



DENVER SERVICE CENTER

Annual Report Fiscal Year 2019



Cover Photo: Under a low, rainy sky, the Foothills Parkway in Great Smoky Mountains National Park takes a curve. The park straddles the border between North Carolina and Tennessee.

Inside Cover Photo: The Foothills Parkway in Great Smoky Mountains National Park winds through hills draped in brilliant fall foliage.

Letter from the Director

Dear Denver Service Center Colleagues and Friends,

Once again, I start this message with a sense of pride not only about our mission, but in the many employees, volunteers, and partners I work with regularly. As I reflect upon this past year, it is remarkable how much we have accomplished caring for some of our Nation's most extraordinary landscapes, history, and culture, impacting millions of visitors.

In 2019, national park visitation surpassed 2018 by more than 9 million recreation visits for a total of about 327 million visitors. Our services through design and construction, transportation, planning, revegetation, information management, and contracting, help maintain iconic assets such as the Statue of Liberty, the Washington Monument, Mount Rushmore, and places such as Martin Luther King Jr.'s birth home. We are also instrumental in enhancing access to the more than 5,500 miles of paved roads, 17,000 miles of trails, and 24,000 buildings that serve visitors to America's 419 parks.

Maintaining the visitor centers, roads, historic buildings, trails, and campgrounds that make parks incredible places to visit is an enormous task. Time and time again, I am reminded that our employees, volunteers, and partners are up for the challenge. From tackling resource protection while enhancing the visitor experience to modernizing our business practices, we continue to make great progress in preserving the Nation's special places and sharing their stories.

In FY 2019, the Denver Service Center's portfolio included more than 1,000 projects across the country valued at more than \$2.02 billion. Our office continues to oversee major projects such as the \$104 million project to replace the Trans-canyon Water Distribution Pipeline in Grand Canyon National Park, supporting hurricane and natural disaster recovery projects, a \$227 million rehabilitation of the Arlington Memorial Bridge in Washington, DC, and more. We supported small businesses, fueling job creation this year by awarding \$121 million to qualified small, disadvantaged, service-disabled veteran, women-owned, and HUBZone businesses.

The future always brings both opportunities and challenges, and I feel optimistic about what lies ahead for Denver Service Center. I'd like to extend one last heartfelt appreciation to our employees, partners, and volunteers for their commitment and passion in advancing our mission.



Best Wishes,

A handwritten signature in black ink that reads "Raymond K Todd". The signature is written in a cursive, flowing style.

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.

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A photo of the heavily damaged (by Hurricane Irma) Westlake Boardwalk in Everglades National Park in Florida.



The rehabilitation of Paradise Inn Annex in front of Mount Rainier at Mount Rainier National Park in Washington.

Contracting
Services

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

The Contracting Services Division is a leader in strategic sourcing efforts for architect/engineering (A/E) services with numerous indefinite delivery / indefinite quantity (ID/IQ) contracts. These contracts provide for an indefinite quantity of A/E services during a fixed period of time, allowing agencies to use

their funds more judiciously. In FY 2019, the Denver Service Center (DSC) awarded \$259 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 2016 through FY 2019.

Figure 1 illustrates the number of contract actions handled by the division from FY 2016 through FY 2019. Transactions included design and construction services as well as other supplies and services, including simplified acquisition.

The Denver Service Center actively supports the socioeconomic program goals of the National Park Service (NPS) 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. The Denver Service Center recognizes this and has a dedicated small business specialist who assists teams with identifying qualified small, disadvantaged, HUBZone, women-owned, and veteran-owned firms.

