



Denver Service Center

FISCAL YEAR 2013 ANNUAL REPORT

Hurricane Sandy Recovery

Hurricane Sandy made landfall October 29, 2012, devastating many parks and destroying key infrastructure needed to maintain employee and visitor safety. The Denver Service Center is working with parks and regions impacted by the hurricane to assist with their recovery and rebuilding efforts. With its professional capabilities and technical capacities, the National Park Service can rely on the Denver Service Center in times of need.

In fiscal year 2013 (FY 2013), the Denver Service Center was managing more than 60 Hurricane Sandy related projects valued at more than \$200 million. Immediate recovery efforts were made to reopen parks, beaches, and recreational fields to the public as quickly as possible. However, there are still longer-term recovery efforts underway. As the National Park Service is rebuilding these national treasures, it's working to seek solutions for park resources to better withstand future natural disasters in a resilient and sustainable manner.

COVER: The Bodie Island Lighthouse at Cape Hatteras National Seashore opened for public tours on April 19, 2013, following a major restoration effort managed by the Denver Service Center. The project corrected structural and safety issues associated with the Bodie Island Lighthouse, constructed in 1872. Photo used courtesy of Mark VanDyke photography.

BACK COVER: Denver Service Center staff worked to reopen beaches at the Sandy Hook Unit in Gateway National Recreation Area after Hurricane Sandy damaged the area. Much work remains to rebuild these national treasures. Photo used courtesy of Chase Schiefer photography.

STATUE OF LIBERTY NATIONAL MONUMENT

The Statue of Liberty reopened to the public in time to celebrate Independence Day, nine months after Hurricane Sandy made landfall and devastated and flooded most of Liberty Island.

By the end of the four-day holiday weekend 76,945 people had visited Liberty Island. Department of the Interior Secretary Sally Jewell commented during the reopening ceremony, "Today, Lady Liberty...stands as a sign of the resilience of the region: An area so badly battered by Hurricane Sandy nine months ago, but that is on the rebound thanks to the sacrifices and dedication of so many people."

GATEWAY NATIONAL RECREATION AREA

Reopening the beaches, fields, boat ramps, and other public areas at Gateway National Recreation Area included rehabilitation efforts at the Sandy Hook Unit, Miller Field, Fort Wadsworth, Great Kills Park, the Jamaica Bay Wildlife Refuge, Floyd Bennett Field, Frank Charles Park, and Hamilton Beach. The Sandy Hook Unit reopened May 1 after an incredible amount of work was accomplished to rehabilitate the entire area, including damaged beach centers, sand dunes, and multiuse paths. Visitors were able to enjoy one of the region's greatest natural resources this past summer.



*Nine months after Hurricane Sandy ravaged Liberty Island, the Statue of Liberty reopened on July 4, 2013.
NPS photo.*

Letter from the Director



The Denver Service Center is the central planning, design, and construction project office for the National Park Service. We provide park and community planning, design and construction project management, transportation planning, contracting services, and technical information management for the parks and regions in the national park system.

The Denver Service Center provides cradle-to-grave project management and delivery; from planning to construction, we focus on the unique needs of each park and project. We work in every region and more than half of all parks in the national park system. Our projects span the nation: From Hurricane Sandy relief at Gateway National Recreation Area to the Elwha River Restoration in Olympic National Park, we focus on the distinctive needs of each park and project.

It is a privilege to participate in the mission of the National Park Service to preserve our shared American heritage for future generations. We pride ourselves on appreciating the importance of each project we work on. This report highlights some of our outstanding projects and accomplishments from FY 2013. We remain committed to providing sustainable and fiscally sound products and services.

A handwritten signature in black ink that reads "Sam Whittington".

Sam Whittington

Contents

2	Hurricane Sandy Recovery	16	Sustainable Building Practices
4	Letter from the Director	18	Planning
5	Contents	20	Comprehensive Planning
6	2013 Awards & Recognition	22	Transportation
8	Contracting Services	24	Information Management
10	Design & Construction	26	Budget & Financial Performance
12	Working with Partners	28	2014 & Beyond
14	Universal Design & Accessibility	30	Contact Us

2013 Awards & Recognition

Kalaupapa National Historical Park

Repair to Kalaupapa Dock

*American Council of Engineering Companies of Hawai'i,
2013 Honor Award*

Pinnacles National Park

Westside Maintenance and Visitor Facilities

*American Council of Engineering Companies of California,
2013 Merit Award*

Great Smoky Mountains National Park

Foothills Parkway

American Segmental Bridge Institute, Award of Excellence

Cape Cod National Seashore

Bicycle Feasibility Study

*American Planning Association, Massachusetts Chapter,
Planning Project Award*

Jefferson National Expansion Memorial

Old Courthouse Roof Replacement

*Copper Development Association, Inc. and
Canadian Copper and Brass Development Association,
North American Copper in Architecture Award*

NPS Park Planning Program

American Recreation Coalition Beacon Award

Grand Teton National Park

Moose Maintenance Building

U.S. Green Building Council LEED® Gold Certification

Florissant Fossil Beds National Monument

Visitor Center

U.S. Green Building Council LEED® Gold Certification

Combined Federal Campaign

Silver Award



The repairs to the Kalaupapa National Historical Park dock structure received a 2013 Honor Award from the American Council of Engineering Companies of Hawai'i. The project was managed and contracted by the Denver Service Center and was completed in August 2012 in partnership with Kalaupapa National Historical Park, Pacific West Region, the Hawai'i State Department of Health, and the U.S. Army Corps of Engineers. NPS photo.

Contracting Services

The primary mission of the Contracting Services Division is to provide business expertise through exemplary service and effective/efficient use of technology. The Contracting Services Division strives to be an organization of highly trained procurement professionals and active acquisition team members dedicated to delivering value-added, proactive, and innovative procurement services that consistently exceed customer expectations.

In FY 2013 the Contracting Services Division continued to manage the high volume of workload it has been managing since 2009, when the Denver Service Center awarded more than 140 projects through funding from the American Recovery and Reinvestment Act of 2009, triple the DSC normal workload. The division has served a critical role in contracting support to assist with Hurricane Sandy damages, awarding 106 Hurricane Sandy recovery related actions totaling \$33.19 million in FY 2013.

