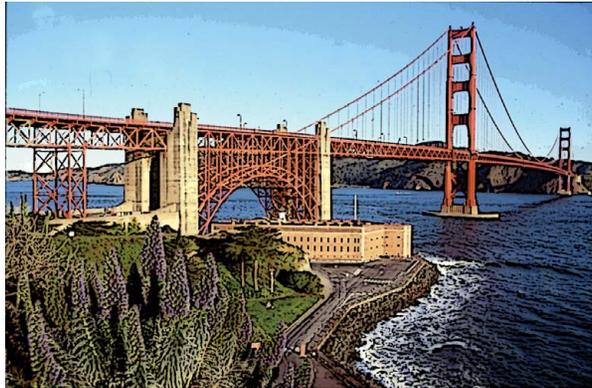




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# Denver Service Center

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Fiscal Year 2007 Annual Report

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Photos on front cover, from top left clockwise:

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Golden Gate National Recreation Area, California

Elwha River Restoration, Olympic National Park, Washington

Preserving natural resources

Rainbow over Grand Canyon National Park, Arizona

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## Message from the Denver Service Center Director

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The Denver Service Center (DSC) provides park and community planning, design and construction project management, contracting services, and information management for the parks and regions in the national park system. With a federal workforce of approximately 250 employees, the office serves as the central planning, design, and construction project office for the National Park Service, and provides cradle-to-grave project management and delivery. The Denver Service Center shares the National Park Service's commitment to protect America's natural and cultural resources and to provide for visitor enjoyment.

In fiscal year 2007 (FY07) the Denver Service Center awarded more than \$228 million in contract actions, a \$33 million increase from the previous year. FY07 brought one of the largest workloads in the history of the Denver Service Center. During the year, DSC staff provided project management on more than 600 projects with a total value of \$1.4 billion. These projects were throughout the national park system and included line-item construction projects, Federal Lands Highway Program projects, park-funded projects, general management plans, special resource studies, and document archiving projects.

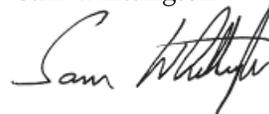
Among its primary functions, the Denver Service Center is responsible for the project management services for line-item construction and park-funded projects. In FY07, a record-breaking year, the line-item construction program had an obligation rate of 88%. During the year, the Denver Service Center managed more

than half a billion dollars in active construction projects. In FY07 the Denver Service Center, in conjunction with the Pacific West Region and Olympic National Park, initiated the first phase of work on the management of the Elwha River Restoration Project, a project significant in both size and complexity. With parks and regions continuing to use the Denver Service Center to manage large construction, road, and planning projects, more than half of the \$228 million awarded in FY07 came from park-direct charge projects.

Throughout the Denver Service Center, FY07 was a year of accomplishments. The Planning Division led 54 planning projects, including 35 general management plans, several special resource studies, and other services. The Denver Service Center enhanced its customer service through the redesign of the DSC Workflow WebPages and completion of the Construction and Design-Build sections of these pages. In FY07 nearly 75% of DSC project managers were certified as project management professionals.

This report, highlighting DSC activities and accomplishments in FY07, is available in both print and electronic formats. An electronic version can be found at [www.nps.gov/dsc](http://www.nps.gov/dsc).

Sam Whittington



Director, Denver Service Center, National Park Service

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## Contact the Denver Service Center:

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P.O. Box 25287  
Denver, CO 80225-0287  
303-969-2100  
dsc\_director@nps.gov

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## Web Links:

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**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>

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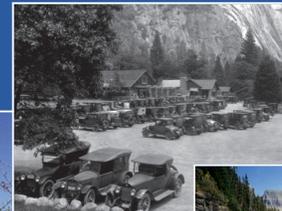
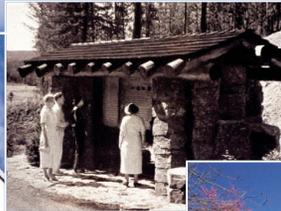
Artwork on facing page

Design artwork created by the Planning Communications Group of the Planning Division for Designing the Parks Conference, co-sponsored by the National Park Service

# DESIGNING the Parks

A conference in two parts examining the design of buildings and landscapes in regional, state, and national parks.

Sponsored by: National Park Service, The Cultural Landscape Foundation, University of Virginia, Golden Gate National Parks Conservancy, National Parks Conservation Association, and George Wright Society.



Part 1:

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The History of  
Park Planning and Design  
Charlottesville, Virginia  
May 20-22, 2008

Part 2:

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The Present and Future of  
Park Planning and Design  
San Francisco, California  
December 9-11, 2008

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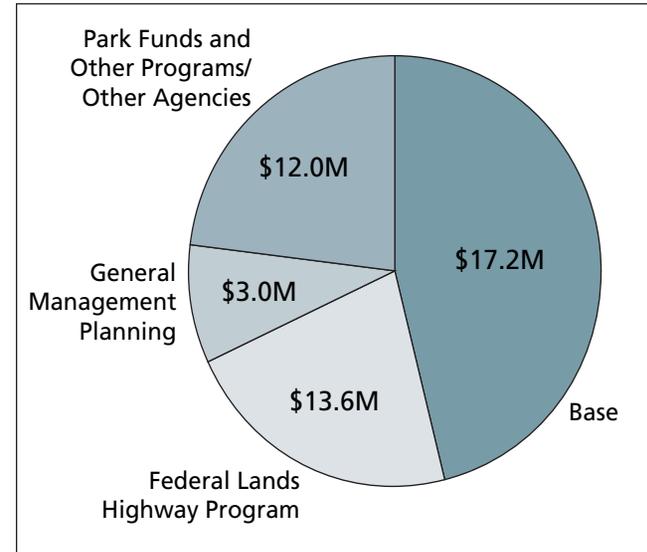
*The mission of the National Park Service is to preserve unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural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

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# Denver Service Center Financial Status

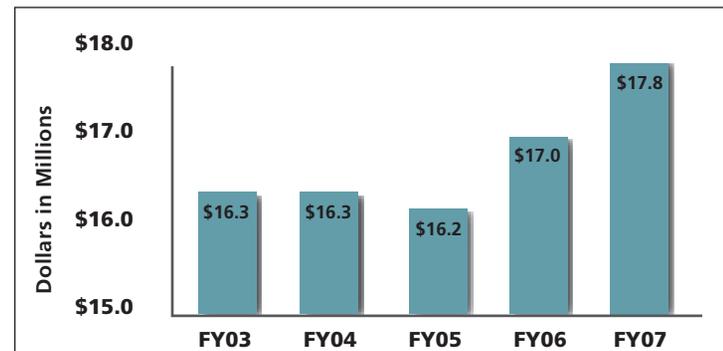
In addition to its appropriated base funding for the line-item construction program, the Denver Service Center (DSC) receives funding to provide direct support from a number of sources including the general management planning program, the Federal Lands Highway Program, Federal Lands Recreation Enhancement Act projects, and other refundable and reimbursable programs including park repair/rehabilitation maintenance projects. Figure 1 provides a breakdown by funding source for total DSC expenditures for fiscal year 2007 (FY07). Figure 2 represents the appropriated base funding for the Denver Service Center for FY03 through FY07.