Table 1. Contract Dollars Awarded from All Fund Sources, FY 2016–2019

	FY 2016	FY 2017	FY 2018	FY 2019
A/E Services & Professional Services**	\$46.03	\$45.74	\$42.97	\$67.35
Construction	\$241.71	\$173.20	\$267.32	\$176.80
*Simplified Acquisition + Other	\$4.83	\$24.21	\$14.49	\$15.44
Totals (millions of dollars)	\$292.57	\$243.15	\$324.78	\$259.59

Figure 1. Number of Transactions by Year, FY 2016–2019

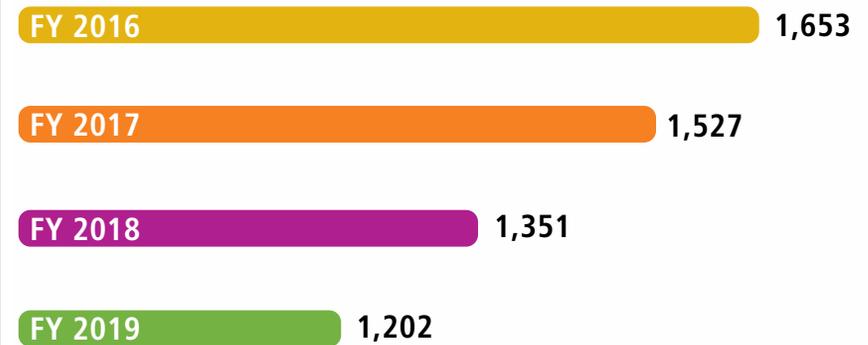
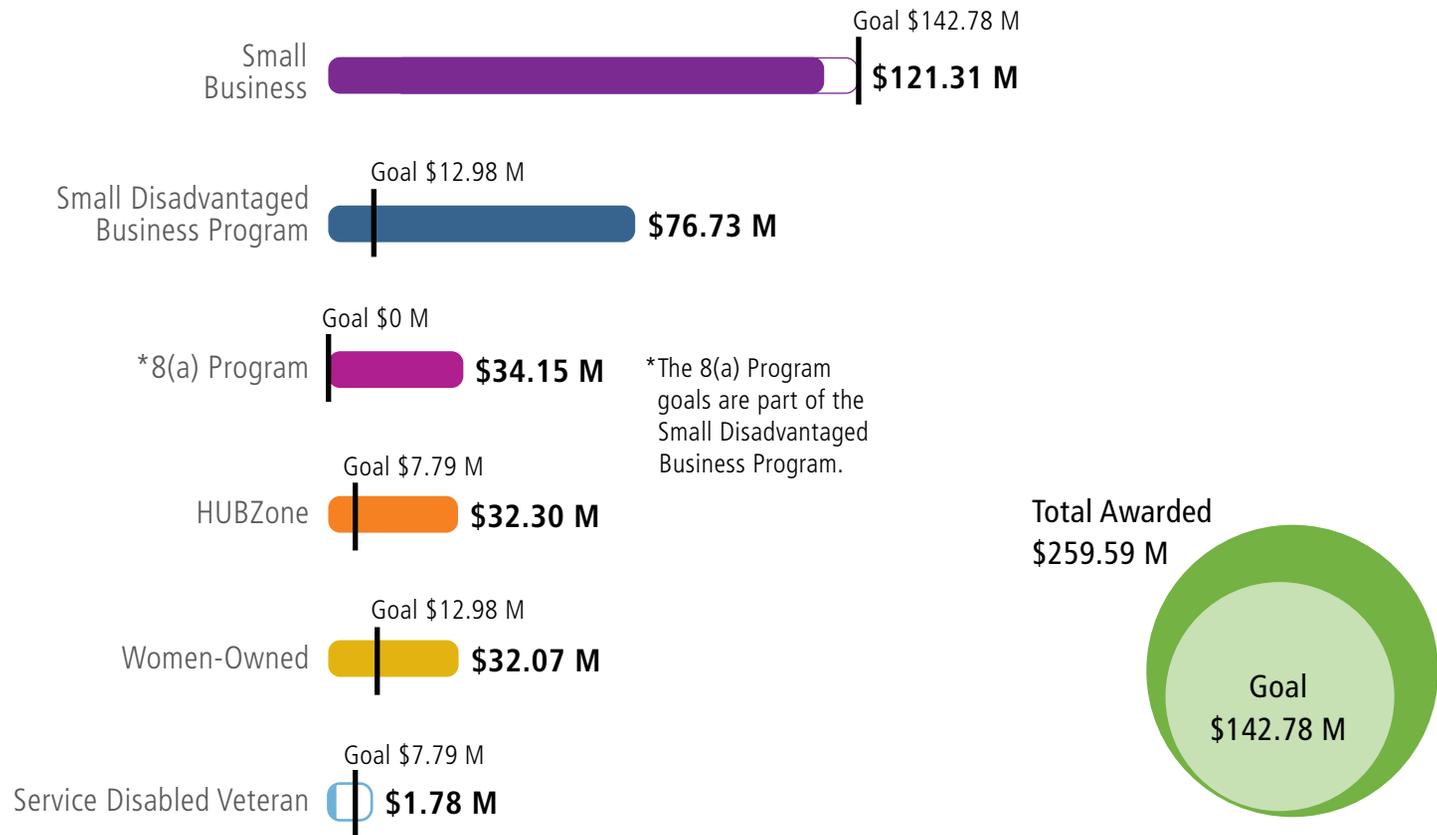