Figure 1. Number of Transactions by Year, FY 2011–2013

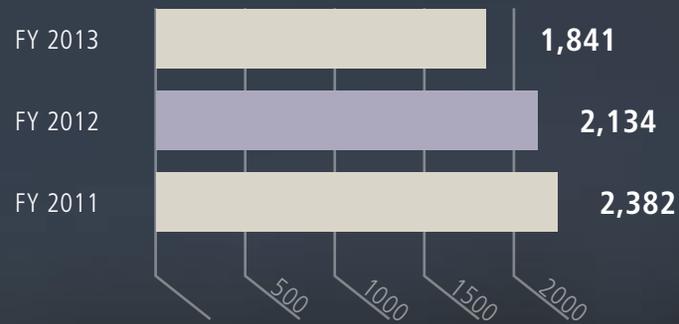
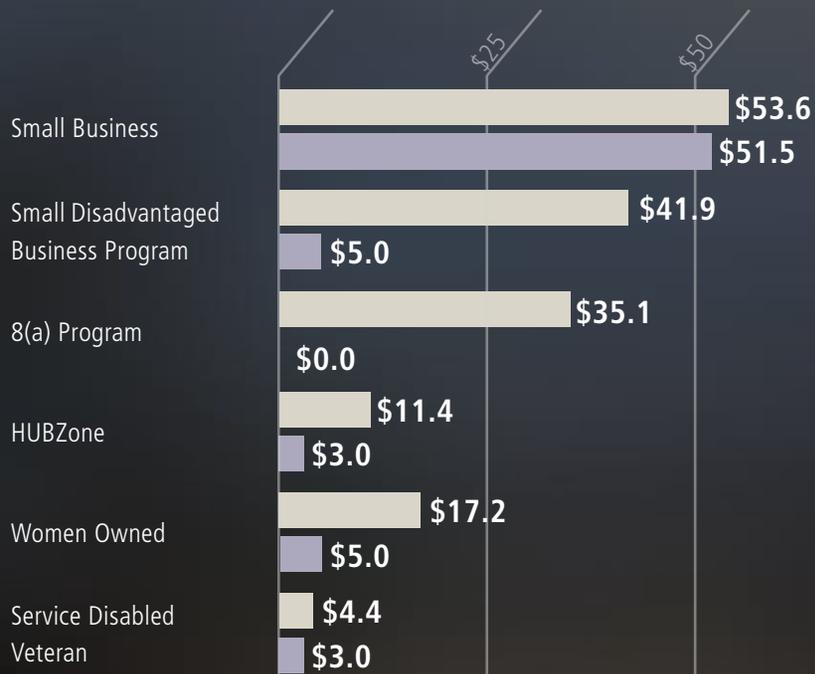


Table 1. Contract Dollars Awarded, from All Fund Sources, FY 2011–2013

	FY 2011	FY 2012	FY 2013
A/E Services & Professional Services	\$34.31	\$39.47	\$40.69
Construction	\$175.22	\$145.40	\$125.33
Simplified Acquisition	\$3.83	\$1.45	\$2.40
Other	\$30.29	\$21.05	\$0.00
Totals (millions of dollars)	\$243.65	\$207.37	\$168.42

Figure 2. Contract Actions by Dollar Amount, FY 2013 Small Business Contracting



Millions of Dollars

- Awarded
- Goal



The project to design and construct the 4,600 square-foot visitor center at Florissant Fossil Beds National Monument was contracted and managed by the Denver Service Center, and was opened to the public on June 1, 2013. The new visitor center earned LEED Gold certification by the U.S. Green Building Council and incorporates sustainable materials and technology, including photovoltaics, solar hot water, solar tube lighting, and structural insulated panels. NPS photo.

Design & Construction

The Design and Construction Division is responsible for the project management of line-item construction and park-funded projects. The division provides project management in design, construction, and postconstruction for new and existing facilities, historic structures, and a variety of infrastructure systems.

The Design and Construction Division Technical Branch provides high-quality assurance reviews and compliance oversight for divisional projects. In addition, the branch offers a wide range of design and construction support services to parks, regions, and program offices.

The Design and Construction Division continued to manage a high workload in FY 2013, as construction management associated with the 140 project completions from the American Recovery and Reinvestment Act of 2009 was ongoing. The National Park Service invested more than \$750 million through the Recovery Act, including projects for preserving and protecting national icons and historic landscapes, and improving energy efficiency and renewable energy use servicewide. The Denver Service Center continues to support Hurricane Sandy Recovery projects, from project construction and completions in the first phase of recovery, to the design efforts currently underway.

Figure 3. DSC Design and Construction Program Obligation Rates, FY 2010–2013



Figure 4. Line-Item Construction Program Awards, FY 2010–2013 (in millions)



Table 2. Design and Construction Program, FY 2010–2013

	FY 2010		FY 2011		FY 2012		FY 2013	
Project Title	Projects	Gross Dollars						
Design	191	\$951,324,622	110	\$514,657,386	114	\$909,084,103	95	\$389,016,649
Construction	38	\$169,800,810	62	\$419,459,772	33	\$237,859,771	25	\$89,764,185
Warranty	68	\$297,340,374	83	\$324,399,715	61	\$389,204,448	57	\$387,510,635
Miscellaneous	18	\$31,439,234	29	\$64,335,977	11	\$13,673,266	8	\$28,326,736
Sandy Hurricane Recovery		—		—		—	73	\$221,855,225
Total Program	315	\$1.45 (billion)	284	\$1.32 (billion)	219	\$1.55 (billion)	258	\$1.12 (billion)

Figure 5. A/E Design Costs, FY 2010–2013 (in millions)

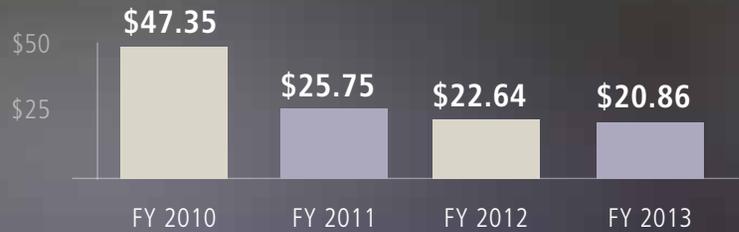
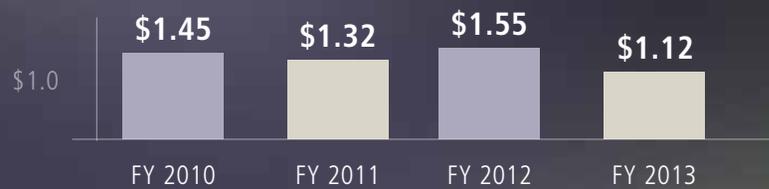


Figure 7. DSC Construction Management Costs Line-Item Construction Program, FY 2010–2013 (in millions)



Figure 6. Total Program, FY 2010–2013 (in billions)



Working with Partners

INDEPENDENCE NATIONAL HISTORICAL PARK

Benjamin Franklin Museum

The Denver Service Center values our partners and is involved in several partnership projects. The completed project highlighted below demonstrates successful public/private partnership efforts.