**Figure 1**  
Total DSC Expenditures, FY07 (in millions)

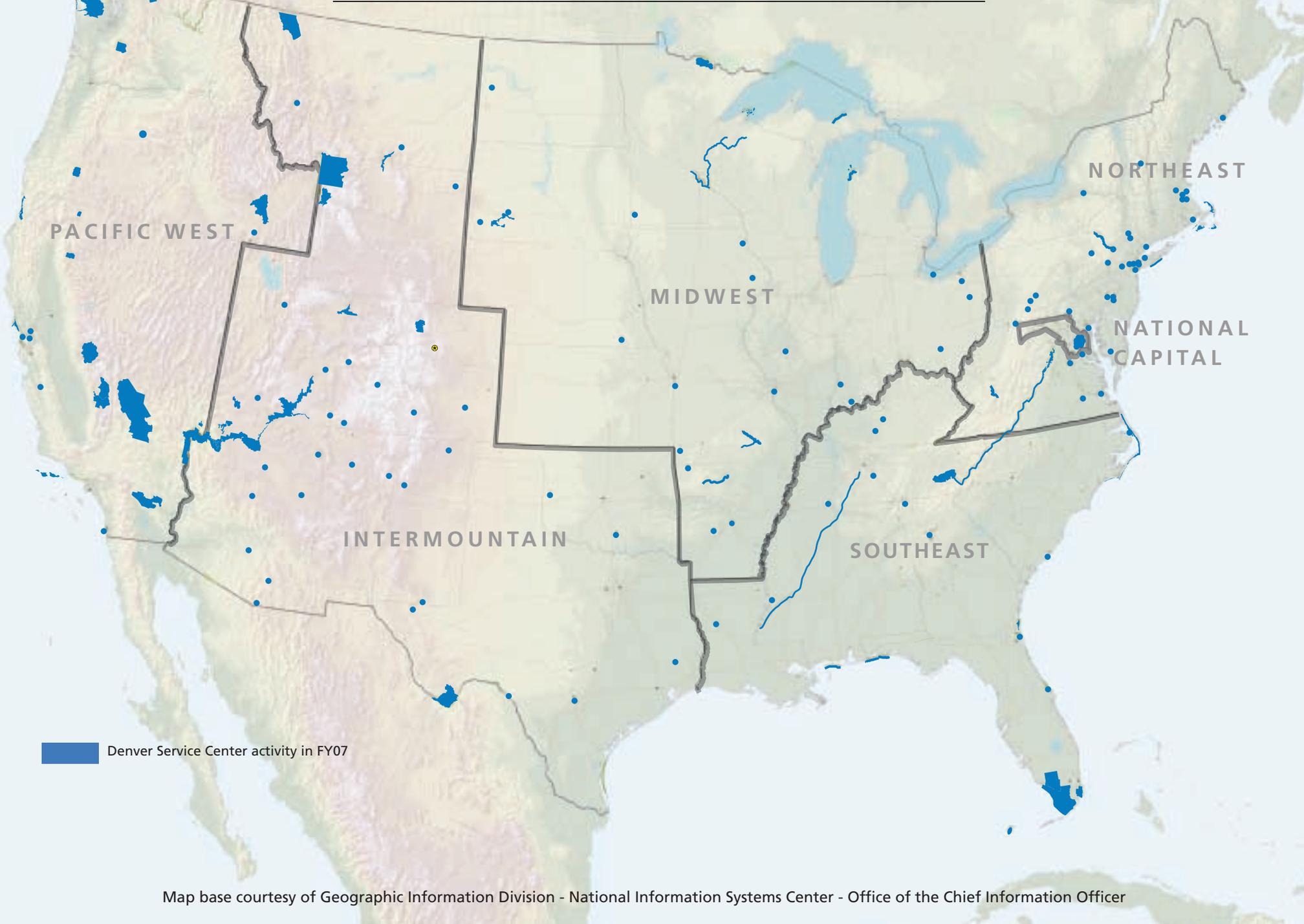


Coe Visitor Center, Everglades National Park

**Figure 2**  
Appropriated DSC Base Funding, FY03-FY07



# 184 NPS Park Units with DSC Activity in FY07



Denver Service Center activity in FY07



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## DSC Servicewide Support

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The Denver Service Center supported 184 park units, spread throughout all seven regions, on 638 projects during FY07. This support included planning, design and construction, and transportation projects. Work also included the archival and records management support of the Technical Information Center and the support of DSC Contracting Services.



Blue Ridge Parkway

# Contracting Services

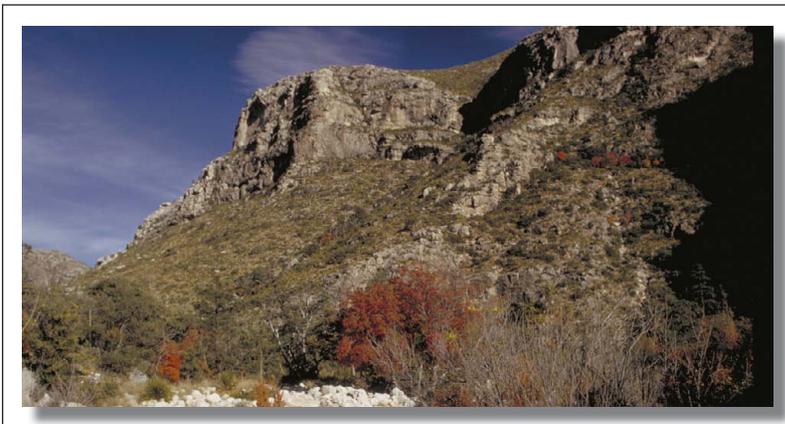
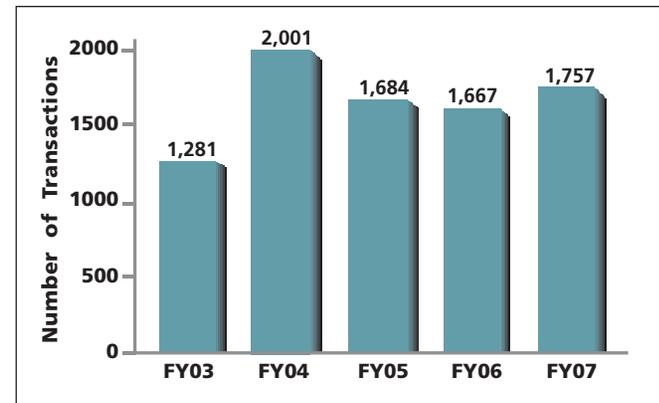
The Contracting Services Division provides the full range of acquisition services to all DSC business lines. The staff of 45 employees includes 15 warranted contracting officers and 21 contract specialists; 13 contracting officers have obtained permanent Level III warrants and certification in the Federal Acquisition Certification in Contracting program. The division also provides contracting services to parks and regions for park-direct charge projects that are within the Denver Service Center’s core mission of design and construction, transportation, planning, and similar professional services.

In FY07 the Contracting Services Division awarded more than \$228 million in contracts from all funding sources, as table 1 illustrates. Figure 3 shows the transaction volume handled by Contracting Services in FY07.

**Table 1**  
**All Contract Actions and All Fund Sources, Dollars Awarded, FY03-FY07**

	(In Millions of Dollars)				
	FY03	FY04	FY05	FY06	FY07
Professional Services	\$46.5	\$32.9	\$34.3	\$21.16	\$35.88
Construction	\$122.6	\$114.3	\$127.9	\$165.25	\$178.89
Purchase Orders	\$13.0	\$4.3	\$7.1	\$6.70	\$9.65
Agreements	\$1.3	\$0.1	\$0.8	\$1.17	\$2.44
Narrow Banding	\$0.2	-	-	\$0.00	\$0.00
Public Utilities	\$0.7	-	\$0.3	\$0.50	\$1.68
<b>TOTAL</b>	<b>\$184.3</b>	<b>\$151.6</b>	<b>\$170.4</b>	<b>\$194.8</b>	<b>\$228.5</b>

**Figure 3**  
**All Contract Actions from All Fund Sources, Transaction Volume, FY03-FY07**



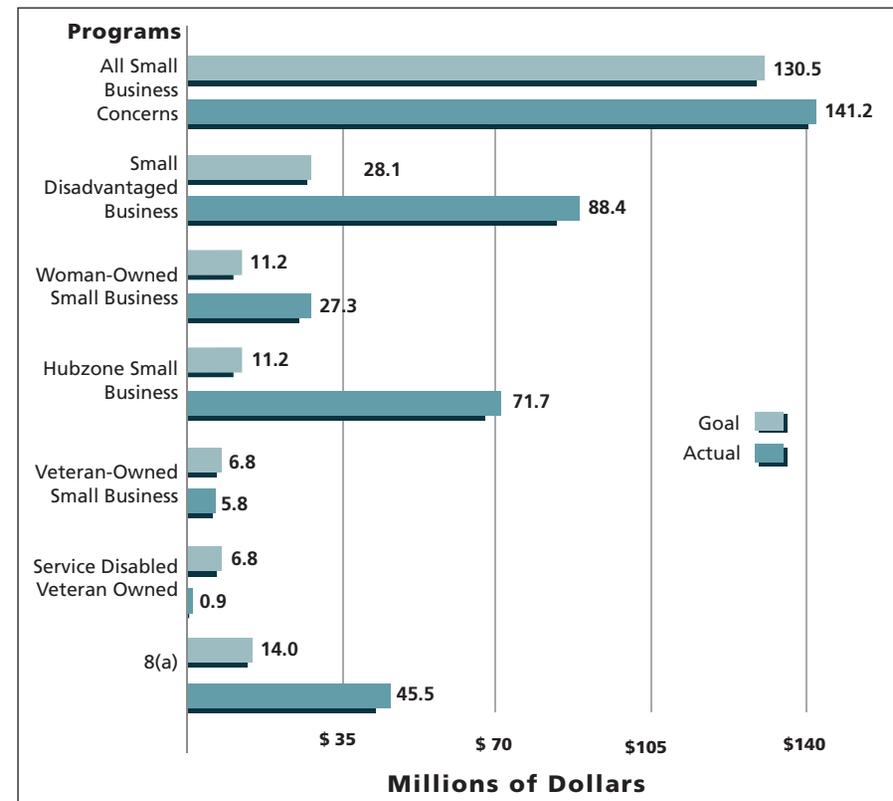
Guadalupe Mountain National Park

## NPS Small Business Contracting Program

The Denver Service Center strongly supports the socioeconomic program goals of both the National Park Service and the Department of the Interior. A full-time small business specialist advises project teams on the socioeconomic screening process and assists teams in identifying qualified small, small disadvantaged, HUBZone, woman-owned, and veteran-owned firms. The small business specialist also provides counseling and outreach services for companies seeking business opportunities with the National Park Service. The Denver Service Center's socioeconomic program was commended by the local Small Business Administration office as a model for federal agencies. Program accomplishments for FY07 are shown in figure 4 and table 2. In many instances a small business award is credited to more than one subcategory within the socioeconomic program.

