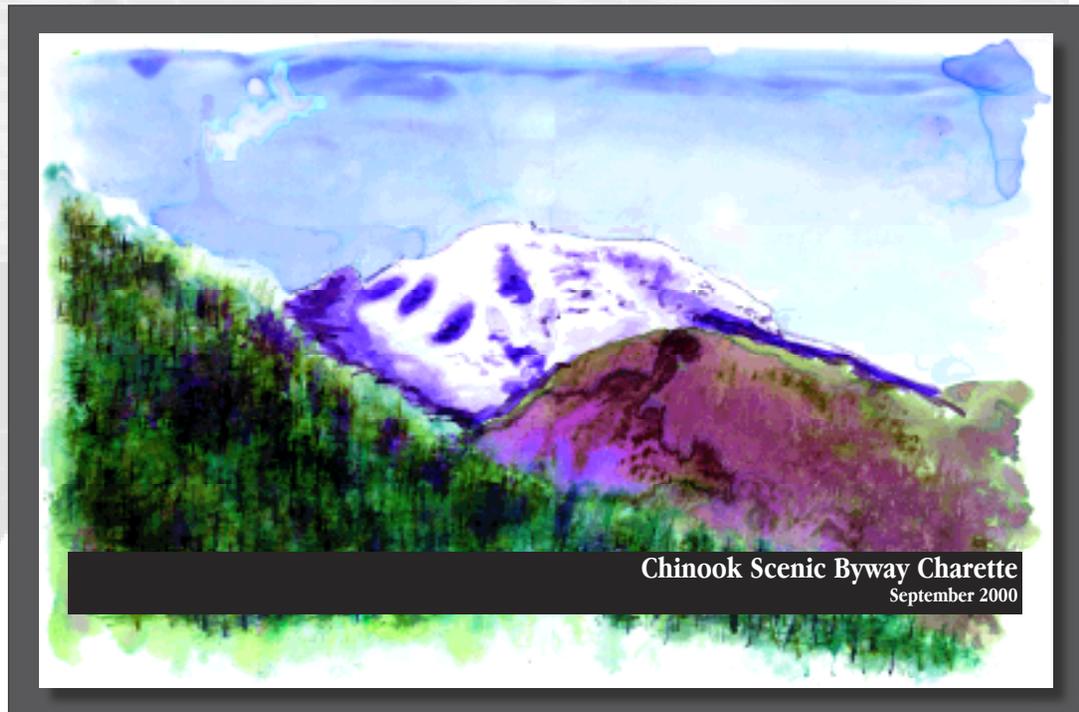
The DSC Transportation Division consists of two branches: the Transportation Planning Branch and the Park Roads and Parkways Branch. Both are supported by a compliance group and a revegetation group.

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. Service Center project managers and project specialists facilitate design charettes, guide a variety of transportation studies and plans, implement construction projects, and perform value analysis studies. The Transportation Planning Branch worked on 25 projects totaling approximately \$2.5 million in FY06.