The Denver Service Center managed the \$18 million partnership project, which includes a \$12 million donation from Pew Charitable Trusts and their partners, to rehabilitate the Benjamin Franklin Museum at Independence National Historical Park. The project focused on sustainability and universal design for all visitors to enjoy the only NPS-managed site that honors Benjamin Franklin.

The entry building renovations included expanding the existing enclosed entry area and adding a glass curtain wall that looks out to Franklin Court. The new glass structure offers a unique view of the world-renowned “ghost structures” constructed by Robert Venturi in 1976 on the foundation of Benjamin Franklin’s home and print shop.

The museum opened to the public in August 2013 and has received commendation by architectural critics in the Philadelphia area.





The Benjamin Franklin Museum was opened to the public in August 2013 and is the only NPS-managed site that honors Benjamin Franklin. NPS photo.

Universal Design & Accessibility

The Denver Service Center is dedicated to making all DSC-managed projects universally designed and seamlessly accessible to visitors and staff with disabilities. All planning, design, and construction projects meet and exceed the requirements of the Architectural Barriers Act Accessibility Standards and of section 504 (program access) and section 508 (electronic and information technology access) of the Rehabilitation Act of 1973. To meet the requirements of Executive Order 13548, "Increasing Federal Employment of Individuals with Disabilities," the Denver Service Center assures visitor use areas and employee areas are accessible and provide connectivity to amenities so that employees with disabilities can fully participate in all programs.

The Denver Service Center maintains several forms, checklists, training modules, and standard drawings and specifications to provide guidance to project managers, designers, and parks in scoping projects, design requirements, and construction inspection for accessibility compliance. These forms and checklists are based on the "Seven Principles of Universal Design," the Architectural Barriers Act Accessibility Standards,

and section 504 and 508 requirements. This guidance is available on the Accessibility Design Standards (<http://www.nps.gov/dscw/ds-accessibility.htm>) and the Universal Design Standards web pages (<http://www.nps.gov/dscw/ds-universal-design.htm>).

In addition, the Denver Service Center is committed to integrating accessibility policy, guidelines, and standards into all park planning documents and publications. In collaboration with the NPS National Accessibility Management Program, DSC professionals work on accessibility transition plans, development concept plans, and services provided at public meetings and in outreach materials. The DSC Accessibility Planning Group discusses accessibility issues and how to create awareness of the need for accessibility in the National Park Service. The Denver Service Center is collaborating with parks to develop self-evaluation and transition plans required by section 504 to make park programs accessible. The Denver Service Center and parks use this tool to determine those important experiences, programs, and services that should be accessible to all and to prioritize the work required to make these programs accessible.



For the complex CityArchRiver 2015 project, a Universal Design Group has been formed. It is composed of many stakeholders with disabilities to meet with designers monthly to provide coordinated guidance on the services provided, exhibits, facility design, and design details. The Denver Service Center is working with Jefferson National Expansion Memorial, the NPS Midwest Region, CityArchRiver 2015 Foundation, Great Rivers Greenway, the Missouri Department of Transportation, and the Federal Highway Administration on this partnership project. Conceptual drawing by Michael Van Valkenburgh Associates.

