



DENVER SERVICE CENTER

Annual Report Fiscal Year 2016



*Front cover:
Crater Lake National Park
featuring Indian Paintbrush
and Penstemon flowers*

*Inside front cover:
Glacial Valley Overlook at Crater Lake
National Park. The Denver Service
Center managed the reconstruction of
West Rim Road including construction
of new stone guard wall sections
and repairs to existing historic stone
guard walls.*



Letter from the Director

Dear Denver Service Center Colleagues and Friends,

The Denver Service Center is led by the National Park Service mission 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. As the central planning, design, and construction management office for the National Park Service (NPS), we provide start-to-finish project management and delivery.

In Fiscal Year 2016, our work continued to impact many places across the nation. From working with the Federal Highway Administration to repair road damage in Death Valley National Park, continuing with Hurricane Sandy recovery efforts, to supporting the restoration of the Everglades National Park and the National Mall; together, we've accomplished much.

This year, I'm especially proud that the Denver Service Center met all of its socioeconomic goals. Approximately \$158 million of the more than \$292 million contracts in FY 2016 went to small business. We pride ourselves on being able and prepared to respond to emergencies, to support parks and regions with partnership projects and complex plans, including collaborating with partners on the Lincoln Memorial restoration project and working on the Grand Canyon National Park Trans-Canyon Pipeline project.

As we embark on a new century together, our work is just getting started. We'll continue our efforts to protect and share America's national treasures with each other and the world.

Ray Todd
Director, Denver Service Center



Mission of the National Park Service

The National Park Service preserves 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 Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.



*Antietam National
Battlefield, Maryland*

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01

Contracting Services



Construction at CityArchRiver project, Jefferson National Expansion Memorial, St. Louis, Missouri. The grounds surrounding the Arch are being rehabilitated and expanded as part of the project.

The primary mission of the Contracting Services Division is to deliver efficient, innovative acquisition solutions and sound business advice. We do that through optimizing resources, managing risk, and promoting project success.

The Contracting Services Division is a leader in strategic sourcing efforts with numerous indefinite delivery / indefinite quantity (ID/IQ) contracts. These contracts provide for an indefinite quantity of supplies or services during a fixed period of time, allowing agencies to use their funds more judiciously. In FY 2016, Denver Service Center awarded \$292 million in construction and services from all funding sources, including new award and contract modifications. Table 1 shows the dollars awarded from all contract actions and all fund sources for FY 2013 through FY 2016.

Figure 1 illustrates the number of contract actions handled by the division from FY 2013 through FY 2016. Transactions included design and construction services, purchase orders, and personnel support.

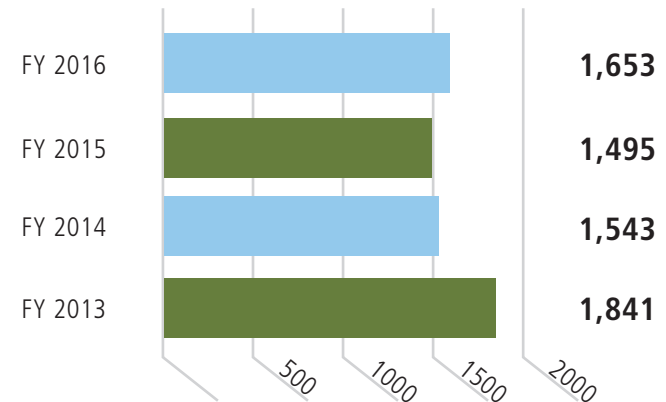
The Denver Service Center actively supports the socioeconomic program goals of the National Park Service and the US Department of the Interior. Small business is big business in the United States. It's a critical component of and major contributor to the strength of local economies. We recognize this and have a dedicated small business specialist who assists teams with identifying qualified small, disadvantaged, HUBZone, woman-owned, and veteran-owned firms.