In FY07 the Denver Service Center's annual Small Business Trade Fair produced outstanding results for the socioeconomic program: 18 new contract awards totaling nearly \$26 million were attributed to the fair. At the annual trade fair, Denver-based Department of the Interior program managers and contracting personnel meet representatives from several small businesses and assess the capabilities of those businesses for executing DSC contracts.

**Figure 4**  
**Contract Actions by Dollar Amount,**  
**FY07 Small Business Contracting**



**Table 2**  
**Contract Actions by Percentage, FY07 Small Business Contracting**

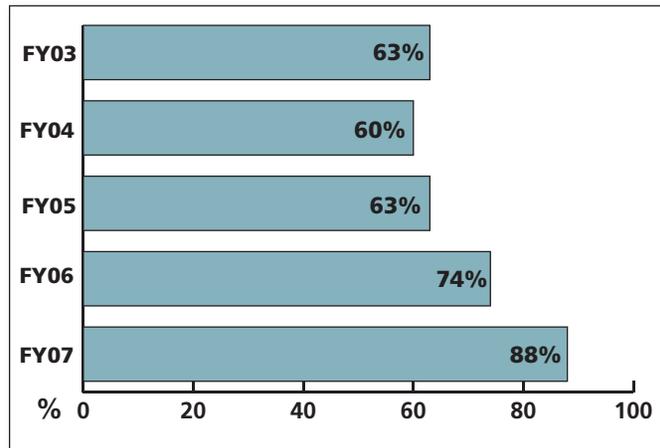
	All Small Business Concerns	Small Disadvantaged Business	Women-Owned Small Business	HUBZone Small Business	Veteran-Owned Small Business	Service Disabled Veterans Small Business	8(a) Contractors
<b>Goal</b>	<b>58.0%</b>	<b>12.5%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>6.3%</b>
<b>Actual</b>	<b>62.8%</b>	<b>39.3%</b>	<b>12.2%</b>	<b>31.9%</b>	<b>2.6%</b>	<b>0.4%</b>	<b>20.2%</b>

# Design and Construction Division

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

FY07 marks another record-breaking year in the DSC line-item construction program in both its total dollars awarded and obligation rate. Figure 5 shows an obligation rate for the line-item construction program of 88% for FY07. This is the Denver Service Center's highest obligation rate in over 25 years.

**Figure 5**  
**DSC Line-item Construction Program Obligation Rates, FY03-FY07** (Percentage of available funds obligated)



**Table 3**  
**DSC Line-item Construction Program Awards, FY03-FY07**

(M Million)	FY03	FY04	FY05	FY06	FY07
Current year funds obligated in fiscal year	\$52M	\$86M	\$49.5M	\$79M	\$90M
Carryover funds obligated in fiscal year	\$38M	\$19M	\$33.5M	\$32M	\$14M
<b>Total Funds Obligated</b>	<b>\$90M</b>	<b>\$105M</b>	<b>\$83M</b>	<b>\$111M</b>	<b>\$104M</b>

As shown in table 3, the line-item construction program awarded \$90 million in *current year* funds in FY07, \$11 million more than the previous fiscal year. This is the Denver Service Center's largest current year award amount in more than a decade.



Big Cypress National Preserve

In FY07 the Design and Construction Division managed 142 active construction projects totaling more than \$536 million, as table 4 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 division, including all line-item construction projects, park-funded projects, and Federal Lands Recreation Enhancement Act projects.

Table 5 details the execution of the line-item construction (LIC) program, including construction management and substitution construction planning activities, and shows the number of projects awarded and the award amount of the line-item construction projects by year.

**Table 4  
DSC Active Construction Contracts by Region, All Fund Sources, FY03-FY07**

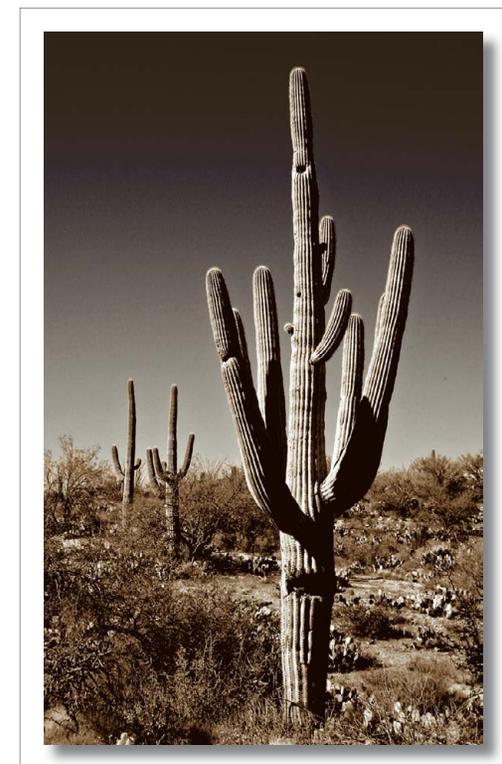
Region	FY03		FY04		FY05		FY06		FY07	
	No. of Projects	Amount								
AR	4	\$19,622,592	4	\$20,015,568	5	\$27,172,701	2	\$9,130,394	3	\$11,543,643
IMR	23	\$55,043,534	24	\$65,592,089	26	\$65,259,475	17	\$41,037,716	16	\$28,743,989
MWR	5	\$8,436,521	5	\$11,384,045	7	\$16,721,449	10	\$25,064,771	11	\$25,816,549
NCR	32	\$48,447,703	33	\$85,744,845	25	\$98,531,702	27	\$106,968,162	21	\$84,437,224
NER	34	\$69,327,870	42	\$111,161,008	54	\$135,282,366	57	\$159,343,592	47	\$133,235,679
PWR	20	\$62,518,145	25	\$81,022,271	29	\$117,739,321	17	\$83,129,827	30	\$218,023,944
SER	12	\$25,825,415	17	\$28,719,600	15	\$27,604,350	20	\$44,312,907	13	\$28,098,075
USFWS	0	—	0	—	1	\$4,451,140	0	—	0	\$0
WASO	0	—	3	\$6,928,529	3	\$6,818,911	1	\$6,774,354	1	\$6,798,383
<b>TOTAL</b>	<b>130</b>	<b>\$289,221,780</b>	<b>153</b>	<b>\$410,567,955</b>	<b>165</b>	<b>\$499,581,415</b>	<b>151</b>	<b>\$475,761,722</b>	<b>142</b>	<b>\$536,697,487</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 US Fish and Wildlife Service, WASO Washington Office

**Table 5  
Execution of the NPS Construction Program, Construction Awards by Region, FY03-FY07, DSC LIC, Title V LIC/Title VIII LIC (Excluding Reimbursables and Federal Lands Recreation Enhancement Act projects)**

	FY03		FY04		FY05		FY06		FY07	
	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount	No. of Projects	Amount
AR	0		0		3	\$9,077,556	0		0	
IMR	3	\$4,635,805	10	\$10,518,412	4	\$5,955,459	3	\$4,977,792	3	\$6,830,347
MWR	3	\$5,354,021	4	\$5,824,519	6	\$11,764,884	5	\$12,109,520	3	\$2,344,476
NCR	10	\$22,660,993	9	\$26,950,285	8	\$15,252,043	5	\$7,135,047	3	\$14,445,745
NER	21	\$45,932,569	14	\$27,087,947	12	\$24,456,201	14	\$31,734,367	22	\$27,620,597
PWR	4	\$8,523,508	6	\$11,271,766	6	\$13,403,889	6	\$42,683,494	5	\$46,684,701
SER	4	\$3,439,375	6	\$17,147,534	6	\$3,121,762	5	\$12,045,111	3	\$5,930,634
WASO	0		2	\$6,568,380	0		0		0	
<b>TOTAL</b>	<b>45</b>	<b>\$90,546,271</b>	<b>51</b>	<b>\$105,368,843</b>	<b>45</b>	<b>\$83,031,794</b>	<b>38</b>	<b>\$110,685,331</b>	<b>39</b>	<b>\$103,856,500</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



Saguro National Park

**Table 6**  
**A/E Design Costs, FY03-FY07**

	FY03	FY04	FY05	FY06	FY07
Line-Item Construction Planning	\$10,098,284	\$8,995,454	\$7,061,317	\$3,603,371	\$7,035,507
Supplemental Services/Pre-Design	\$3,067,536	\$4,962,023	\$5,686,973	\$897,074	\$1,814,331
Compliance Planning	\$1,011,268	\$2,060,936	\$1,408,413	\$466,262	\$1,036,232
Non-LIC Design				\$3,437,911	\$7,527,039
<b>Total A/E Design</b>	<b>\$14,177,088</b>	<b>\$16,018,413</b>	<b>\$14,156,703</b>	<b>\$8,404,618</b>	<b>\$17,413,109</b>

Table 6 shows the A/E design costs associated with the DSC portion of the line-item construction program for FY03–FY07. With the 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**  
**DSC Construction Management Costs, FY03-FY07**

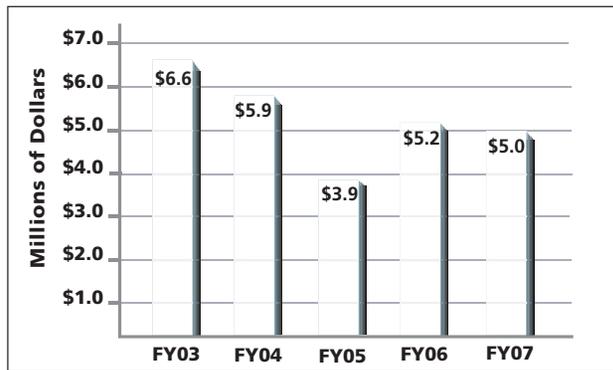


Figure 6 shows DSC construction management costs associated with the LIC program for FY03 through FY07.