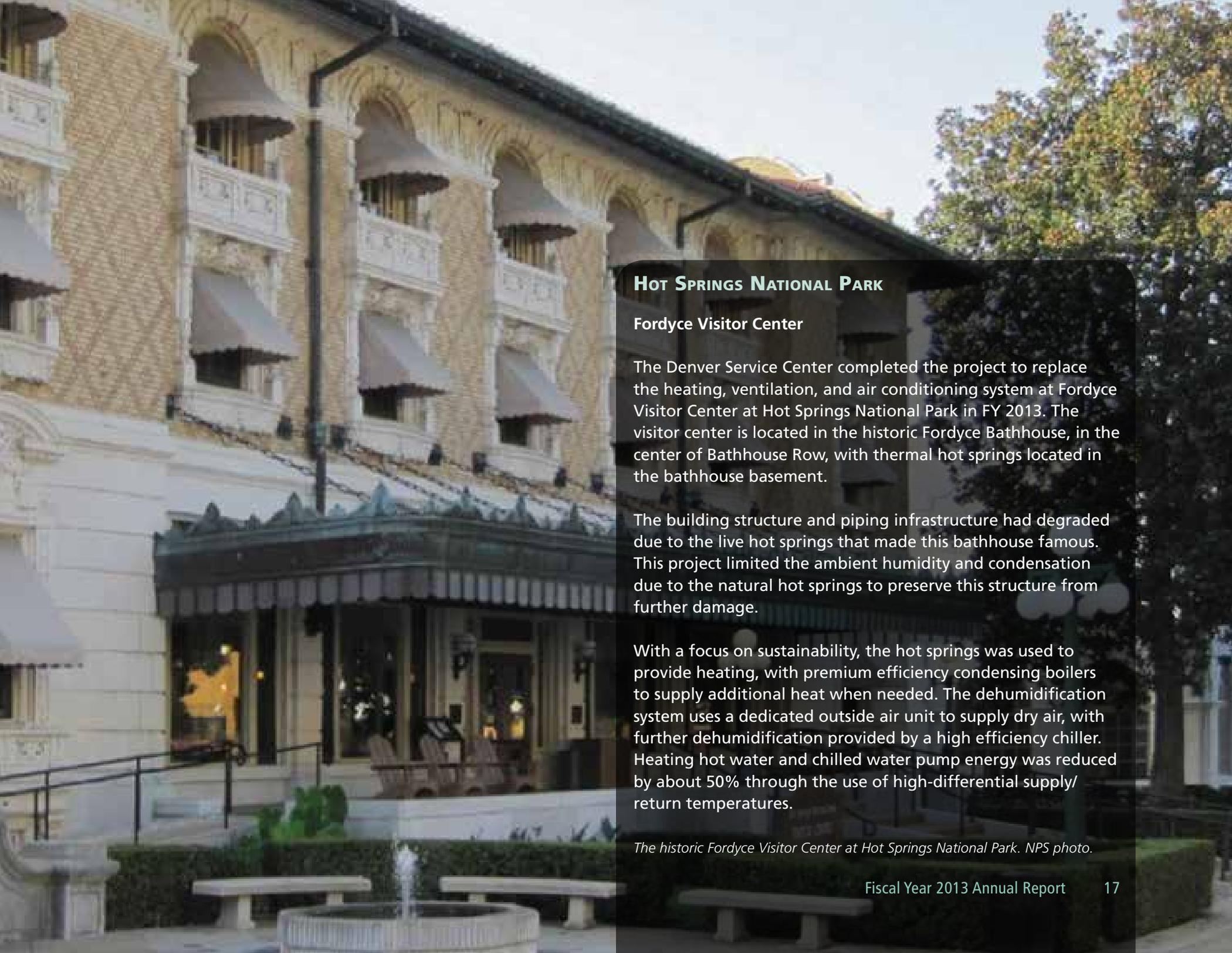
Sustainable Building Practices

The Denver Service Center is committed to complying with and exceeding the requirements of Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance," and other federal sustainability requirements.

All new DSC-managed building construction and major renovations meet federal sustainability requirements, and all new buildings larger than 5,000 square feet are designed and constructed to meet U.S. Green Building Council Leadership in Energy and Environmental Design (LEED®) standards for certification. This year, the Moose Maintenance Building at Grand Teton National Park and the visitor center at Florissant Fossil Beds National Monument earned LEED Gold certification. Because the Denver Service Center emphasizes sustainability, 34 DSC employees are accredited in LEED requirements.

The Denver Service Center maintains the NPS Project Sustainability Checklist, which assists all project managers in tracking and analyzing sustainability standards throughout the design and construction management process. The NPS Project Sustainability Checklist (<http://www.nps.gov/dscw/publicforms.htm>) is used for both building and nonbuilding projects and it is based on the LEED certification program, and highlights credit categories aligned with federal requirements. The checklist tracks progress throughout the project life cycle.





HOT SPRINGS NATIONAL PARK

Fordyce Visitor Center

The Denver Service Center completed the project to replace the heating, ventilation, and air conditioning system at Fordyce Visitor Center at Hot Springs National Park in FY 2013. The visitor center is located in the historic Fordyce Bathhouse, in the center of Bathhouse Row, with thermal hot springs located in the bathhouse basement.

The building structure and piping infrastructure had degraded due to the live hot springs that made this bathhouse famous. This project limited the ambient humidity and condensation due to the natural hot springs to preserve this structure from further damage.

With a focus on sustainability, the hot springs was used to provide heating, with premium efficiency condensing boilers to supply additional heat when needed. The dehumidification system uses a dedicated outside air unit to supply dry air, with further dehumidification provided by a high efficiency chiller. Heating hot water and chilled water pump energy was reduced by about 50% through the use of high-differential supply/return temperatures.

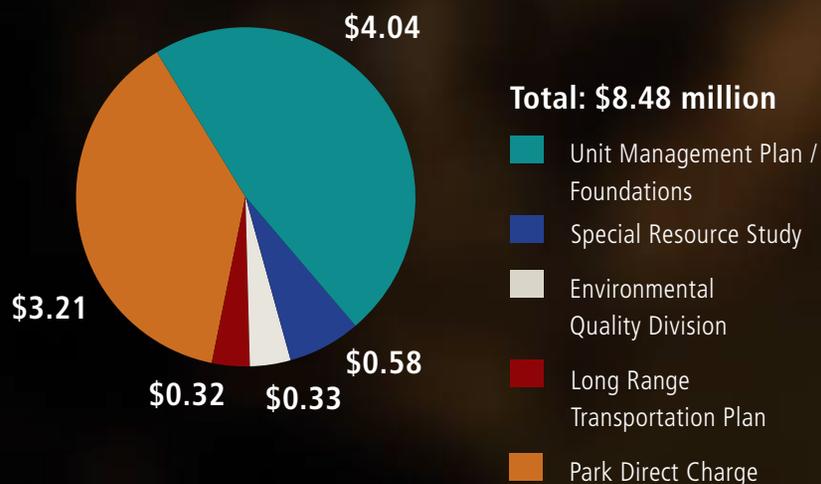
The historic Fordyce Visitor Center at Hot Springs National Park. NPS photo.