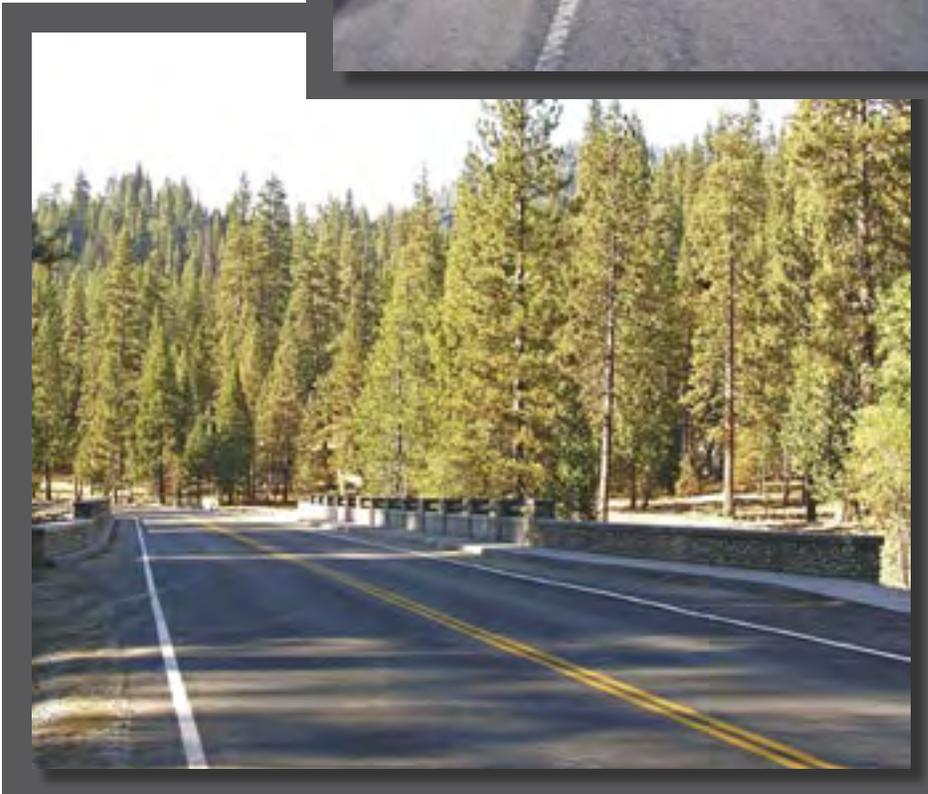
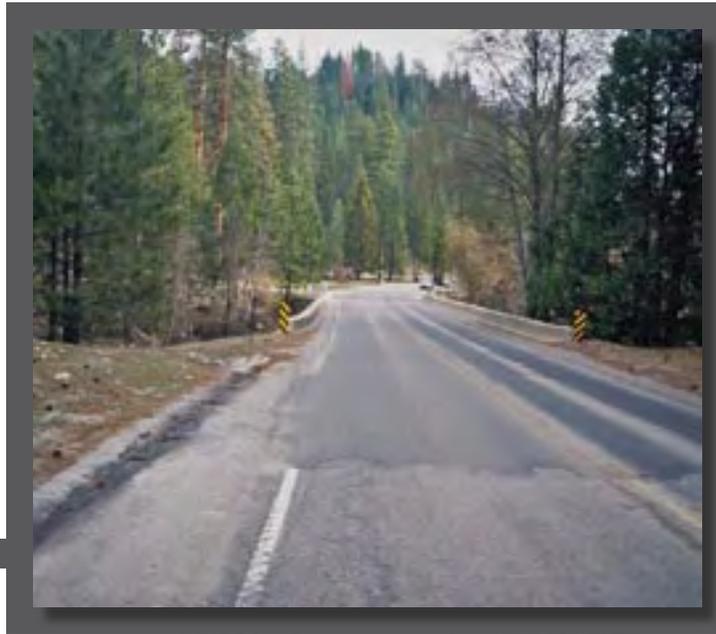
Planning Branch services for FY06 included providing support to the Washington-based Transportation Management Program for seven different projects, providing direct support to parks for eight park-funded projects, and providing support to the DSC Design and Construction Division for seven line-item construction projects. Project highlights include transportation planning for the National Mall and Memorial Parks, Grand Canyon National Park, North Cascades National Park, Golden Gate National Recreation Area, and Arches National Park.

The American Planning Association's (APA) Federal Planning Division honored two DSC Transportation Planning Branch projects as part of their annual APA Awards Program in FY06. For outstanding sustainable planning or design projects, the association awarded the Lewis and Clark Transportation System in Oregon and Washington for its "comprehensive and interdisciplinary approaches to problem solving with an emphasis on conservation." For outstanding collaborative planning project or program, the association awarded the Mount Rainier Transportation Corridor project in Washington State for "providing an exemplary exploration of using public participation as a tool to find solutions for regional planning issues."



One of the four corridor studies completed for the award-winning Mount Rainier Transportation Corridor project

Before (top) and after (below) images, South Fork Bridge, Yosemite National Park, California



PARK ROADS AND PARKWAYS BRANCH

The Park Roads and Parkways Branch continues to effectively assist parks and regions with design development for future projects and construction of ongoing work. The branch works with the Federal Highway Administration and the Park Service in identifying issues and in developing recommendations for improving the program.