Little Rock Central High School National Historic Site

**Table 7**  
**Design and Construction Program, FY05-FY07**

Project Title	FY05		FY06		FY07	
	Projects	Gross	Projects	Gross	Projects	Gross
Design	169	\$586,101,038	159	\$658,188,921	149	\$641,364,091
Construction	96	\$271,076,389	100	\$324,760,696	92	\$301,473,350
Warranty	58	\$171,665,645	95	\$222,660,669	63	\$185,618,819
Miscellaneous	34	\$25,568,767	31	\$19,019,721	57	\$49,180,754
<b>Total Program</b>	<b>357</b>	<b>\$1,054,411,839</b>	<b>385</b>	<b>\$1,224,630,007</b>	<b>361</b>	<b>\$1,177,637,014</b>

The Design and Construction Division managed more than \$1.17 billion in gross dollars for its combined 361 projects from all project phases in FY07.

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## Technical Branch

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The Technical Branch of the Design and Construction Division provides quality assurance reviews and compliance oversight for division projects. This branch also provides a wide range of design and construction support services to parks, regions, and program offices. The branch plays a significant role in developing and maintaining the content of the DSC Workflow WebPages. The Workflow WebPages are regularly updated to improve usability and to ensure that the site reflects current DSC work processes. More information about the Workflow WebPages can be found on page 14.

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

- architecture
- civil engineering
- constructability
- construction management
- cost estimating
- drafting standards
- electrical engineering
- engineering practices and procedures
- fire protection engineering
- landscape architecture
- life-cycle cost analysis
- lighting
- mechanical engineering
- preservation architecture
- roofing
- safety engineering
- seismic engineering
- structural engineering
- sustainability
- value analysis
- waterproofing

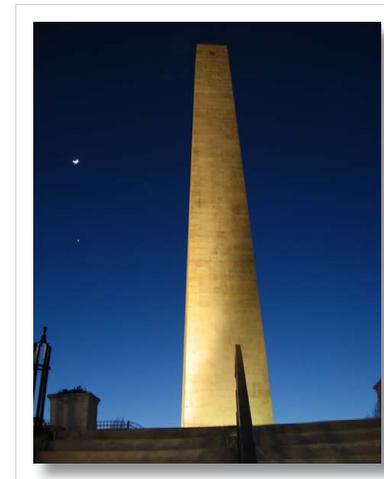
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## Design and Construction Highlights

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### BUNKER HILL MONUMENT RESTORATION

This project provided needed repairs to the monument, the adjacent granite lodge, and the surrounding 4-acre site. In addition, the museum was rehabilitated as an interpretive center. The multifaceted project included repairs to the monument's brickwork and masonry, rehabilitation of public rest rooms, improved site lighting, site access that is compliant with the ABAAS (Architectural Barriers Act Accessibilities Standards), new electrical and heating/air-conditioning systems in the museum, and exhibits. The project was developed in partnership with the local community and the city of Boston.



Construction Costs: \$4.6 million  
Completion Date: May 2007  
Design A/E: Goody Clancy and Associates  
Construction Management: US Army Corps  
of Engineers–New England Division

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## Design and Construction Highlights

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### HISTORIC RESOURCES SUPPORT CENTER AT KLONDIKE GOLD RUSH NATIONAL HISTORICAL PARK

A 1,620-square-foot curatorial storage building and a 1,035-square-foot maintenance building addition were completed at Klondike Gold Rush National Historical Park. Under a design-build contract, the Alaskan Native Corporation-owned contractor, KOMAN, Inc., was responsible for the design and construction. Because of the remote location, park maintenance staff provided on-site construction management.



Construction Costs: \$7.9 million  
Completion Date: May 2007  
Design A/E: Winchester Alaska, Inc., architect for KOMAN, Inc.  
Construction Management: Denver Service Center / Klondike Gold Rush National Historical Park

### BLUE RIDGE PARKWAY DESTINATION CENTER

With a ribbon-cutting set for spring 2008, the 12,800-square-foot Blue Ridge Parkway Destination Center includes a 70-seat theater, exhibit displays, and a classroom/multipurpose room. The center will house staff from the National Park Service, the Blue Ridge Heritage Area, and Eastern National. Visitors will be able to use the facility to gather information on the parkway and region as a whole.



Construction Costs: \$7.73 million  
Completion Date: December 2007  
Design A/E: Lord, Aeck & Sargent  
Construction Management A/E: Alpha Corporation

### HERITAGE CENTER AT HOMESTEAD NATIONAL MONUMENT OF AMERICA

Homestead National Monument of America opened a 10,700-square-foot Heritage Center in Beatrice, Nebraska. Designed to incorporate the principles of the U.S. Green Building Council's LEED® (Leadership in Energy and Environmental Design) criteria, the facility includes interpretive exhibits, curatorial facilities, collections storage, retail facilities, and administrative areas. Project completion coincided with the 145th anniversary of the Homestead Act in May 2007. Prior to construction, the project received a 2004 Honor Award for unbuilt projects from the Baltimore, Maryland, chapter of the American Institute of Architects. The center was also recognized as Nebraska's "2007 Outstanding Tourism Attraction."



Construction Costs: \$3.5 million  
Completion Date: May 2007  
Design A/E: GWWO Inc./Architects  
Construction Management A/E: Alpha Corporation

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## Design and Construction Highlights

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### LINCOLN MEMORIAL CIRCLE REHABILITATION

The Lincoln Memorial Circle project provided needed rehabilitation of the road surfaces, including barrier curb and traffic islands. Safety improvements included sidewalk upgrades, additional traffic signals, and improved ABAAS access. In addition, the project upgraded security and improved circulation for pedestrians and vehicles. The rehabilitation has enhanced the visitor experience at the Lincoln Memorial, the Vietnam Veteran's Memorial, and the Korean War Memorial.



Construction Costs: \$14.6 million  
Completion Date: April 2007  
Design A/E: CH2M Hill  
Construction Management A/E: McKissack & McKissack

### CHEYENNE CULTURAL CENTER AT WASHITA BATTLEFIELD NATIONAL HISTORIC SITE

The Cheyenne Cultural Center at Washita Battlefield National Historic Site in Cheyenne, Oklahoma, is a joint effort of the National Park Service and the U.S. Forest Service. The new facility includes interpretive exhibits, book sales, and visitor facilities. It also houses the administrative offices for both Washita Battlefield National Historic Site and the Black Kettle National Grasslands, a unit of the Cibola National Forest. *Destiny at Dawn*, the new film produced as part of the project, will be shown in the center's theater.



Construction Costs: \$3.3 million  
Completion Date: August 2007  
Design-Build A/E: EPC Corporation/Swaim Architecture  
Construction Management A/E: Alpha Corporation

### VISITOR CENTER AND ADMINISTRATION BUILDING AT PU'UKOHOLA HEIAU NATIONAL HISTORIC SITE

A 4,000-square-foot visitor center and administrative office at Pu'ukohola Heiau National Historic Site in Kawaihae, Hawaii, replaces the visitor information center located on the historic temple grounds of King Kamehameha. With the new center completed, the temple grounds can be restored to their original appearance. New visitor center exhibits provide information about Hawaiian life and culture. The facility was dedicated by the Hawaiian Royal Court on August 7, 2007, during the annual Hawaiian Cultural Festival held at the national historic site. The visitor center received the Member's Choice Award for 2007 from the Hawaiian chapter of the American Institute of Architects.