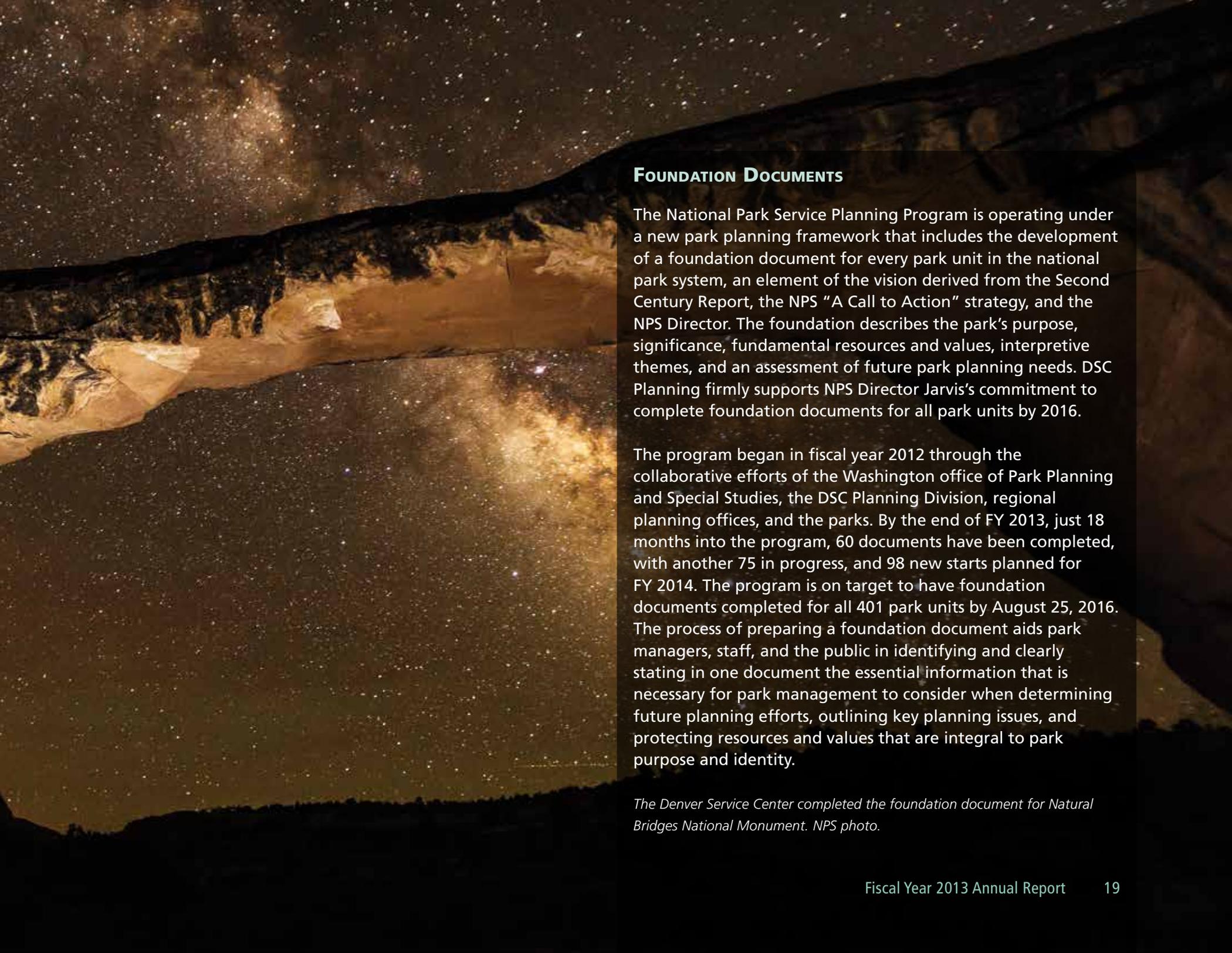
Planning

The Planning Division provides a collaborative framework for informed decision making that advances stewardship of resources and visitor experience throughout the National Park Service.

The Planning Division produces a wide range of planning documents, including foundation documents, site-specific plans, general management plans, comprehensive river management plans, wilderness stewardship plans, special resource studies, and commercial services plans. The division offers more than 50 types of products and services.

Figure 8. DSC Planning Funding by Fund Source, FY 2013 (in millions)





FOUNDATION DOCUMENTS

The National Park Service Planning Program is operating under a new park planning framework that includes the development of a foundation document for every park unit in the national park system, an element of the vision derived from the Second Century Report, the NPS “A Call to Action” strategy, and the NPS Director. The foundation describes the park’s purpose, significance, fundamental resources and values, interpretive themes, and an assessment of future park planning needs. DSC Planning firmly supports NPS Director Jarvis’s commitment to complete foundation documents for all park units by 2016.

The program began in fiscal year 2012 through the collaborative efforts of the Washington office of Park Planning and Special Studies, the DSC Planning Division, regional planning offices, and the parks. By the end of FY 2013, just 18 months into the program, 60 documents have been completed, with another 75 in progress, and 98 new starts planned for FY 2014. The program is on target to have foundation documents completed for all 401 park units by August 25, 2016. The process of preparing a foundation document aids park managers, staff, and the public in identifying and clearly stating in one document the essential information that is necessary for park management to consider when determining future planning efforts, outlining key planning issues, and protecting resources and values that are integral to park purpose and identity.

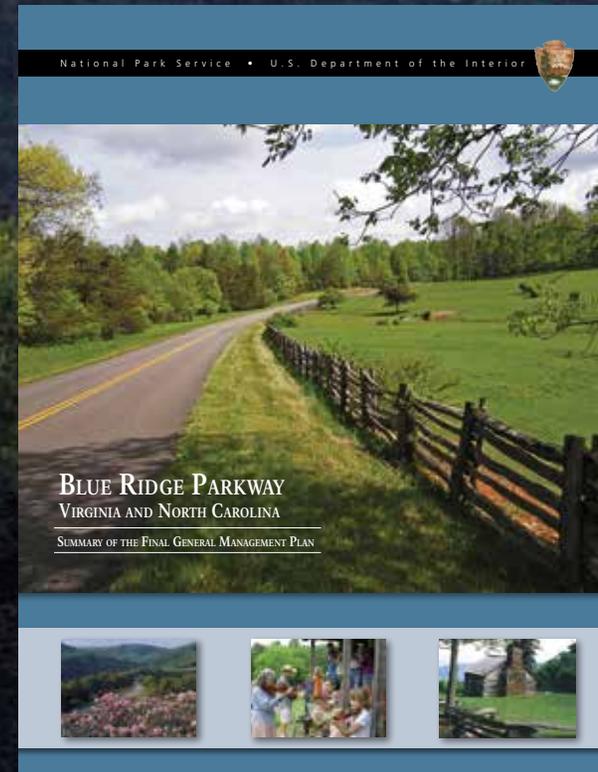
The Denver Service Center completed the foundation document for Natural Bridges National Monument. NPS photo.

Comprehensive Planning

BLUE RIDGE PARKWAY | GENERAL MANAGEMENT PLAN

This past year, the Denver Service Center completed the final general management plan for Blue Ridge Parkway, the first comprehensive management plan in the park's 75-year history. The plan was approved after an extensive effort that included substantial input from the public, other government agencies, and staff from across the National Park Service. The plan provides comprehensive guidance for perpetuating natural systems, preserving cultural resources, and providing opportunities for high-quality visitor experiences along the parkway for the next 20 years.