Table 1. Contract Dollars Awarded, from All Fund Sources, FY 2013–2016

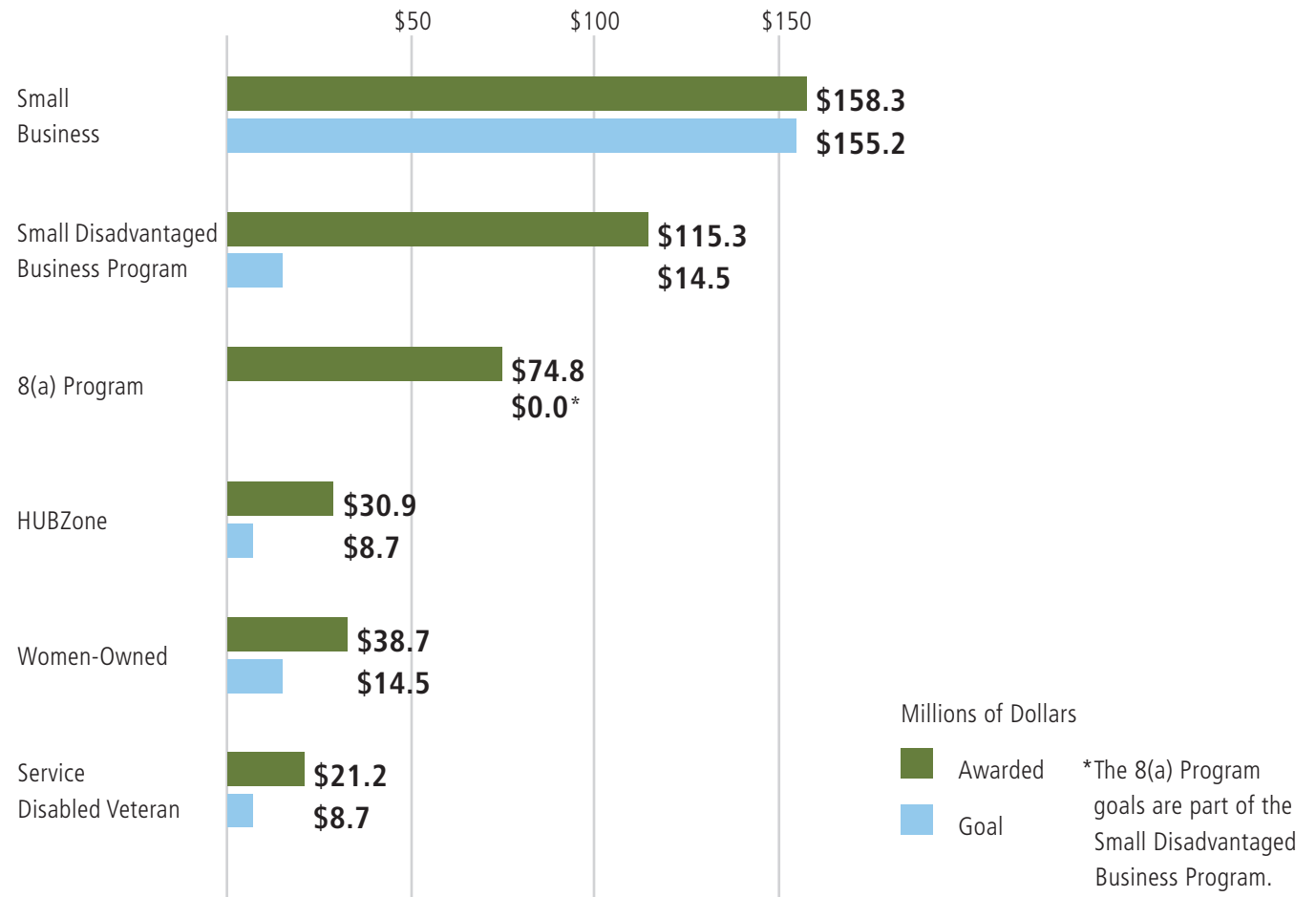
	FY 2013	FY 2014	FY 2015	FY 2016
A/E Services & Professional Services**	\$40.69	\$42.32	\$42.90	\$46.03
Construction	\$125.33	\$182.24	\$257.60	\$241.71
Simplified Acquisition	\$2.40	\$4.48	\$5.70	\$4.83
Totals (millions of dollars)	\$168.42	\$229.04	\$306.20	\$292.57

**A/E Architectural / Engineering firms

Figure 1. Number of Transactions by Year, FY 2013–2016



**Figure 2. Contract Actions by Dollar Amount,
FY 2016 Small Business Contracting**



Of the \$292 million Denver Service Center awarded in FY 2016, \$158 million went to small business and socioeconomic programs. The division's small business goals and accomplishments for FY 2016 are shown in Figure 2. In many instances, a small business award is credited to more than one subcategory within the socioeconomic program.



In FY 2017, the Denver Service Center will be working to repair, rehabilitate, and upgrade accessibility for the Historic Studio and Residence II Project at Mount Rushmore National Memorial, South Dakota.



MANZANAR

★ WAR ★

RELOCATION

CENTER

02

Design & Construction



Manzanar National Historic Site, California. Ansel Adams photographed the entrance to Manzanar in 1943. The two stone sentry posts, built by incarcerated stonemason Ryozo Kado in 1942, remain as powerful icons of Manzanar. The new exhibits in the reconstructed Block 14 barracks at Manzanar NHS received the 2016 Stanton-Horton Award for Excellence in NPS History from the Organization of American Historians. The exhibits incorporate original archival and oral history research of those who experienced life in the barracks.

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

The Design and Construction Technical Branch consists of senior design professionals and compliance specialists who provide quality assurance reviews and compliance oversight. They also offer a wide range of design and construction services to parks, regions, and program offices. The branch maintains the Denver Service Center (DSC) Workflows website that provides guidance for architectural/engineering (A/E) and construction firms, and its employees use it to access clear and timely guidance for project completion at www.nps.gov/dscw/index.htm.

In FY 2016, this division managed 303 projects worth more than \$1.4 billion. Table 2 shows the program in both number of projects and gross dollars for FY 2013 through FY 2016. The Denver Service Center continues to support Hurricane Sandy recovery projects, from design to construction and completion. Figure 3 shows the division’s obligation rates for FY 2013 through FY 2016. Figure 4 depicts the LIC program awards for FY 2013 through FY 2016.

Figure 5 shows the A/E design costs associated with the DSC portion of the LIC program and park-funded projects for FY 2013 through FY 2016. The DSC construction management costs associated with the LIC program for FY 2014 through FY 2016 are shown in Figure 6 on page 15.