Figure 2. Contract Actions by Dollar Amount, FY 2019 Small Business Contracting





Denver Service Center in Figures

FY
19

Our professionals make a substantial contribution to the stewardship and operations of our national parks. The projects we support not only aid the parks, but they often provide an economic benefit that reaches beyond park boundaries.



\$259 million

Amount awarded in construction and services from all funding sources, including new award and contract modifications.



1,002 active DSC projects



\$121 million

awarded to small business

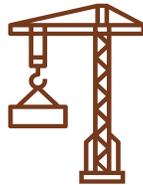
Design & Construction managed

294 projects

totaling more than

\$2 billion

in gross construction costs



\$37.1 million



approximate operational budget



200 projects+

managed by Planning Services across a portfolio of products

More than **280 acres** of construction-disturbed park lands restored to natural habitat through the revegetation program.



Transportation Division managed



289 projects

and supports the

\$300 million

NPS Federal Lands Transportation Program

Technical Information Center

Experienced close to **23,000** public webpage hits to search or download NPS archived public design, planning, and construction documents.



Technical Information Center assisted

349 NPS units and programs





Sperry Chalet under construction at
Glacier National Park in Montana.

Design and Construction

The Design and Construction Division is responsible for the management of large-scale projects identified within the NPS line-item construction (LIC) program, which are projects funded by Congress. The division also manages park-funded, partnership, and disaster recovery projects as an office of choice to the parks. The division provides project management of design, construction, and post-construction activities for a wide range of park asset types, including new and existing facilities, historic structures, and a variety of infrastructure systems. The division has a technical staff of project managers and project specialists with expertise in engineering, architecture, and landscape architecture.

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 consulting services to parks, regions, and program offices. The branch maintains the Denver Service Center Workflows website www.nps.gov/dscw/index.htm that provides guidance for architectural/engineering (A/E) and construction firms who use it to access clear and timely guidance for project completion.

In FY 2019, the division managed 294 projects worth more than \$2.02 billion of gross construction costs. This included 127

LIC projects as well as 167 park-funded, partnership, and hurricane recovery projects. Reflected within those figures, the Denver Service Center continues to support Hurricanes Harvey, Sandy, Irma, and Maria recovery projects, with 40 projects being managed in varying stages of the project life cycle. Table 2 shows the overall program in both the number of projects and gross dollars for FY 2016 through FY 2019.

The Design and Construction program changes from year to year and Figure 4 shows the value of awards for construction and construction-related activities annually from FY 2016 through FY 2019 in terms of dollars obligated.