The general management plan covers all aspects of management for the 469-mile parkway and its 15 major recreation areas. The extensive nature of the plan resulted in a 700-page final environmental impact statement. Because of the length and complexity of the final documents, the Denver Service Center developed an innovative summary document that provides a concise reference guide to the plan's key components and management decisions. The summary of the plan can be accessed at: <http://parkplanning.nps.gov/blueridgesummary>.





The Denver Service Center completed the final general management plan for Blue Ridge Parkway in 2013. NPS photo.

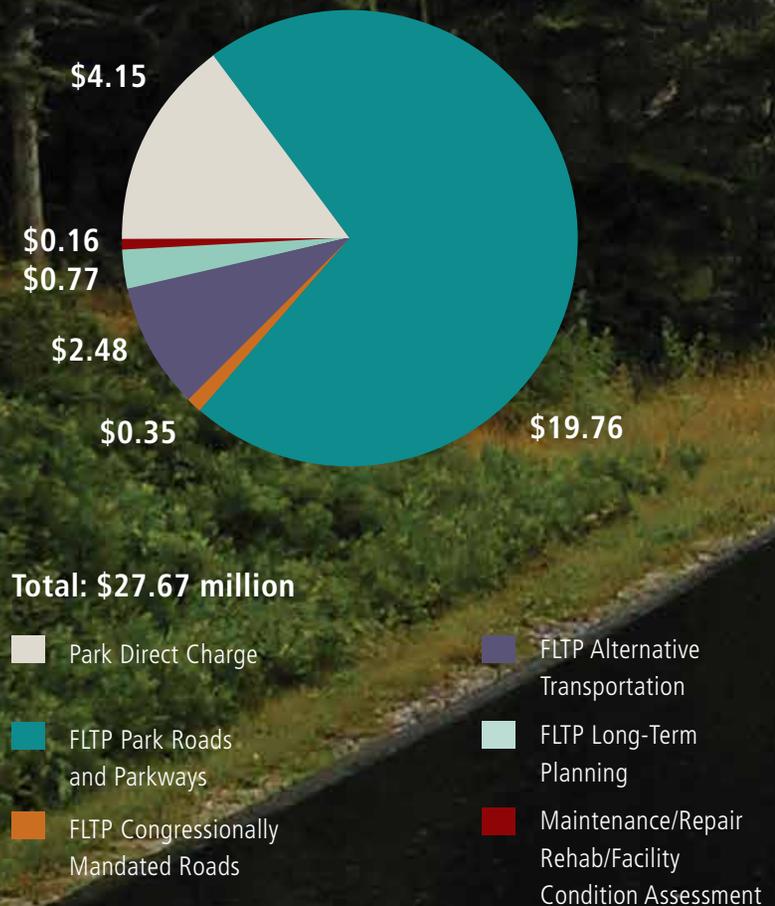
Transportation

The DSC Transportation Division provides project management, landscape architecture, engineering, and natural and cultural resource expertise to transportation related projects across the National Park Service. The division's primary role is to work directly with regions and parks in support of their transportation-related needs. That work includes assisting with Federal Highway Administration delivered projects, providing added capacity for contracting support, transportation planning, design development, and revegetation planning and implementation. The division houses an experienced cadre of facilitators who lead workshops, value analysis and choosing by advantage processes, and a variety of planning and design charrettes to assist park managers in solving their transportation challenges.

The DSC Transportation Division revegetation expertise is relied upon servicewide to assist the National Park Service in meeting its management policy goals by reestablishing native plant communities in areas of parks disturbed by construction activity. The division also houses compliance expertise for issues related to natural and cultural resource compliance on projects within the national park system to ensure that NPS commitments and the NPS mission are properly considered when transportation improvements are proposed.

In FY 2013, division staff worked on 216 projects valued at more than \$200 million, the majority funded through the NPS Federal Lands Transportation Program (FLTP). Of that total, approximately \$27.7 million was delivered directly by the Denver Service Center. The rest of the work was accomplished in coordination with the Federal Lands Highway Divisions of the Federal Highway Administration. In addition, the transportation division supported \$30 million in Hurricane Sandy Recovery projects funded through the Emergency Relief for Federally Owned Roads Program.

Figure 9. Transportation Division Contract Obligations by Funding Type, FY 2013 (in millions)





ACADIA NATIONAL PARK ROAD PROJECTS

The Denver Service Center completed \$2 million in pavement management projects at Acadia National Park in FY 2013. Pavement management is a critical surface treatment for roads in order to maintain them on a 7- to 10-year repair cycle rather than replacing roads every 20 years.

The projects at Acadia National Park included pavement management treatments of Jordon Pond Road, Park Loop Road, Schoodic Loop Road, and Schoodic Point Road. The northern location of the park provides a narrow window when the temperatures are warm enough to pave during the summer visitor season. The Denver Service Center, Acadia National Park, and contractors worked to complete the projects successfully with minimal impact on visitors.

Finished pavement on Schoodic Loop Road, Acadia National Park. NPS photo.

Information Management

The Information Management Division strives to improve the effectiveness and efficiency of each DSC project through technological innovation and by providing employees with the tools and information needed to ensure success.

The Information Management Division supports DSC projects and servicewide initiatives in project management tracking and control, document and records management, web design and maintenance, digital printing, information systems, employee development, and online learning.

The Technical Information Center (TIC) is the central servicewide information management system for all NPS-generated planning, design, and construction drawings as well as documents and related technical reports. The center provides on-site archiving assistance to parks and regions. eTIC is the electronic document management system used to manage these documents and drawings.

PROJECT MANAGEMENT SUPPORT STATISTICS

1,371	Projects tracked on MS Project
1,000	DSC Sharepoint Team site users
5,000	Users access DSC Sharepoint sites

FY 2013 TIC STATISTICS

387	Park Units assisted by TIC
3,440	Registered users in eTIC
14,261	eTIC views and downloads
68,486	Images added to eTIC
28	Freedom of Information Act requests

EMPLOYEE DEVELOPMENT

200	DSC employees completed Operational Leadership Course at end of calendar year 2013
153	Contracting Officer Representatives (FAC-COR)
38	Certified Program and Project Managers (FAC-P/PM)
66	Project Management Professionals (PMP)

Page 25: A 1933 historic drawing of Rock Creek Park, Washington, D.C. from the TIC archives.