Table 2. Design and Construction Program, FY 2013–2016

Project Title	FY 2013		FY 2014		FY 2015		FY 2016	
	Projects	Gross Dollars	Projects	Gross Dollars	Projects	Gross Dollars	Projects	Gross Dollars
Design	95	\$389,016,649	115	\$831,274,242	138	\$535,636,110	149	\$670,180,713
Construction	25	\$89,764,185	24	\$95,447,673	45	\$353,981,558	27	\$264,608,881
Warranty	57	\$387,510,635	40	\$216,326,415	39	\$166,076,073	26	\$111,519,742
Miscellaneous	8	\$28,326,736	21	\$30,050,688	13	\$13,069,746	16	\$166,816,295
Hurricane Sandy Recovery	73	\$221,855,225	81	\$213,999,562	84	\$198,324,763	85	\$223,132,995
Total Program	258	\$1.12 (billion)	281	\$1.4 (billion)	319	\$1.27 (billion)	303	\$1.43 (billion)

Figure 3. DSC Design and Construction Program Obligation Rates, FY 2013–2016

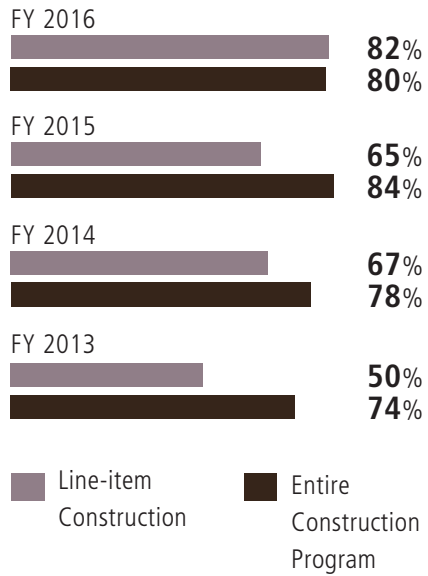


Figure 4. Line-Item Construction Program Awards, FY 2013–2016 (in millions)

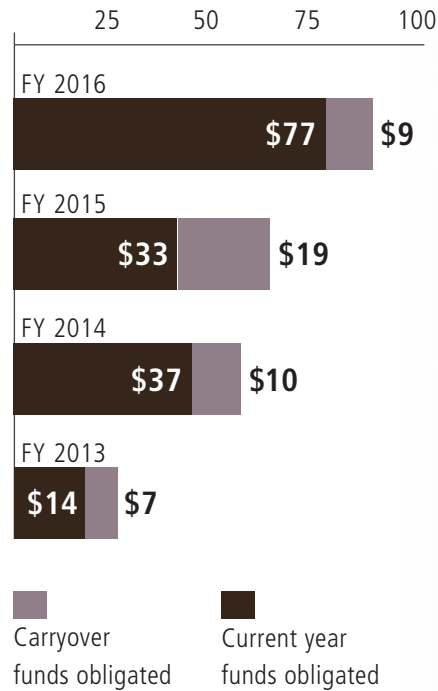
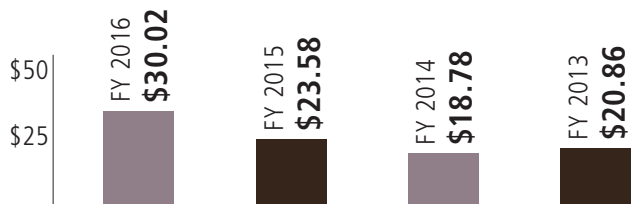


Figure 5. A/E Design Costs, FY 2013–2016 (in millions)



Trans-Canyon Pipeline project, Grand Canyon National Park, Arizona



SUSTAINABILITY

Since its inception in 1916, the National Park Service has been a world leader in protecting resources for current and future generations. The National Park Service has preserved many of the country's greatest natural and cultural treasures and in the process has been a model of resource management. The Denver Service Center plays a significant role in this by complying with and exceeding the requirements of Executive Order 13693—"Planning for Federal Sustainability in the Next Decade"—and other federal sustainability requirements.

All DSC-managed new building construction and building renovations meet federal sustainability requirements and all new buildings larger than 5,000 square feet are designed and constructed to meet US Green Building Council Leadership in Energy and Environmental Design (LEED) standards for certification.

The Denver Service Center is responsible for the NPS Project Sustainability Checklist, a tool that helps project teams track and analyze sustainability standards. It is used for both building and nonbuilding projects, and it is based on the LEED green building certification program. Details can be found at www.nps.gov/dscw/publicforms.htm.

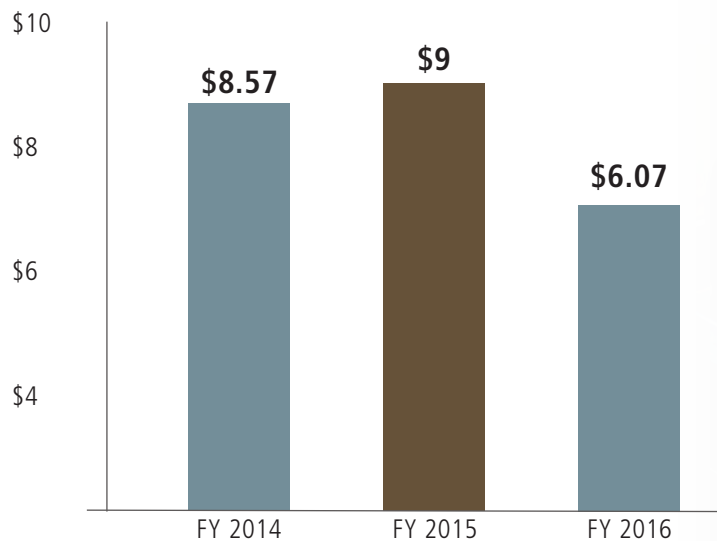
*Flight 93 National Memorial,
Pennsylvania, achieved LEED
Gold Certification in May 2016.*

ACCESSIBILITY

The Denver Service Center is dedicated to making all DSC-managed projects accessible and universally designed for persons with disabilities. Within the limits of the project scope and budget, all planning, design, and construction projects comply with the requirements of the Architectural Barriers Act Accessibility Standards (physical access), Section 504 (program access), and Section 508 (electronic and information technology access) of the 1973 Rehabilitation Act. The Denver Service Center also assures that employee areas and programs meet accessibility standards in order to fulfill the requirements of Executive Order 13548, “Increasing Federal Employment of Individuals with Disabilities.”