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

Twenty-seven construction contracts, totaling \$108,273,330 were awarded in FY06 for the Park Roads and Parkways Program. This program more than doubled the award amount from its FY05 level. Table 7 on the facing page illustrates the NPS awards by Federal Highway Administration region.

Table 7
Park Roads and Parkways Design and Construction Program Projects,
Denver Service Center and Federal Lands Highway – FY06 Awards Schedule

PROJECT / DESCRIPTION	NPS REGION	FLH DIVISION	AWARD AMOUNT
Bighorn Canyon National Recreation Area (MT), Lovell area roads	IMR	Western	\$4,798,312
Blue Ridge Parkway (NC), Rehab Sims Creek bridge	SER	Eastern	\$1,283,725
Colonial NHP (VA), Repair parkway pavement slabs/culverts/bridges/overpasses	NER	Eastern	\$397,933
Colorado National Monument (CO), Rim Rock Drive	IMR	Central	\$8,334,605
Crater Lake National Park (OR), Rehab Hwy 62 West	PWR	Western	\$3,791,000
Cumberland Gap National Historical Park (KY), Reconstruct Skyland Road	SER	Eastern	\$3,644,651
Curecanti National Recreation Area (CO), Elk Creek entrance road	IMR	Central	\$3,927,418
Delaware Water Gap NRA (PA), Repairs to county road & bridge at Toms Creek	NER	Eastern	\$254,211
Fire Island National Seashore (NY), Rehab park entrance road	NER	Eastern	\$252,500
George Washington Memorial Parkway (VA), Paint Bridges Boundary Channel	NCR	Eastern	\$1,996,430
George Washington Memorial Parkway (VA), Rehab Memorial Drive & Circle	NCR	Eastern	\$4,332,340
Glen Canyon National Recreation Area (UT), Halls Crossing	IMR	Central	\$5,014,889
Great Sand Dunes National Park (CO), Entrance road	IMR	Central	\$2,922,456
Great Smoky Mountains National Park (TN), Construct new bridge at Straight Fork	SER	Eastern	\$687,527
Great Smoky Mountains National Park (TN), Rehab Newfound Gap Road phase I	SER	Eastern	\$15,319,935
Great Smoky Mountains National Park (TN), Rehab Parsons Branch Road	SER	Eastern	\$753,255
Lake Mead National Recreation Area (NV), Rehab Northshore Road phase II	PWR	Central	\$13,906,508
National Capital Region, Inlet & outlet bridge	NCR	Eastern	\$1,080,085
Sagamore Hill National Historic Site (NY), Rehab visitor center parking area	NER	Eastern	\$414,400
Saguaro National Park (AZ), Cactus Forest Road	IMR	Central	\$2,005,273
Sequoia National Park (CA), Generals Highway	PWR	Central	\$11,539,438
Sequoia National Park (CA), Generals Highway slide repair	PWR	Central	\$250,760
Valley Forge National Historical Park (PA), Demolish Tower Road/Huntington Road	NER	Eastern	\$725,161
Vanderbilt Mansion National Historic Site (NY), Rehab Bard Rock Bridge	NER	Eastern	\$429,344
Wind Cave National Park (SD), US-87 Entrance road - Beaver Creek bridge	IMR	Central	\$4,779,911
Yosemite National Park (CA), Valley Loop Road	PWR	Central	\$14,711,407
Zion National Park (UT), Mount Carmel Highway	IMR	Central	\$719,856
GRAND TOTAL			\$108,273,330

NPS Regions: **IMR** Intermountain, **SER** Southeast, **NER** Northeast, **PWR** Pacific West, **NCR** National Capital

REVEGETATION PROGRAM

Since the Native Plants and Revegetation Program's inception in 1989, it has worked to erase the scars of construction disturbance by reestablishing native plant associations along 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, bare root, and container plants.

The program works with 14 of the Natural Resources Conservation Service's (NRCS) 27 Plant Materials Centers, which are strategically located throughout the country. 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 highlights in FY06 include providing technical assistance to 24 parks, reviewing projects at 7 parks, and doubling the amount of resources and information on the intranet-based revegetation website (<http://inside.nps.gov/waso/waso.cfm?prg=440&lv=4>).