Budget & Financial Performance

The Denver Service Center is funded through appropriated base funding for its line-item construction and partnership mega-project execution, and the NPS Technical Information Center. The Denver Service Center also receives additional project-based funding through other sources including the unit management planning program, Federal Lands Transportation Program, Federal Lands Recreation Enhancement Act, and individual refundable and reimbursable projects.

Figure 10. Total DSC Expenditures, FY 2013 (in millions)

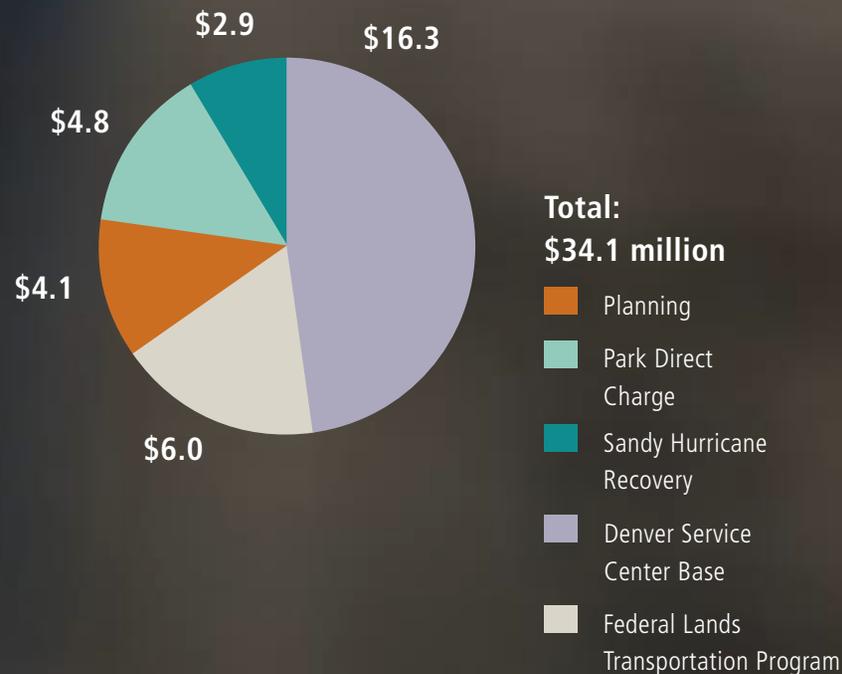
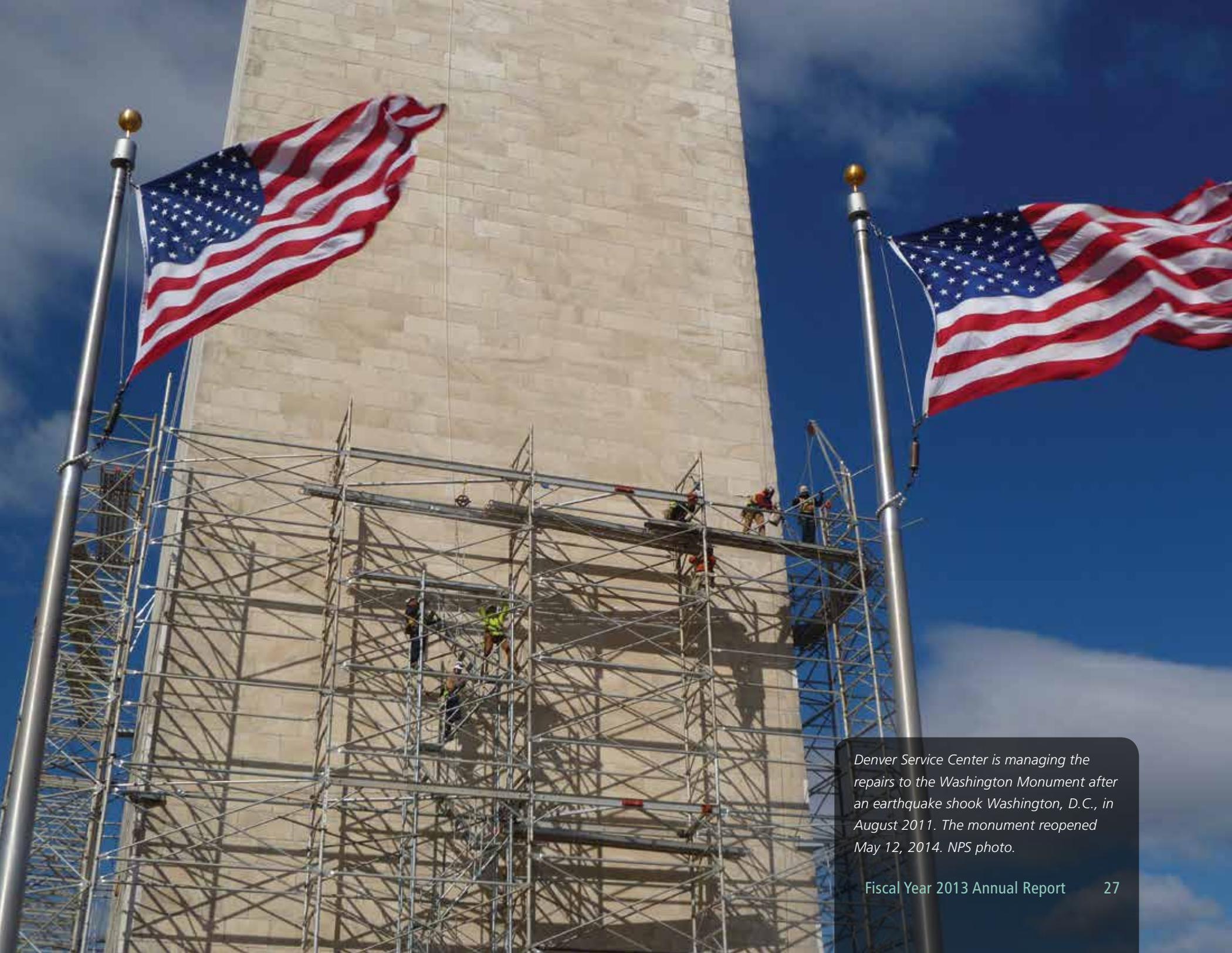


Figure 11. Appropriated DSC Base Funding, FY 2010–2013 (in millions)





Denver Service Center is managing the repairs to the Washington Monument after an earthquake shook Washington, D.C., in August 2011. The monument reopened May 12, 2014. NPS photo.