Finally, we’re honored to be co-recipients with the NPS Pacific West Region of the 2016 NPS Accessibility Leadership Achievement Award. As a result of our partnership, more than a dozen Pacific West Region parks are on a path to improving their accessibility.

Figure 6. DSC Construction Management Costs Line-Item Construction Program, FY 2014–2016 (in millions)



Park staff assist DSC with an accessibility assessment at Mojave National Preserve, Kelso Depot, California.



WORKING WITH PARTNERS

The Denver Service Center is proud to use its professional and technical expertise to support the public-private partnership efforts of the National Park Service. The Denver Service Center works with partners ranging from friends groups and private donors to state and local governments and other federal agencies to support the projects of the national park system. As an example of one of our partner projects, the Denver Service Center is working on the rehabilitation project for the Lincoln Memorial for its 2022 centennial. With a generous donation from David Rubenstein, the National Park Service, in partnership with the Trust for the National Mall and the National Park Foundation, will expand the Lincoln Memorial exhibit and visitor service areas, as well as address deferred maintenance and system replacement needs at this iconic site. The Denver Service Center is also continuing its work at the CityArchRiver project at the Jefferson National Expansion Memorial to reinvigorate St. Louis by connecting the downtown area to the Gateway Arch and the Mississippi River. A majority of the project is being funded with donations from the CityArchRiver Foundation and a tax proposition approved by St. Louis voters in 2013. Great Rivers Greenway is serving as the steward of taxpayers' investment in the project. Other project partners also include: The Missouri Department of Transportation, Federal Highway Administration, Bi-State Development Agency, and the Jefferson National Parks Association.

Lincoln Memorial, Washington, DC



03

Planning



*Golden-mantled Ground
Squirrel in Cedar Breaks
National Monument, Utah*

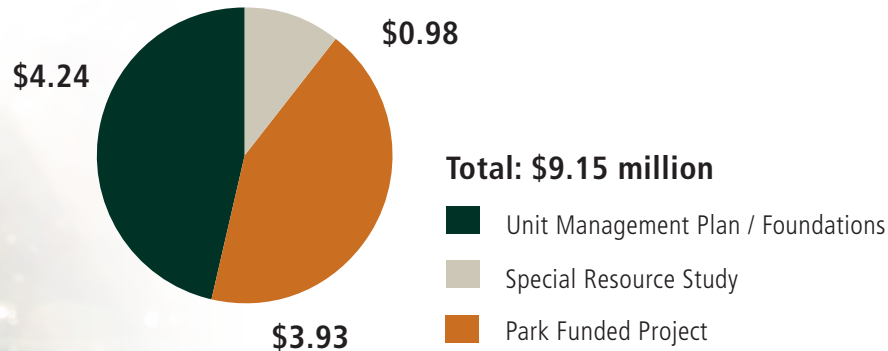


*George Mason Memorial,
Washington, DC*

In FY 2016, the Planning Division managed more than 170 projects valued at more than \$9 million with an 89% obligation rate. Figure 7 shows the total funds managed in FY 2016.

The Planning Division produces a wide range of planning documents and continues to expand the types of products and services it offers to better meet the needs of parks and regions. The division offers more than 50 types of products and services, all of which can be found on our webpage at <https://www.nps.gov/dsc/planning.htm>.

Figure 7. DSC Planning Funding by Fund Source, FY 2016 (in millions)



HIGHLIGHTS AND INITIATIVES

The Planning Division continues to support the National Planning Program’s commitment to complete a foundation document for each unit of the national park system. Thus far, DSC planners have led more than 60% of the foundation teams, and the graphics and editing group has completed 100% of the publications tasks. At the end of 2016, 315 foundation documents were signed by regional directors and superintendents. In the park atlas program, 407 web-based Geographic Information System (GIS) projects were completed by the end of 2016, 202 of which were done by the DSC-GIS program.

The Planning Division continues to coordinate and support the Resource Stewardship National Working Group in developing and refining the new Resource Stewardship Strategy (RSS) framework and development process. Fourteen new RSS projects were initiated in FY 2016, using the new national guidance.

In FY 2016, the Planning Division continued to augment its accessibility planning services for parks, regions, and the Washington Office. The division provided program support and planning for nine Targeted Accessibility Improvement Program (TAIP) projects and eleven Accessibility Self Evaluation and Transition Plans (SETPs) for the Pacific West Region.

The Division also supported the NPS Steering Committee in the production of the NPS System Plan, the first comprehensive planning effort for the national park system in over 40 years. The System Plan articulates a vision for the national park system, describes gaps in the system related to natural and cultural themes, and provides recommendations for evaluating and studying new park units. The plan also sets forth strategies for establishing a more inclusive system of parks and protected areas that will serve all the nation’s populations, expand opportunities for learning and conservation and safeguard the important places that have shaped American communities, while providing a framework for preservation as the American population continues to grow and change. The Plan was finalized in early 2017.