Construction Costs: \$2.4 million  
Completion Date: February 2007  
Design A/E: Mason Architects  
Construction Management A/E: PBS&J

# Information Management Division

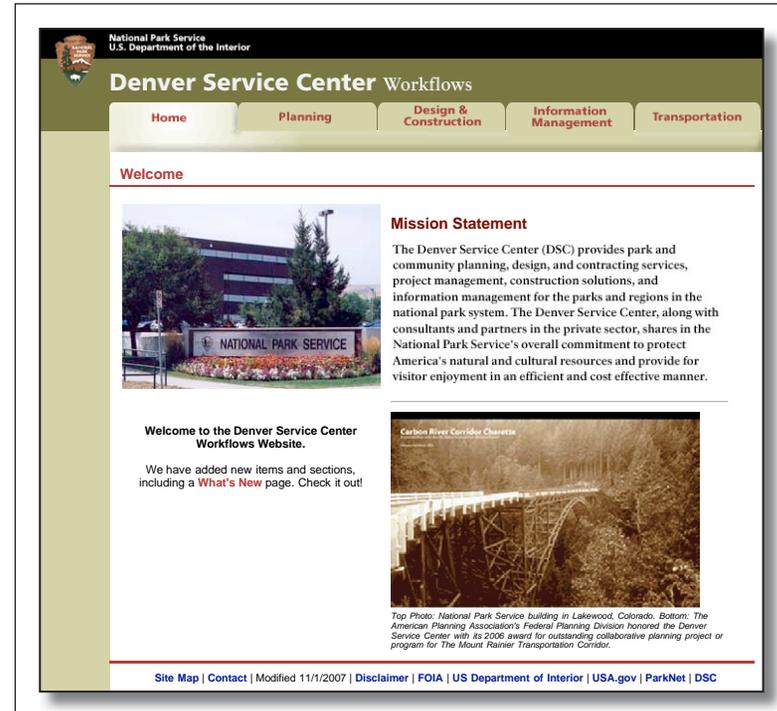
The Information Management Division improves the effectiveness of the Denver Service Center through technology. The division supports the Denver Service Center and the National Park Service in project schedule control, document and records management, digital printing, training and distance learning,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

## Microsoft Project Migration

The Denver Service Center relies on system tools for accountability and efficiency in its operations, including the Microsoft Project Enterprise Management system. This system provides accurate and timely reporting on DSC planning, transportation, design, and construction projects. In FY07 this system provided management reporting on more than 700 projects. Information Management staff also laid the groundwork for migration to the MS Project 2007 and Panorama projects.

## Workflow WebPages Augmented

In FY07 Information Management staff redesigned the Workflow WebPages and continued to develop site content for all DSC business lines. In the Planning section, guidance for special resource studies was completed. The Transportation section was enhanced to include information on park roads and parkways, revegetation, and planning. Design and Construction sections were expanded to include design-build guidance, a cultural landscape report page, and the construction/construction management pages.



The Workflow WebPages provide guidance for A/E, construction management, and construction firms involved in NPS projects. These pages are also used by DSC employees and NPS park and regional staff to access clear and timely guidance for NPS projects. The Workflow WebPages provide an up-to-date platform for sharing templates, instructions, policies, technical information, and resources.

### Panorama Project

The Denver Service Center partnered with the NPS Construction Program Management Office to develop dashboards (SharePoint sites) for line-item construction projects, extending the program beyond the original 28 Partnership Projects. The SharePoint Partnership Construction Process pages enable NPS employees to meet the reporting and tracking requirements as directed by Congress and the Government Accountability Office while providing project information and supporting documents to management and project managers.

### Employee Development

The Information Management Division is responsible for DSC employee development and training courses. These include servicewide courses, supervisory training, computer training, seminars and conferences, and individual developmental training. In FY07 the Denver Service Center emphasized project management, contracting officer's representative, and planning training. By the end of FY07, nearly 75% of DSC project managers had been certified as project management professionals. DSC's contracting officer's representative courses also served employees from five other federal agencies in the Denver area.

The Denver Service Center sponsored the Park Planning web-based course. This course, developed in late 2006, has attracted wide attention, and individuals from other government agencies, the private sector, and academia have completed the course. The Denver Service Center also provided instruction and leadership for the Park Planning instructor-led course.

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## Technical Information Center

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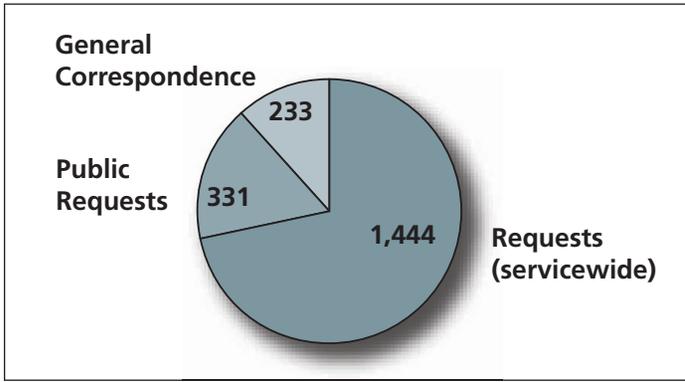
The Technical Information Center (TIC) is the servicewide information management system for documents and drawings. It is the central repository for all NPS-generated planning, design, and construction drawings and documents and related technical report documentation. The TIC collection is available to NPS employees through eTIC at <http://etic.nps.gov>.

In FY07, TIC added 4,500 new records and 387,311 electronic images to the collection. TIC staff cataloged and scanned drawing, archival, and records projects from several NPS sites, including Grand Canyon National Park, Yellowstone National Park, Cumberland Island National Seashore, Fort Donelson National Battlefield, Intermountain Region Denver and Santa Fe offices, and the Washington-based Wild and Scenic Rivers and Trails collection. In addition, superintendents' annual reports for the years of 2004-05 were added.

**Table 8**  
**eTIC FY07 Searches, Access, Orders**

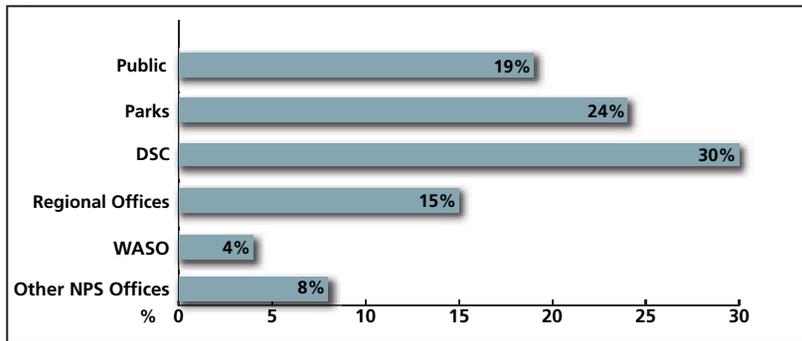
	FY06	FY07	Increase
<b>New Registered Users</b>	314	453	+ 44%
<b>Searches</b>	23,058	30,746	+ 33%
<b>Document Access - Entire Document</b>	4,017	4,511	+ 12%
<b>Shopping Cart - Number of Documents</b>	1,276	2,642	+ 107%

**Figure 7  
TIC FY07 Requests**



TIC staff filled more than 2,000 requests for documents and drawings. NPS employees increasingly rely on eTIC for ready access to the TIC collection, and employee registration to eTIC increased by 44% over FY06. Searches of the eTIC system by NPS users increased by 33% during the year, and on-line orders for TIC drawings or documents grew by 107%.

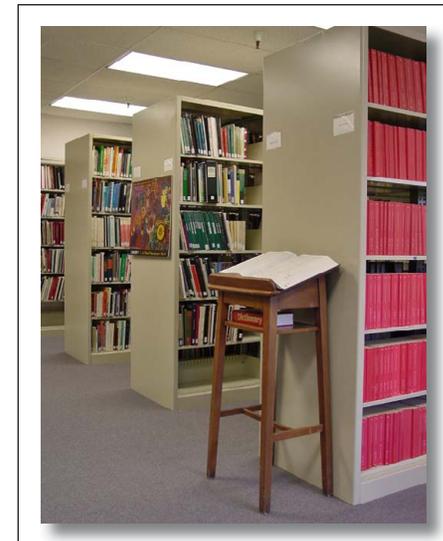
**Figure 8  
Source of TIC Requests**



## The 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 national park system. The library also serves the public by loaning materials to academic, government, public, and corporate libraries. During FY07 materials were loaned to libraries in 38 states and 1 foreign country.

During FY07 the library staff completed cataloging projects for the Natural Resources Program Center library in Denver. The library also provided cataloging support to Colorado National Monument, Dinosaur National Monument, Great Sand Dunes National Park, Padre Island National Seashore, Pecos National Historical Park, and Salinas Pueblo Missions National Monument.



The Denver Service Center Library

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## Transportation Division

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The DSC Transportation Division includes the Transportation Planning Branch and the Park Roads and Parkways Branch. Both are supported by a Federal Lands Highway Program (FLHP) compliance group and a FLHP revegetation group. In FY07 the division awarded three indefinite quantities contracts focusing on transportation planning, design, and construction implementation.