2014 & Beyond

As the National Park Service readies for our Centennial in 2016, the Denver Service Center looks forward to supporting all efforts to prepare for a second century of stewardship and engagement. We have been actively engaged with the NPS "A Call to Action" strategy, and are committed to these actions to advance the mission of the service.

We have spent the past few years refining our construction management processes through staff training, electronic submittal review processes, and other efficiencies to reduce construction risk. We are also assessing how we approach safety and risk in our projects. Safety is paramount in carrying out our mission: the safety of our employees, visitors, and the resources of the National Park Service. We are committed to reducing risk and making our operations safer, and as we refine our processes, we are following the principles of Operational Leadership. Our employees have completed the NPS Operational Leadership Training, a goal in the NPS "A Call to Action" plan.

The Denver Service Center continues to be involved with partners across the nation where our professional and technical expertise benefits the park, project, and partners. Some of our current partnership projects include the National Mall Implementation Plan, the Flight 93 National Memorial, and CityArchRiver 2015.

The Denver Service Center will continue to carry out the mission of the National Park Service to protect America's special places for the enjoyment of future generations. We welcome your input and look forward to your continued support of the national park system.



Sam Whittington



Visitors enjoy the Mississippi River in canoes. NPS photo.

Contact Us

DENVER SERVICE CENTER

12795 W. Alameda Parkway
P.O. Box 25287
Denver, CO 80225-0287
303-969-2100
dsc_director@nps.gov

WEB LINKS

National Park Service
<http://www.nps.gov>

Denver Service Center
<http://www.nps.gov/dsc>

Denver Service Center Twitter
<http://twitter.com/DenSrvctrNPS>

DSC Workflows
<http://www.nps.gov/dsc/workflows>

Planning, Environment, and Public Comment System
<http://parkplanning.nps.gov>

DSC Technical Information Center/Intranet Website
<http://etic.nps.gov>

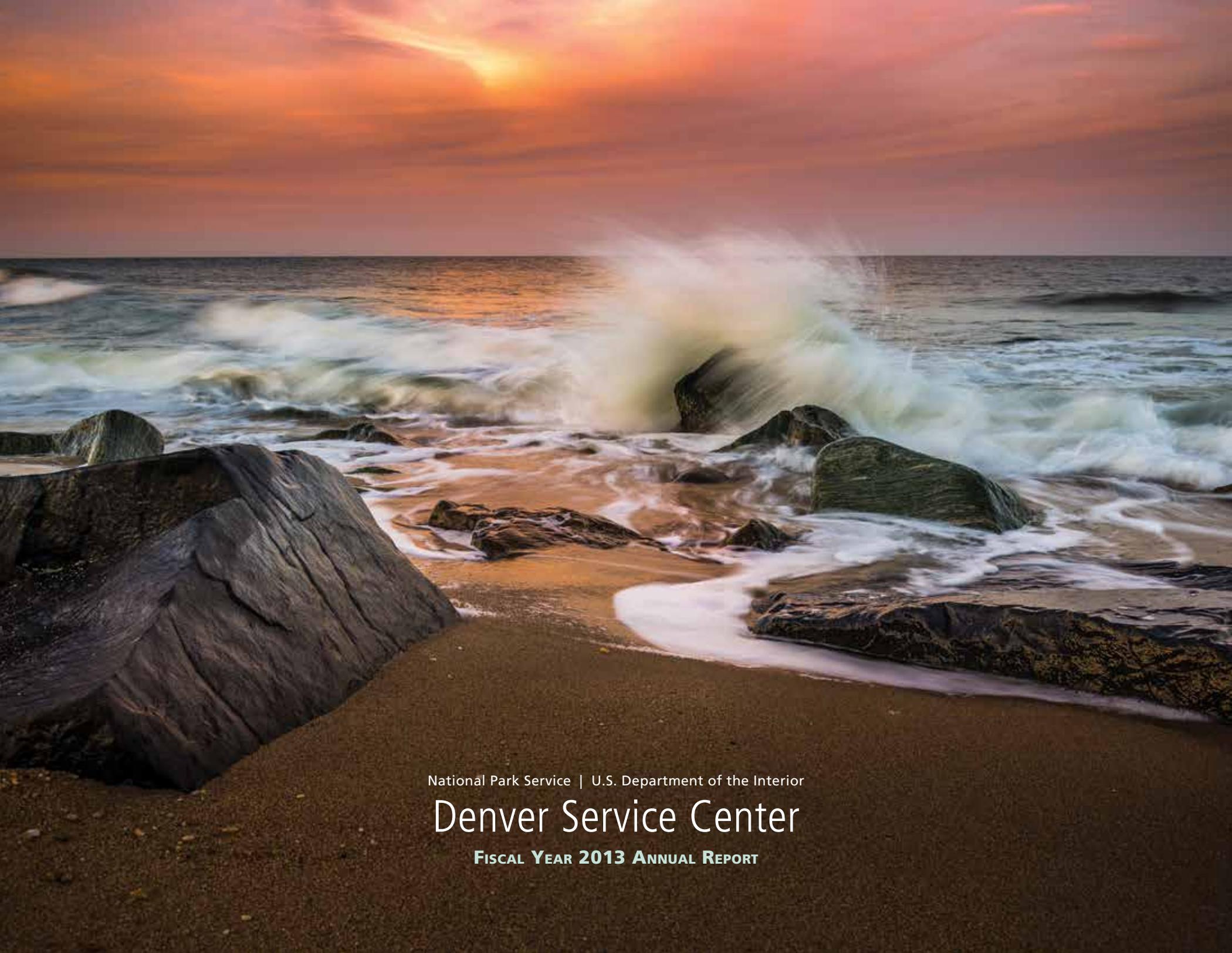
Photo: Denver Service Center Planning Division staff host a workshop to determine the fundamental purpose of Mammoth Cave National Park. NPS photo.



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

DSC 900 124736 - May 2014

*BACK COVER: Gateway National Recreation Area.
Photo by Chase Schiefer photography.*



National Park Service | U.S. Department of the Interior

Denver Service Center

FISCAL YEAR 2013 ANNUAL REPORT