Managers of federal lands strive to maximize benefits for visitors while achieving and maintaining desired resource conditions and visitor experiences. Managing visitor access and use for recreational benefits and resource protection is inherently complex. The Visitor Use Management team helped initiate six new visitor use management projects in FY 2016. The team also continued to provide leadership and technical support to

the Interagency Visitor Use Management Council, which released a Visitor Use Management Framework and Visitor Capacity Position Paper in the summer of 2016—two significant guidance documents for visitor use management across six federal agencies. The team also provided support to NPS program offices on visitor use management.



Shuttle transportation at Zion National Park, Utah



04

Transportation



*El Portal Road, Yosemite National
Park, California*

TRANSPORTATION CAPABILITY

The Transportation Division provides project management, landscape architecture, engineering, and natural and cultural resource expertise for 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. In collaboration and strong partnership, the Transportation Division also works with the Federal Highway Administration to deliver 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, and a variety of planning and design charrettes to assist park managers in solving their transportation challenges. The division is working closely with partners to develop and deliver a range of low-cost congestion management strategies starting this year.



*Road damage, Bonnie Clare Road,
Death Valley National Park, California*

SUPPORT SERVICES

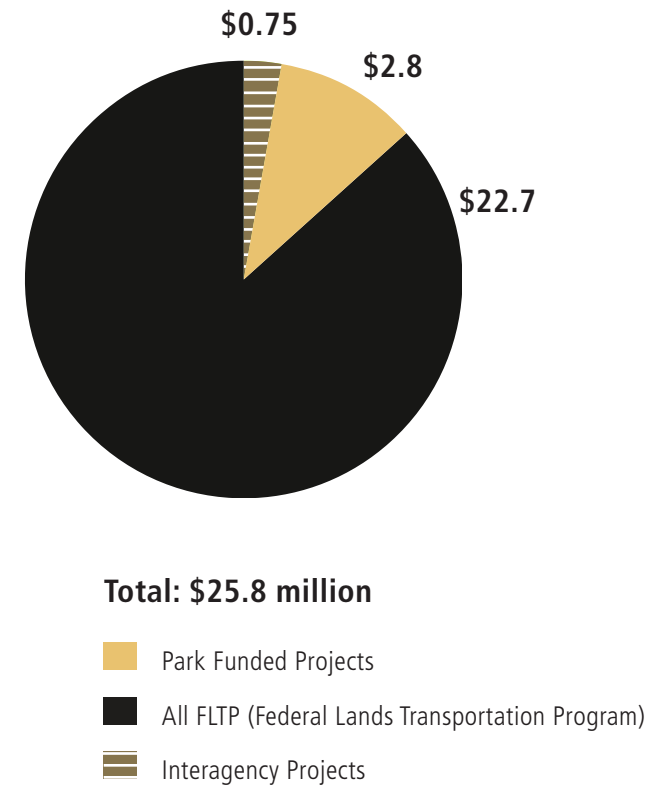
The National Park Service relies on the Transportation Division's revegetation expertise to assist in meeting its management policy goals by reestablishing native plant communities in areas of parks disturbed by construction activity. The division also offers compliance expertise for issues related to 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.

TRANSPORTATION PROGRAM

In FY 2016, division staff worked on 284 projects that are in various stages of development, valued at more than \$220 million, the majority funded through the NPS Federal Lands Transportation Program. Of that total, approximately \$25.8 million was delivered directly by the Denver Service Center, as Figure 8 shows. The rest of the work was accomplished in partnership with the Federal Lands Highway Division of the Federal Highway Administration. In addition, the transportation division also supported \$25 million in Hurricane Sandy recovery projects funded through the Emergency Relief for Federally Owned Roads Program (ERFO). The transportation program has increased funding from the Fixing America's Surface Transportation (FAST) Act for the next five years to support transportation assets of the National Park Service including roads, bridges, and transportation systems. In FY 2016 the program was funded at \$268 million.

Through collaborative efforts between NPS and the US Army Corps of Engineers, infrastructure improvements started in 2009 to restore flow through the Everglades by raising sections of the Tamiami Trail roadway that cuts through the Everglades. With partnership funds, the next phase of the trail reconstruction started in July 2016 and is targeted for completion in 2020. The new trail will raise a two-and-a-half mile section of US Highway 41.

Figure 8. Transportation Division Contract Obligations by Funding Type, FY 2016 (in millions)