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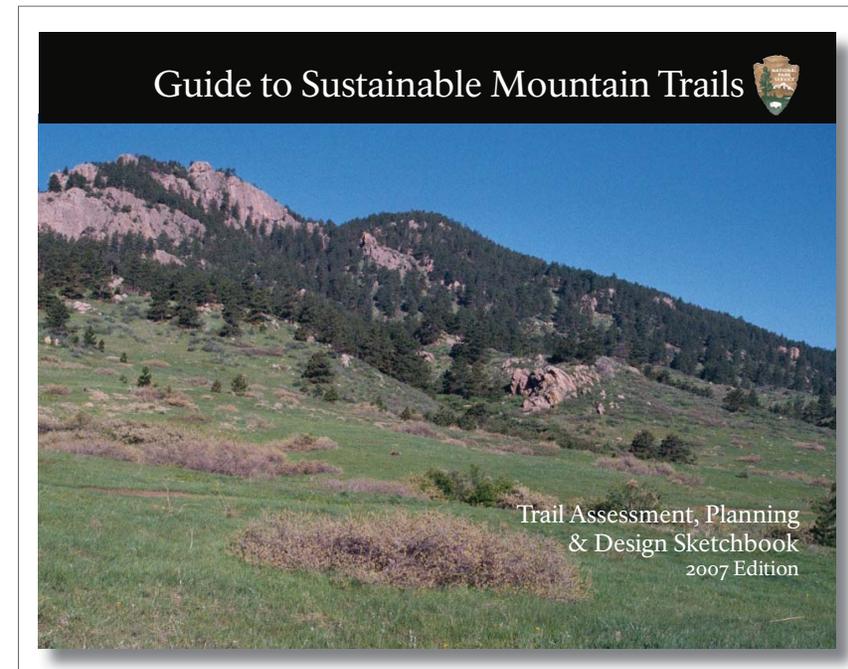
### Transportation Planning Branch

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The DSC Transportation Planning Branch continues to provide leadership to the NPS Transportation Management Program, the Alternative Transportation in Parks and Public Lands (ATPPL) Program, and the Park Roads and Parkways Program. Project managers and project specialists provide leadership and direction on a variety of transportation studies and plans, comprehensive transportation planning, facility design, and project implementation. They also perform value analysis studies and charrettes. In FY07, 57 projects were funded for the DSC Transportation Planning Branch, totaling approximately \$2.6 million. More than \$4 million of the \$20 million ATPPL grant program was awarded to the National Park Service for project proposals developed by DSC staff.

In FY07 the branch provided support to the Washington-based Transportation Management Program on four different projects, provided direct support to parks for eight park-funded projects, and provided support to the DSC Design and Construction Division on five line-item construction projects. Project highlights include transportation planning projects for the Grand Canyon National Park (South Rim), Golden Gate National Recreation Area, the Northeast Region, Grant-Kohrs Ranch National Historic Site, Mount Rainier

National Park, and concessions management planning. Branch staff also provided technical consultation to the U.S. Forest Service for transportation planning.



Sustainable Mountain Trails Sketchbook

The American Society of Landscape Architects honored the Transportation Planning Branch with two awards as part of their annual Colorado Awards Program in FY07: *The Guide to Sustainable Mountain Trails* document received the Merit Award for Research and Communication and the Land Stewardship Award.

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## Revegetation Program

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Since 1989 the revegetation program has worked to erase signs of construction disturbance by reestablishing native plant communities along roads. In accordance with NPS management policies, the program uses 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 with many of the Department of Agriculture's Natural Resources Conservation Service's Plant Materials centers.

In addition to coordinating plant materials production, the DSC revegetation program participates in revegetation planning, including writing plans and reviewing specifications. The DSC revegetation program also promotes technology transfer, responds to technical assistance requests, and supports special studies and projects. In FY07 the DSC revegetation program provided technical assistance to 40 parks, reviewed 28 revegetation plans, and provided technical specifications on 80% of all Park Roads and Parkways Program projects. The revegetation program continued development of the workflow process and resource information on the Revegetation section of the Workflow WebPages.

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## Park Roads and Parkways Branch

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The Park Roads and Parkways Branch assists parks and regions with design development for future projects and construction inspection of ongoing work. When requested, the branch also works with parks to identify and define projects, and with regions to prioritize their programs. The branch works with the Federal Highway Administration (FHWA) and within the National Park Service to identify issues and develop recommendations for improving project and program delivery and effectiveness.

By agreement with the Federal Highway Administration, DSC staff provide the landscape architectural expertise and compliance activities needed to meet legal requirements and adhere to the NPS mission. DSC staff also provide project management expertise and coordinate extensively with FHWA counterparts to ensure that projects remain on track and that park concerns are addressed. DSC Park Roads and Parkways Branch staff are involved from the initial scoping of the project in the field to final construction inspection. The branch provides customized project services to meet the needs and requirements of parks and regions. In FY07 the branch participated in several Emergency Relief for Federally Owned Roads projects and assisted with a number of emergency storm damage repair projects.



Blue Ridge Parkway

In FY07 the Park Roads and Parkways Program awarded 35 construction contracts totaling almost \$140.3 million, a 27% increase over FY06. Table 9 on the facing page lists the NPS awards by the Federal Highway Administration region and includes construction projects contracted by the Denver Service Center in coordination with the Federal Highway Administration.

**Table 9 • Park Roads and Parkways Design and Construction Program Projects, Denver Service Center and Federal Lands Highway – FY07 Awards Schedule**

PROJECT / DESCRIPTION	NPS REGION	FLH DIVISION	AWARD AMOUNT
Badlands National Park (SD) Loop Road, Storm drain replacement/repair	MWR	Central	\$765,204
Blue Ridge Parkway (NC), Rehabilitate Big Pine Creek bridge	SER	Eastern	\$486,761
Blue Ridge Parkway (NC), Rehabilitate Craggy Pinnacle Tunnel	SER	Eastern	\$258,737
Blue Ridge Parkway (NC), Rehabilitate Glade Creek bridge	SER	Eastern	\$1,287,230
Delaware Water Gap NRA (PA), Detour Tom's Creek Bridge	NER	Eastern	\$246,072
Delaware Water Gap NRA (PA), Stabilize Johnny Bee Road Soil Slump, Bridge Rehabilitation and Smooth Ride Initiative	NER	Eastern	\$5,110,866
Devils Tower National Monument (WY), Rehabilitate Headquarters area road	IMR	Central	\$646,564
Fort Necessity National Battlefield (VA), Rehabilitate park entrance road	NER	Eastern	\$1,693,855
Fredericksburg & Spotsylvania NMP (VA), Rehabilitate NPS Routes 11, 20, 200, & 501	NER	Eastern	\$1,674,878
Friendship Hill National Historic Site (PA), Overlay park entrance road	NER	Eastern	\$63,933
Gateway National Recreation Area (NY, NJ), Rehabilitate Ryan Center parking area	NER	Eastern	\$354,466
Gateway National Recreation Area (NY, NJ), Rehabilitate Sanchez Drive and parking	NER	Eastern	\$2,977,391
George Washington Memorial Parkway (VA), Bridge Pier Stabilization - Glen Echo Park - Minnehaha	NCR	Eastern	\$199,375
George Washington Memorial Parkway (VA), Humpback Bridge replacement	NCR	Eastern	\$35,296,213
Gettysburg (PA), Pavement management on multiple routes	NER	Eastern	\$2,102,969
Great Smoky Mountains National Park (TN), Rehabilitation of Gatlinburg Spur Road, U.S. Route 441	SER	Eastern	\$572,000
Home of Franklin D. Roosevelt National Historic Site (NY), Rehabilitate Farm Lane	NER	Eastern	\$13,906,508
Johnstown Flood National Monument (PA), Rehabilitate Picnic Area access road	NER	Eastern	\$43,668
Joshua Tree National Park (CA), Rehabilitate Keys View Road	PWR	Central	\$7,688,699
Lassen Volcanic National Park (CA), Rehabilitate main park road - Bypass to Dersch Meadow	PWR	Central	\$9,878,548
Mesa Verde National Park (CO), Rehabilitate main entrance road, Chapin Mesa to Park Point and Wetherill Mesa Road	IMR	Central	\$14,449,357
Natchez Trace Parkway (MS, AL, TN), Replacement of bridge at Tennessee Route 13	SER	Eastern	\$3,115,245
Natchez Trace Parkway (MS, AL, TN), Replace three bridges - Lindsey Creek, Threet Creek and Lauderdale County	SER	Eastern	\$5,269,636
Natchez Trace Parkway (MS, AL, TN), Rehabilitate and overlay MM8 to MM20 and MM37 to MM59	SER	Eastern	\$8,462,651
National Mall & Memorial Parks (DC), Rehabilitation of 12th Street ramps	NCR	Eastern	\$538,120
New River Gorge National River (WV), Emergency repairs to Glade Creek Road	NER	Eastern	\$3,357,709
New River Gorge National River (WV), Rehabilitate Cunard Road	NER	Eastern	\$3,590,749
Petersburg National Battlefield (VA), Rehabilitate Park Tour Road, Rt. 500 Phase II	NER	Eastern	\$1,579,320
Rock Creek Parkway (DC), Rehabilitate Thompson's Boathouse Parking Lot & Rock Creek Parkway from Virginia Ave. to P Street Bridge	NCR	Eastern	\$4,017,493
Shiloh National Military Park (TN, MS), Rehabilitate and repairs to Brown's Landing and Dill Branch Roads	SER	Eastern	\$2,066,928
Sunset Crater Volcano National Monument-Wupatki National Monument (AZ), Resurface Park Loop Road	IMR	Central	\$6,867,377
Valley Forge National Historical Park (PA), Rehabilitate Washington's HQ parking area	NER	Eastern	\$605,886
Yosemite National Park (CA), Reconstruct El Portal Road	PWR	Central	\$8,748,620
<b>GRAND TOTAL</b>			<b>\$140,274,313</b>