PLANNING DIVISION

The Denver Service Center's Planning Division has the national park system's largest concentration of interdisciplinary planning professionals. This group of specialists is knowledgeable about NPS planning policies and standards and cutting-edge planning tools.

The DSC Planning Division offers a wide range of planning services and expertise to meet the needs of its servicewide clients. The division provides park planning, special resource studies (SRS), general management plans (GMPs), natural and cultural resource compliance, civic engagement, and 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, with 7 general management plans and 1 special resource study completed in FY06. Please refer to the following pages for a summary of FY06 ongoing and recently completed projects.

PARK, REGIONAL, AND SERVICEWIDE PLANNING SERVICES

The DSC Planning Division also provides leadership, advice, technical expertise, facilitation, and other planning services for a wide range of non-GMP planning initiatives. Within the Planning Division, the graphic design and editing staff provided technical assistance to regional offices and parks on a number of projects, including the National Mall and Ford's Theatre National Historic Site logos, the *White House Grounds and Garden 1996-2000 plan*, *Park Science*, and editing the *NPS Management Policies 2006*.

Other significant projects in FY06 included assisting Cape Lookout National Seashore with their commercial services planning effort. Working with the Washington Concessions Management Office and the Southeast Regional Office, commercial services planning is a new endeavor for the Service Center. The planning process includes providing a holistic vision for the future by looking at appropriate types and levels of commercial service activities and ensuring that guidelines are consistent with recent regulations and the base planning document, the general management plan. The value added by the DSC Planning Division includes expertise in public participation, stakeholder and staff facilitation, alternatives evaluation, and methodology for selecting the preferred alternative.

The division also began work in FY06 in developing the environmental impact statement related to the management of air tour overflights at Grand Canyon National Park. This new endeavor for the Denver Service Center involves extensive coordination with both



Sleeping Bear Dunes National Lakeshore, Michigan

the National Park Service and Federal Aviation Administration (FAA), as well as with the Grand Canyon Working Group advisory board. The study may ultimately result in new FAA rule-making that changes the existing air tour flights at the park.



Saguaro National Park, Arizona

The DSC staff continued work on the National Mall and Memorial Parks Management Plan, a 50-year vision for the use and management of the National Mall. This planning effort will result in a plan that differs from a general management plan in that it covers a longer-than-normal time frame and addresses a finer level of detail. In FY06 the team initiated a series of contracts for urban landscape “best practices”

related to special events management and landscape conservation on the National Mall. The team is also participating in and coordinating with ongoing planning efforts in the greater Washington, D.C., metropolitan area.

Service Center planners participated in a wide range of consultation services, including participating in a scholars’ roundtable for Ellis Island at the Statue of Liberty National Monument, providing support to the Natural Sounds Program on park overflights, facilitating a strategy for park activities related to the Elwha River restoration at Olympic National Park, and working with the Alaska Regional Office staff in developing foundation statements. In addition, DSC planners facilitated the development of foundation statements at Pinnacles National Monument, North Cascades National Park, Glacier Bay National Park and Preserve, Hubbell Trading Post National Historic Site, and Casa Grande Ruins National Monument.

The Washington-based Park Planning and Special Studies Division requested that the DSC Planning Division develop practical training to ensure recent changes in park planning practices are implemented consistently servicewide. Working with other NPS offices and Department of the Interior University, the Service Center developed a seven-module web-based training course to cost-effectively reach NPS employees, other agencies, and consultants. DSC coordinators paired the web-based instruction with an in-class training course for more in depth coverage. The end result is a state-of-the-art training program accessible to all NPS employees. Launched in 2006, the combined training program has been well received by participants and has received accreditation for continuing education through George Mason University.

The division also continued its work with visitor capacity consultation, assisting with the Yosemite National Park Transportation Plan, the Merced River Plan, and the Rockefeller Foundation land donation to Grand Teton National Park.

THE DENVER SERVICE CENTER: FY07 AND BEYOND

Fiscal year 2007 has one of the largest workloads in the Denver Service Center's history.

We are working on more than 700 projects throughout the national park system, including line-item construction projects, Federal Lands Highway Program projects, park-funded projects, general management plans, special resource studies, and document archiving projects.