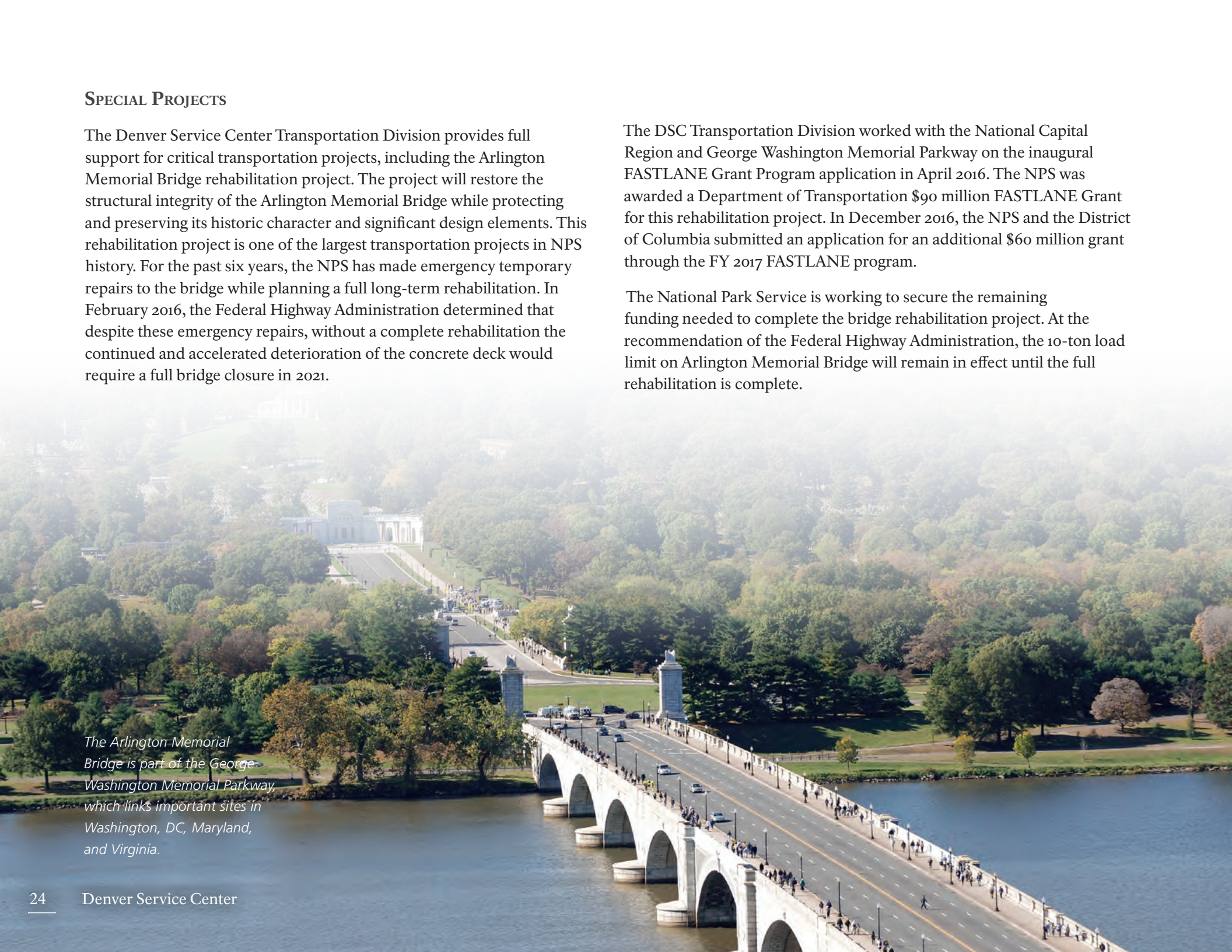


SPECIAL PROJECTS

The Denver Service Center Transportation Division provides full support for critical transportation projects, including the Arlington Memorial Bridge rehabilitation project. The project will restore the structural integrity of the Arlington Memorial Bridge while protecting and preserving its historic character and significant design elements. This rehabilitation project is one of the largest transportation projects in NPS history. For the past six years, the NPS has made emergency temporary repairs to the bridge while planning a full long-term rehabilitation. In February 2016, the Federal Highway Administration determined that despite these emergency repairs, without a complete rehabilitation the continued and accelerated deterioration of the concrete deck would require a full bridge closure in 2021.

The DSC Transportation Division worked with the National Capital Region and George Washington Memorial Parkway on the inaugural FASTLANE Grant Program application in April 2016. The NPS was awarded a Department of Transportation \$90 million FASTLANE Grant for this rehabilitation project. In December 2016, the NPS and the District of Columbia submitted an application for an additional \$60 million grant through the FY 2017 FASTLANE program.

The National Park Service is working to secure the remaining funding needed to complete the bridge rehabilitation project. At the recommendation of the Federal Highway Administration, the 10-ton load limit on Arlington Memorial Bridge will remain in effect until the full rehabilitation is complete.



The Arlington Memorial Bridge is part of the George Washington Memorial Parkway, which links important sites in Washington, DC, Maryland, and Virginia.



05

Information
Management



Wolf in Glacier National Park, Montana

The Information Management Division supports Denver Service Center projects and servicewide initiatives in project management control, document and records management, web design and maintenance, digital printing, information systems, employee development, and distance learning.

TECHNICAL INFORMATION CENTER

The Technical Information Center (TIC) is the central servicewide information management system for all NPS-generated planning, design and construction drawings and documents, and technical reports. It is the oldest and largest information system in the National Park Service. The center provides research, discovery, and archiving assistance to parks and regions. The integrated documents and records management system provides access to and retrieval of items within the collection. The collection is available to NPS employees through eTIC at etic.nps.gov.

During FY 2016, TIC staff worked on projects with the office of Save America’s Treasures, the National Capital Region (NCR) office, and the Everglades, Fredericksburg, Spotsylvania, and Klondike Gold Rush park units. The NCR drawings and targeted Northeast Region Cultural Resource Bibliography documents project were completed during the year. As a result of these projects, new records and files were added to the eTIC collection and are now available to users for research and reference.