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

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## Planning Division

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The DSC Planning Division continued to expand its planning services portfolio to more effectively meet the National Park Service's mission. With expertise in NPS planning policies and standards and state-of-the-art planning tools, the division offers a wide range of services to meet client needs throughout the National Park Service. Planning provides methods and techniques to resolve issues in ways that minimize conflicts and promotes mutually beneficial solutions for ensuring that resources are protected while providing for high-quality visitor experiences. Planning ensures the best possible decision-making for the agency and the public it serves.

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### General Management Plans and Special Resource Studies

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The Planning Division typically is charged with completing large, complex, and often highly controversial planning projects. In FY07 the division led 35 general management plans and five special resource studies. In addition to the data gathering and analysis needed to explore future management alternatives, civic engagement was a key component of these planning processes. For example, in FY07 more than 25,000 newsletters were distributed to the public, and more than 30 public meetings, attended by 2,000 plus people, were held for the various projects. Planners used web-based outreach, bilingual services, focus groups, and tribal consultations to engage the public in park planning. Table 10 on pages 22-23 illustrates the division's FY07 performance in completing general management plan and special resource study milestones and meeting customer expectations.



Overflight crew at Grand Canyon National Park

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### Park, Regional, and Servicewide Planning Services

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In addition to general management plans and special resource studies, in FY07 the Planning Division also provided leadership, advice, technical expertise, and facilitation for projects in other planning domains, including wilderness studies and management plans, two national heritage area feasibility studies, an off-road vehicle management plan, a resource stewardship strategy, a commercial services plan, and a historic structures reuse plan.

DSC planners also applied state-of-the-art planning tools to new planning forums. At Haleakala National Park, Planning Division staff facilitated strategies for visitor capacity management for the commercial services plan. The successful integration of visitor use management/capacity data and management strategies may become a

model for other commercial services plans. At Ozark National Scenic Riverways planners used GIS (geographical information system) analysis mapping in support of management zoning. At Grand Canyon National Park, DSC planners partnered with the U.S. Geological Survey and Google Earth to create three-dimensional alternatives that are available online.

DSC planning staff also partnered with the Alliance of National Heritage Areas to provide educational workshops to newly established and potential national heritage areas. In addition, planning staff worked with the NPS National Heritage Areas Program coordinator and a small team of experts to develop and help finalize the national heritage area management planning guidelines.

The DSC Planning Division also provided expertise in the area of graphic design and document production. The division’s graphics and editing staff provided technical assistance on several high-profile projects including the Georgetown Waterfront Park interpretive displays, *White House Grounds & Gardens 2000-2004*, *Park Science*, and posters and handouts for the launch of the Centennial Initiative public workshops.

The range of these planning and document production services reflects the evolving needs of parks and the Planning Division’s ability to respond to those needs. Figure 9 displays the Planning Division’s advancement in the variety of services provided between FY03 and FY07.

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### NPS Park Planning Program Support

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Because it has the largest concentration of interdisciplinary planning professionals in the National Park Service and expertise in NPS planning policies, standards, and advanced planning tools, the DSC Planning Division was able to provide unprecedented planning program support in FY07. The division, in cooperation with the Park Planning and Special Studies Division in Washington and NPS regional

offices, continued to provide both web-based and classroom training in NPS park planning. Hundreds of individuals from all regions of the National Park Service, as well as individuals representing partners, volunteers, not-for-profit groups, educational institutions, and other federal agencies, participated in this training.

In addition to training, the division coordinated an update of the program’s *Park Planning Sourcebook*. The sourcebook provides examples and tools that are designed to help planners implement required NPS policies and the *Planning Program Standards*.

The DSC Planning Division also supported the NPS planning program, providing continuity and direction for the program, by staffing acting details for the Washington office chief of park planning position.

Throughout FY07 the services provided by the DSC Planning Division continued to expand to meet the needs of park managers and agency decision makers in achieving the NPS mission.

**Figure 9  
DSC Planning Allocated Funds FY03-FY07**

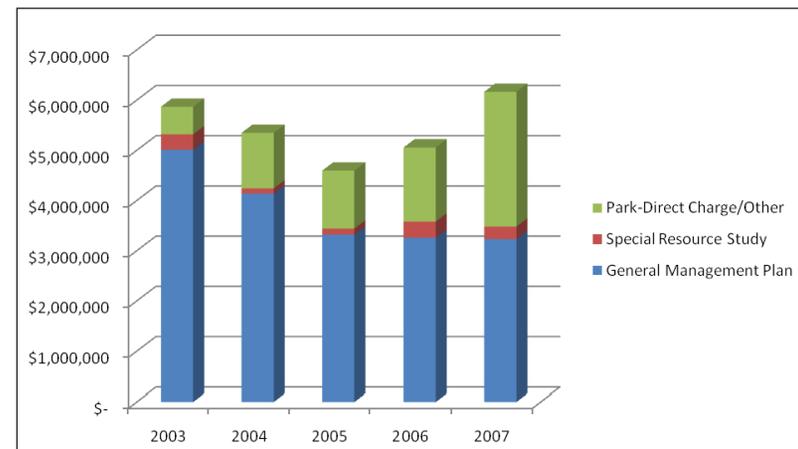
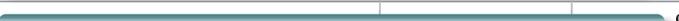


Figure 9 displays the Planning Division’s advancement in the variety of services provided between FY03 and FY07.

**Table 10 • FY07 Year-End Status: General Management Plans/Special Resources Studies**

Region	Projects	FY07 Year-End Milestone	% Year-End Milestone Completed			
409 • General Management Plan Accounts			0%	50%	75%	100%
IM	Amistad National Recreational Area	Project Completed				
IM	Bandelier National Monument	Foundation Document				
IM	Chickasaw National Recreation Area	FONSI Closeout				
IM	Gila Cliff Dwellings National Monument	Foundation Document				
IM	Guadalupe Mountains National Park	On Draft GMP/EIS Review				
IM	Hovenweep National Monument	FONSI Approved/Closeout				
IM	Montezuma Castle National Monument	Park Review Draft GMP/EA				
IM	Saguaro National Park	Draft GMP/EIS to Public				
IM	Sand Creek Massacre National Historic Site	Scoping Newsletter/Public Meetings				
MW	Apostle Islands National Lakeshore	Team Draft GMP/EIS				
MW	Badlands National Park	Project Closeout				
MW	Effigy Mounds National Monument	Team Draft GMP/EIS				
MW	Lincoln Home National Historic Site	Team Draft GMP/EIS				
MW	Minuteman Missile National Historic Site	Responses to Substantive Comments on Draft GMP/EIS				
MW	Ozark National Scenic Riverways	Alternative Concepts				
MW	Pipestone National Monument	ROD Approved/Project Closeout				
MW	Sleeping Bear Dunes National Lakeshore	Preferred Alternative Approval				
NC	Carter G. Woodson Home National Historic Site	Foundation Document				
NC	Harpers Ferry National Historical Park	Clearance to Print GMP/EIS				
NC	Manassas National Battlefield Park	ROD Approved/Project Closeout				
NC	Monocacy National Battlefield	Clearance to Print Draft GMP/EIS				
PW	Channel Islands National Park	Revise Alternatives				
PW	Craters of the Moon National Monument & Preserve	Presentation Plan				
PW	Golden Gate National Recreation Area	Scoping Results/Alternatives Concepts Newsletter				
PW	John Day Fossil Beds National Monument	WASO Review Draft GMP/EA				
PW	Olympic National Park	Final GMP/EIS				
PW	Rosie the Riveter/WWII Home Front NHP	Draft GMP/EA				
PW	Sequoia and Kings Canyon National Park	Presentation Plan				