In addition to our planned workload, we have taken on a significant new assignment: assisting the Pacific West Region and Olympic National Park with the management of the Elwha River Restoration Project. This project is significant in both size and complexity, and we look forward to using our experience and expertise on this important project that is receiving both national and international interest.

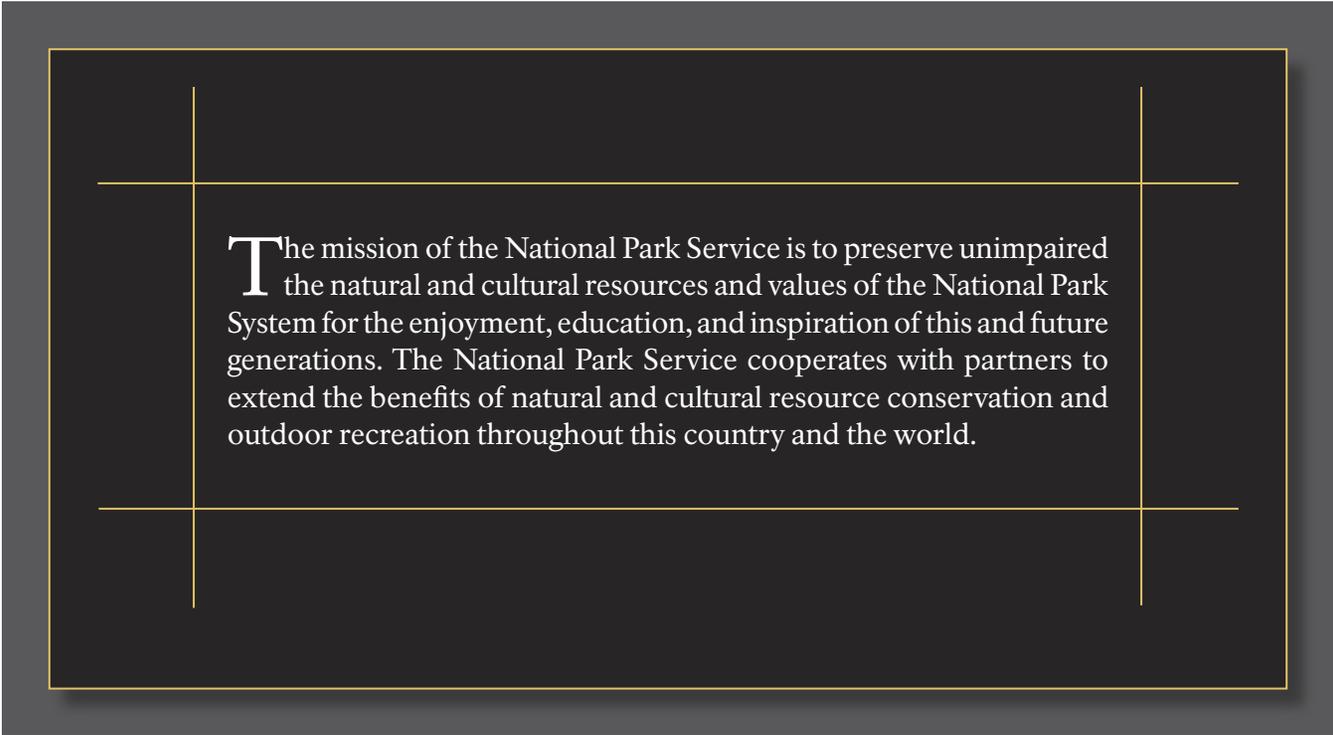
Park-funded projects and those funded through other resources is another area where we are seeing more work for the Denver Service Center in FY07. Projects at Lake Mead National Recreation Area, funded through the Southern Nevada Public Lands Management Act; work at Grand Canyon National Park, primarily funded through the Federal Lands Recreation Enhancement Act; and the 16-20 projects associated with hurricane damage will account for more than \$150 million in park-funded work this year.

In response to feedback from our clients, the Denver Service Center continues to refine its operations to ensure that we provide the best services and products possible. The Denver Service Center looks forward to reporting its success in future reports and continuing to provide quality work and service for our clients.