Table 2. Design and Construction Program, FY 2016–2019

Project Phase	FY 2016		FY 2017		FY 2018		FY 2019	
	Projects	Gross Construction Dollars						
Design	150	\$800,180,713	134	\$1,039,578,505	141	\$929,890,316	154	\$1,257,093,390
Construction	27	\$264,608,881	47	\$266,756,698	51	\$412,331,440	55	\$374,753,780
Warranty	26	\$111,519,742	41	\$197,744,709	22	\$106,235,998	33	\$170,369,079
Miscellaneous	15	\$36,816,295	18	\$63,450,379	27	\$233,982,521	12	\$50,230,994
Hurricane Sandy Recovery	85	\$223,132,995	41	\$148,259,936	34	\$102,364,242	17	\$67,028,944
Hurricanes Harvey, Irma, and Maria	-	-	-	-	51	\$110,905,316	73	\$107,592,289
Total Program	303	\$1.43 (billion)	281	\$1.72 (billion)	326	\$1.89 (billion)	294	\$2.02 (billion)

Sustainability

The Denver Service Center is dedicated to the protection of natural and cultural resources across the vast National Park Service landscape. That can include structures such as visitor centers and historic buildings, across more than four million acres of maintained landscapes (such as campgrounds and battlefields), 17,000 miles of trails, and

more than 3,000 utility systems. The Denver Service Center is designing new facilities and renovating existing buildings, with the overall goal to make all national park units more sustainable.

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 standards for certification. The Denver Service Center plays a significant role in complying and exceeding federally mandated sustainability requirements.

Figure 4. Overall Construction Program Awards, FY 2016–2019 (in millions)

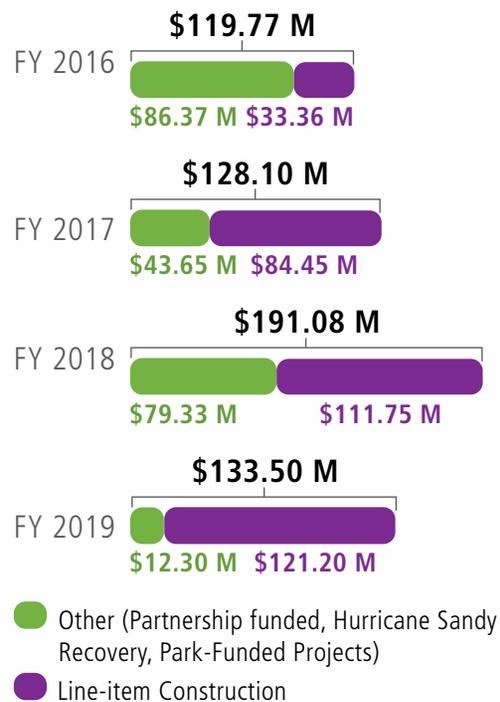
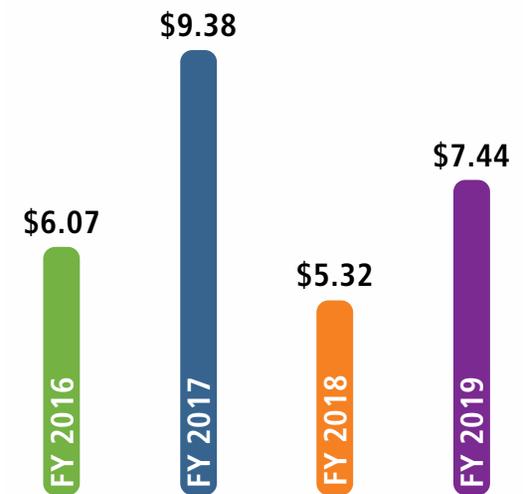


Figure 5. A/E Design Costs, FY 2016–2019 (in millions)



Figure 6. DSC Construction Management Costs, FY 2016–2019 (in millions)





Accessibility

The Denver Service Center manages all projects to be universally designed and constructed for people of varying abilities. Providing physical, program, electronic, and information technology access for persons with disabilities to our national parks is important. The Division strives to be a beacon of equality, where everyone is encouraged to share and enjoy park services, activities, and programs. The Denver Service Center recently completed work at Catoctin Mountain Park in Maryland helping make an outdoor pool accessible. The Denver Service Center has been working on a multi-million-dollar project to rehabilitate the Arlington House at the Robert E. Lee Memorial in Virginia that includes accessible paths that stretch through the restored grounds, including heirloom gardens.

The Arlington House is located at the Robert E. Lee Memorial in Arlington National Cemetery in Virginia.