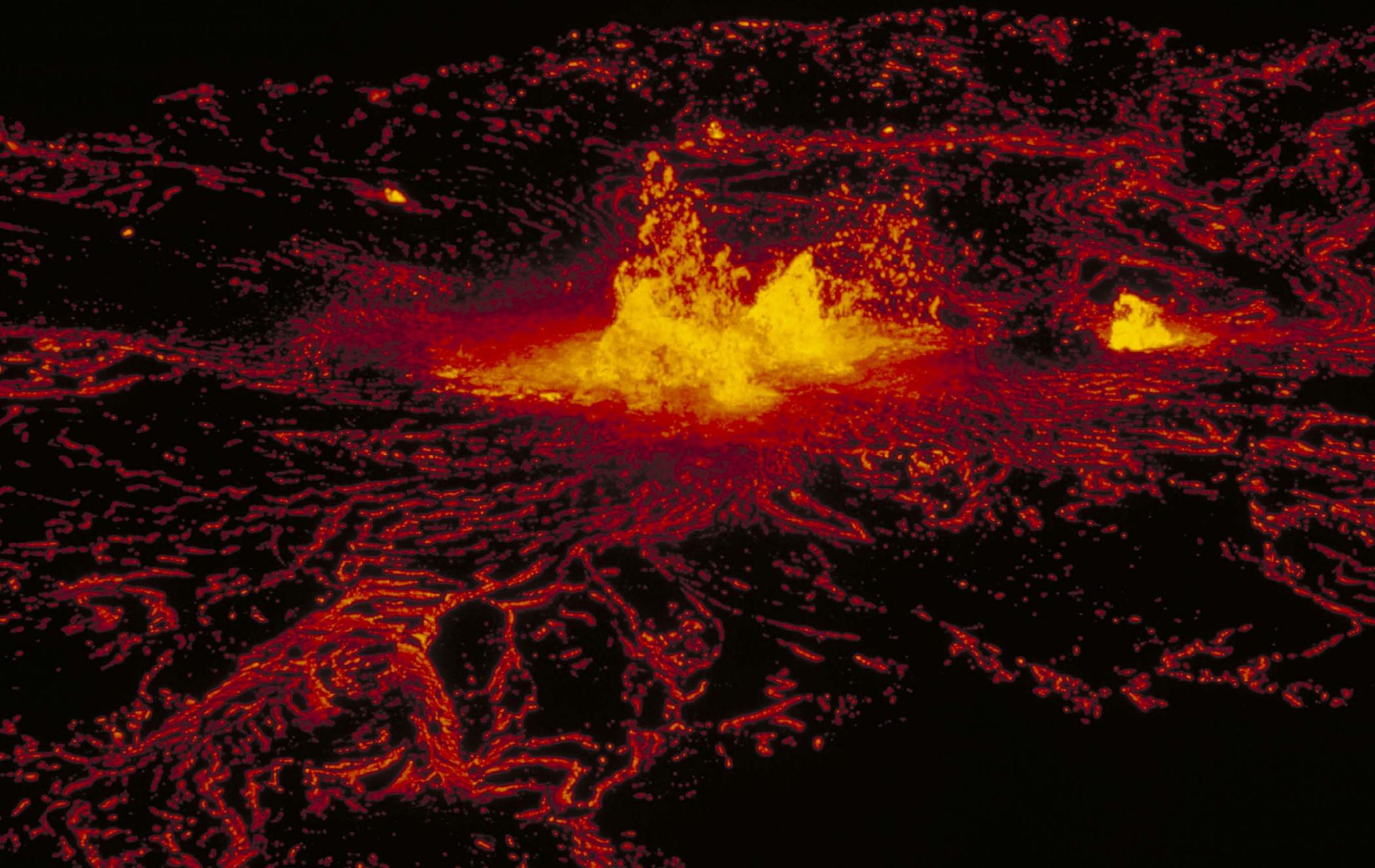
**Table 10 • FY07 Year-End Status: General Management Plans/Special Resources Studies (cont)**

Region	Projects	FY07 Year-End Milestone	% Year-End Milestone Completed			
			0%	50%	75%	100%
SE	Abraham Lincoln Birthplace National Historic Site	Closeout	100			
SE	Big Cypress National Preserve	Preferred Alternative Approval	100			
SE	Biscayne National Park	Team Draft GMP/EIS	100			
SE	Blue Ridge Parkway	Draft Preliminary Alternatives Newsletter	100			
SE	Canaveral National Seashore	Conduct CBA Workshop	100			
SE	Everglades National Park	Preliminary Alternatives Newsletter to Public	100			
SE	Gulf Islands National Seashore	Preferred Alternatives Newsletter	100			
<b>422 • Special Resource Studies Accounts</b>						
IM	Golden Spike Crossroads of West NHA	Reconnaissance to WASO	85			
IM	Manhattan Projects	Revising Alternatives	100			
IM	Waco Mammoth Site	Preliminary Alternatives Newsletter	100			
SE	Saint Croix Island NHA Feasibility	PA	100			
SE	Southern Campaign NHA Feasibility	Draft PA	100			

NPS Regions: **IM** Intermountain, **SE** Southeast, **NER** Northeast, **PW** Pacific West, **NC** National Capital, **MW** Midwest, **NPS** Units: **NHP** National Historical Park, **NHA** National Heritage Area, **GMP/EIS** General Management Plan/Environmental Impact Statement, **SRS** Special Resource Study, **PA** Project Agreement, **FONSI** Finding of No Significant Impact, **ROD** Record of Decision, **CBA** Cost By Analysis, **WASO** NPS Washington Office



Vietnam Veterans Memorial, National Mall



## The Denver Service Center: FY08 and Beyond

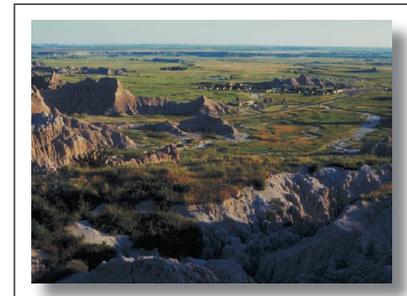
As the National Park Service implements the first Centennial Initiative projects in FY08, the Denver Service Center stands ready to partner with clients new and old to “upgrade [NPS] facilities and historic buildings” and “make the parks relevant to the American people in honor of the 100th anniversary” — goals identified by President George W. Bush in his February 2007 speech at Shenandoah National Park. We are in an excellent position to assist parks and regions on Centennial projects in FY08. With all FY07 and most carryover projects obligated, the Denver Service Center is ready to begin work on the projects that will, in keeping with the goals of the Centennial Initiative, provide a higher level of excellence for America’s parks. Having sufficiently refined our processes and procedures, the Denver Service Center can, at current staffing levels, undertake major projects and provide high-quality service to parks and regions throughout the national park system.

DSC staff are prepared to take a leading role in realizing one of the overarching goals that will guide the Centennial Initiative — demonstrate environmental leadership to the nation. In FY08 DSC staff will continue to refine a model of sustainable policies and practices on the DSC Workflow WebPages ([http://workflow.den.nps.gov/staging/6\\_Design/Design\\_Construction.html](http://workflow.den.nps.gov/staging/6_Design/Design_Construction.html)). These resources are available to park and regional

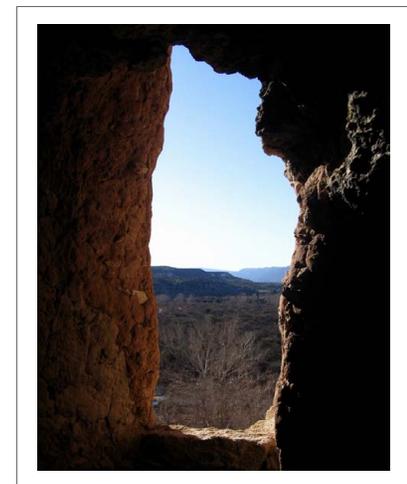
staff and to partner organizations, stakeholders, and partners outside the National Park Service. These pages provide clear and concise information on, among other things, green building, LEED® certification, principles of sustainable design, and design standards.

As it does each year, client services will remain a focus of DSC work in FY08. Meeting the needs of the parks and regions in the National Park Service is our highest priority. Each year we strive to refine our operations to ensure that we provide the best services and products possible. In FY08 the Denver Service Center will continue to develop and improve the Workflow WebPages. The Design and Construction and Planning sections will be improved.

The Denver Service Center looks forward to future successes and to continuing to provide quality work and service for our clients.



Badlands National Park



Montezuma Castle National Monument



Golden Gate National Recreation Area

CENTENNIAL INITIATIVE

The logo is a central shield-shaped emblem. At the top, the year '1916' is written in white serif font on a black rectangular background. The shield itself is divided into three horizontal sections: the top section is brown with a tree and the text 'NATIONAL PARK SERVICE'; the middle section is green with a mountain range; the bottom section is green with a bison. At the bottom, the year '2016' is written in white serif font on a black rectangular background. The words 'CENTENNIAL' and 'INITIATIVE' are written in large, brown, spaced-out capital letters on either side of the shield.



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.

NPS D-96 April 2008

This document was printed on recycled paper.

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FISCAL YEAR 2007 ANNUAL REPORT FOR THE DENVER SERVICE CENTER

United States Department of the Interior • National Park Service

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