The *C.A. Thayer*, an 1895 national historic landmark ship at San Francisco Maritime National Historical Park, California. The ship was rehabilitated in the hull, deck, and keel of this 156-foot wooden hulled, three-masted sailing schooner.





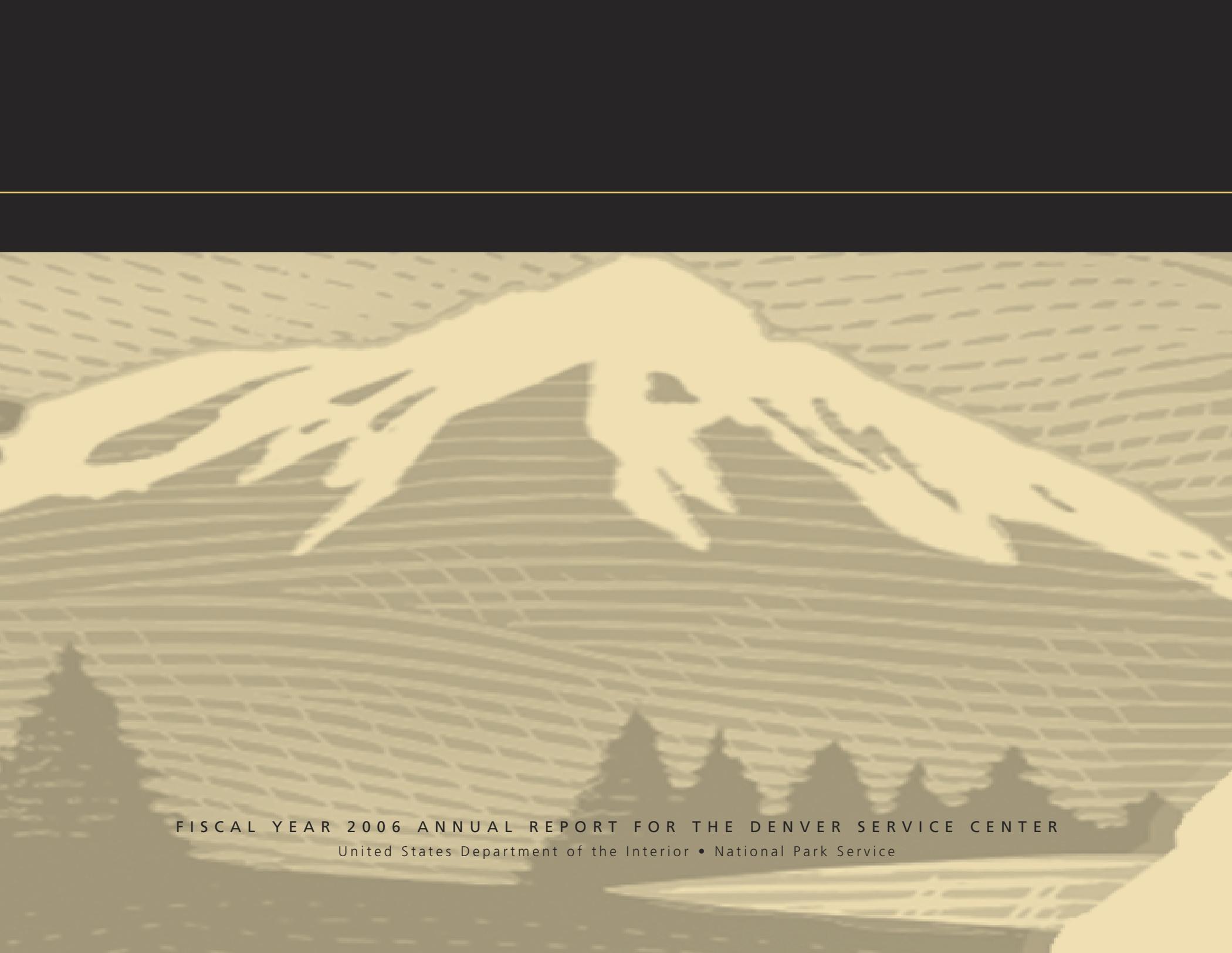
The mission of the National Park Service is to preserve unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural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



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 historical places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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FISCAL YEAR 2006 ANNUAL REPORT FOR THE DENVER SERVICE CENTER

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