INFORMATION SERVICES

The Information Services Branch provides server administration, application administration, and custom development. The branch offers education, consulting, and governance covering the many information technology tools available to DSC employees and partners. Information Services is responsible for different technologies and applications, but the core systems include Documentum, Project Server, SharePoint, and the Content Management System (CMS) behind most “nps.gov” websites. One of the major projects for FY 2016 was the initiation of a new design for the eTIC website with enhancements to the user experience. This web-based document management system allows NPS

users the ability to instantly retrieve critical information on park buildings and infrastructure. In 2017, a subset of eTIC will be made available to the general public for education and research. New features and functionality are planned including:

- A responsive design to allow the site to be easily viewed on any device
- Advanced search capabilities with faster search response time using the latest database and indexing technology

Information Services Branch provides the technical development for eTIC with input and guidance from the Technical Information Center staff.

FY 2016 PROJECT MANAGEMENT SUPPORT STATISTICS

Total projects tracked in Microsoft Project Server:	1,756
Design & Construction projects tracked in SharePoint:	341
Number of users accessing DSC Sharepoint:	6,015

FY 2016 TIC STATISTICS

Park units/offices assisted by TIC:	475
Registered users in eTIC:	4,206
eTIC views and downloads:	78,153
Searches in eTIC:	55,675
New record files loaded into eTIC:	31,412
Freedom of Information (FOIA) requests with more than 4,300 responsive records released:	17

EMPLOYEE DEVELOPMENT

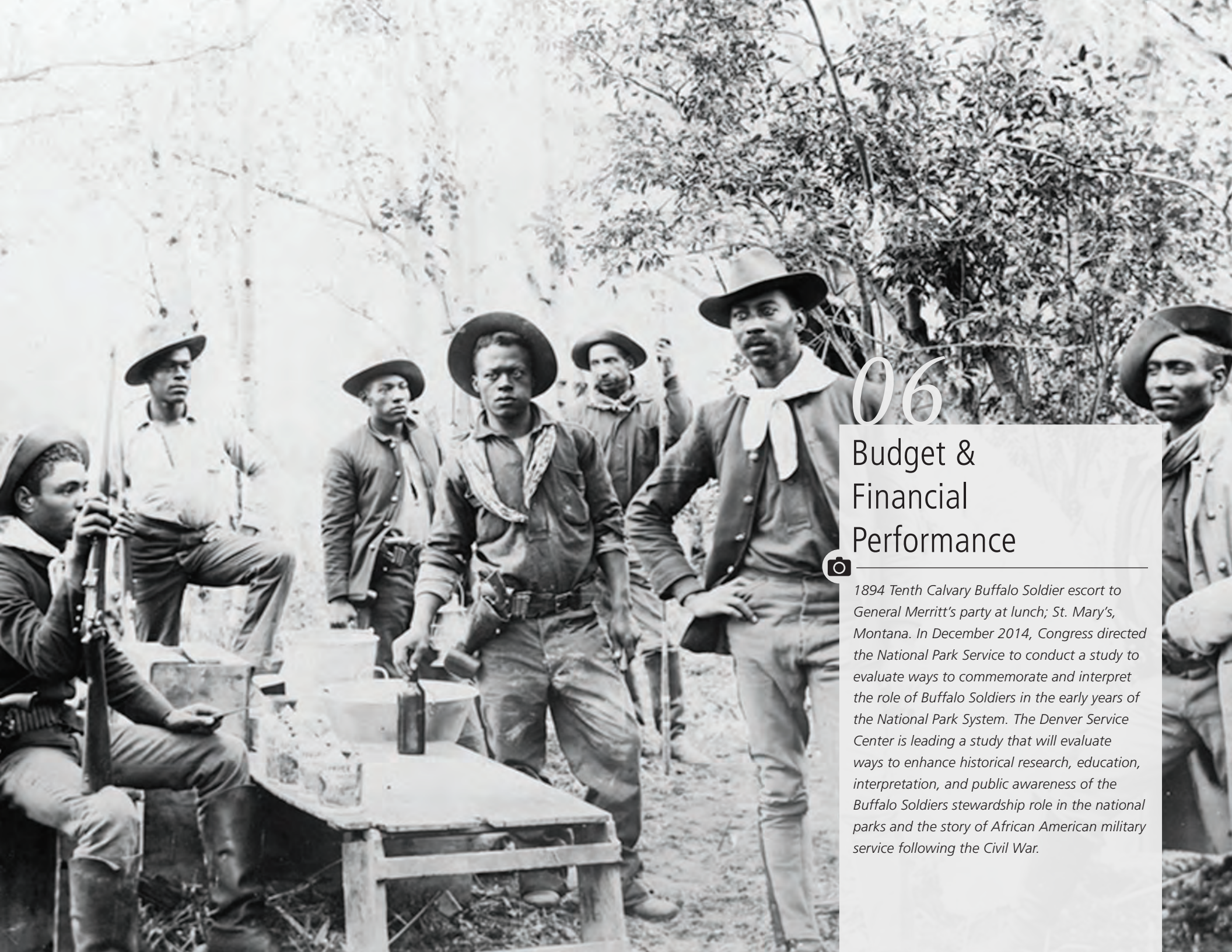
Contracting Officer Representatives (FAC-COR):	143
Certified Program and Project Managers (FAC-P/PM):	33
Project Management Professionals (PMP):	60
Leadership in Energy and Environmental Design (LEED) Accreditations:	30

Map Preservation—Historical sketch of new town site at Jamestown Island, Colonial National Historical Park, Virginia





The Denver Service Center is working on the stabilization of Bastions 1, 2, and 3 and Fronts 1, 2, and 3 of Fort Jefferson at Dry Tortugas National Park in the Florida Keys.



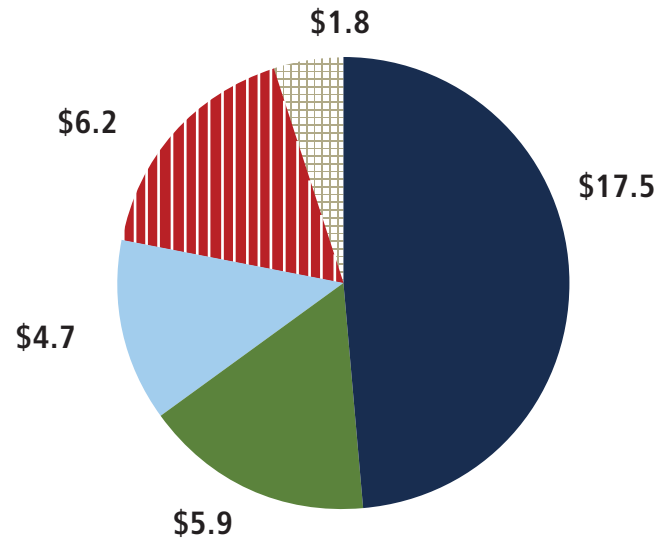
06

Budget & Financial Performance



1894 Tenth Cavalry Buffalo Soldier escort to General Merritt's party at lunch; St. Mary's, Montana. In December 2014, Congress directed the National Park Service to conduct a study to evaluate ways to commemorate and interpret the role of Buffalo Soldiers in the early years of the National Park System. The Denver Service Center is leading a study that will evaluate ways to enhance historical research, education, interpretation, and public awareness of the Buffalo Soldiers stewardship role in the national parks and the story of African American military service following the Civil War.

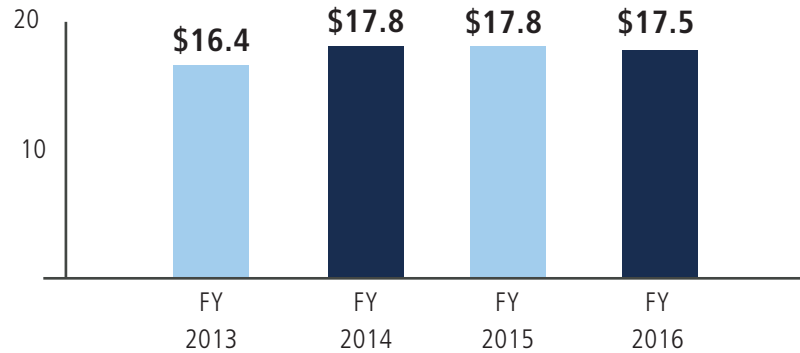
Figure 9. Total DSC Operational Expenditures, FY 2016 (in millions)



Total: \$36.1 million

- Denver Service Center Base
- Federal Lands Transportation Program
- Planning
- Park Funded Projects
- Hurricane Sandy Recovery

Figure 10. Appropriated DSC Base Funding, FY 2013–2016 (in millions)



The Denver Service Center is funded through appropriated base funding for its line-item construction, large-scale partnership project execution, and the National Park Service 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. In FY 2016, DSC operational budgets totaled approximately \$36.1 million, including \$17.5 million in base expenditures. Figure 9 shows a breakdown by funding source for total DSC operational expenditures for FY 2016. Figure 10 shows DSC-appropriated base funding for FY 2013 through FY 2016.



Rue des Granges
Third Street
La Rue des Granges
The street was named after the
granges which were built along
the river in the early days of
the settlement. It was the
only street in the city which
was not built on a hillside. It
was the only street in the city
which was not built on a hillside.
Lafayette
Lafayette

07

2017 and Beyond

CityArchRiver project, Jefferson National Expansion Memorial, St. Louis, Missouri. Watercolor painting by Damien Joseph.



Building a bridge to restore America's Everglades. The Tamiami Bridge project in Everglades National Park, Florida, will allow significant flow from the canal to reach the Everglades.



Thanks to the dedication and professionalism of our team, the Denver Service Center had a productive year. In FY 2016, we were actively engaged with Centennial-related initiatives that were highly successful in connecting and creating the next generation of park visitors, supporters, and advocates.

Our work doesn't stop there. This next year is an opportunity to build on the success of the Centennial and continue the momentum into the second century. With our broad reach, we look forward to our continued involvement in major projects around the National Park Service, including CityArchRiver at Jefferson National Expansion Memorial, the Arlington Memorial Bridge repair in Washington, DC, and numerous plans for visitor use and congestion management. Our office will work to strengthen our stewardship of cultural resources to ensure we fulfill the responsibilities entrusted to the National Park Service. We'll also continue our focus on sustainability and accessibility into all aspects of our work.

We remain dedicated to supporting and carrying out the NPS mission. We thank you for your assistance, and are honored to support the Park Service in preparing for a new century of stewardship and engagement.



*Spring flowers at the Home of Franklin
D. Roosevelt National Historic Site,
New York*



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 US administration.

DSC 900/136388 - March 2017

Back Cover: Wizard Island Summer, Crater Lake National Park, Oregon

EXPERIENCE YOUR AMERICA



DENVER SERVICE CENTER

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