Historic Preservation

Historic preservation is an important way for us to transmit our understanding of the past to future generations. Just recently, the Denver Service Center was responsible for a multi-million-dollar project to rehabilitate Arlington House, The Robert E. Lee Memorial, and restore the surrounding historic landscape. With 650,000 annual visitors, Arlington House is the most visited historic house museum in the national park system.

The National Park Service manages 419 units and together, these units and sites represent the broad sweep of our nation's cultures and stories—from pre-contact American Indian sites to 19th-century homesteads, from Civil War battlefields to sites where Americans fought for civil rights and women's rights, from architectural masterpieces to sites of artistic achievement, and from early industrial cities to designed landscapes.



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. These partnerships leverage federal dollars, contribute expertise, and connect parks and communities.

Thanks to a successful public-private partnership America's best-known 555-foot-tall obelisk landmark, the Washington Monument, reopened to the public in September 2019. The Denver Service Center worked on this three-year project

that included modernizing the monument's elevator system and constructing a new visitor security screening facility. Upgrades to the monument's elevator system were made possible through a \$3 million private donation from philanthropist David M. Rubenstein. The screening facility was built with \$9.5 million in funds appropriated from the National Park Service. The project is another example of how National Park Service is enhancing visitors' experiences at national parks and public lands across the Nation.

Washington Monument Visitor Screening Facility at the National Mall in Washington, DC - Photo Credit: Ulf Wallin Photography

Pullman National Monument roof and window replacement project in Chicago, Illinois.





Visitors to Acadia National Park in Maine take advantage of public transportation.

Planning



Highlights and Initiatives

The Denver Service Center Planning Division provides servicewide planning expertise for parks, regions, and program offices across the national park system. In FY 2019, the division managed more than 200 planning projects across a diverse portfolio of products—many of which were high priorities for the agency and of national significance. You can find details on the DSC Planning website at www.nps.gov/orgs/1804/dscplan.htm.

Resource Stewardship Strategies

The Resource Stewardship Strategies (RSS) Program assists parks in essentially making a comparison of where they are versus where they want to be for the park's fundamental and other important natural and cultural resources. It is a set of strategies to achieve the policy-level resource conditions derived from relevant laws, NPS policies, and park plans. The RSS program completed 11 strategies and made substantial progress on 16 more throughout FY 2019. With new starts in FY 2020, 60 of the 205 parks that have identified a resource stewardship strategy as a priority planning need in their foundation document are an active part of the RSS program.

Barred Owl at Shenandoah National Park in Virginia.

Visitor Use Management

The Planning Division continued to support improvements in visitor use management for the agency, including supporting more than 20 visitor use-related plans in FY 2019. These park projects directly support enhancing access, improving opportunities for visitor experiences, and protecting resources at individual units. The team continued to provide leadership and technical support to the Interagency Visitor Use Management Council, with noteworthy accomplishments including public release of the Interagency Visitor Use Management Council's Visitor Capacity Guidebook (https://visitorusemanagement.nps.gov/Content/documents/lowres_Visitor%20Capacity%20Guidebook_Edition%201_IVUMC.pdf) and Monitoring Guidebook (https://visitorusemanagement.nps.gov/Content/documents/508_final_Monitoring_Guidebook_Edition_One_IVUMC.pdf). The Division provided additional support and leadership agency-wide to develop nationally consistent guidance and products to improve visitor use management.



Accessibility planning team trains Grand Teton National Park staff in Wyoming on how to assess their facilities.

Accessibility

The Planning Division remains committed to accessibility planning services. To date, 35 self-evaluation and transition plans have been completed at parks throughout the National Park Service. Through assistance from the Denver Service Center, Grand Teton

National Park completed a self-evaluation and transition plan and story map that is available to the public on the park's website at <https://arcg.is/1DSbiX>. The Planning Division is a leader in producing 508-compliant planning documents, and our teams help guide parks

with accessibility implementation. To further meet universal accessibility for their programs and services, the Planning Division educates and trains park staff to identify accessibility barriers and to pursue opportunities that increase access for all visitors.

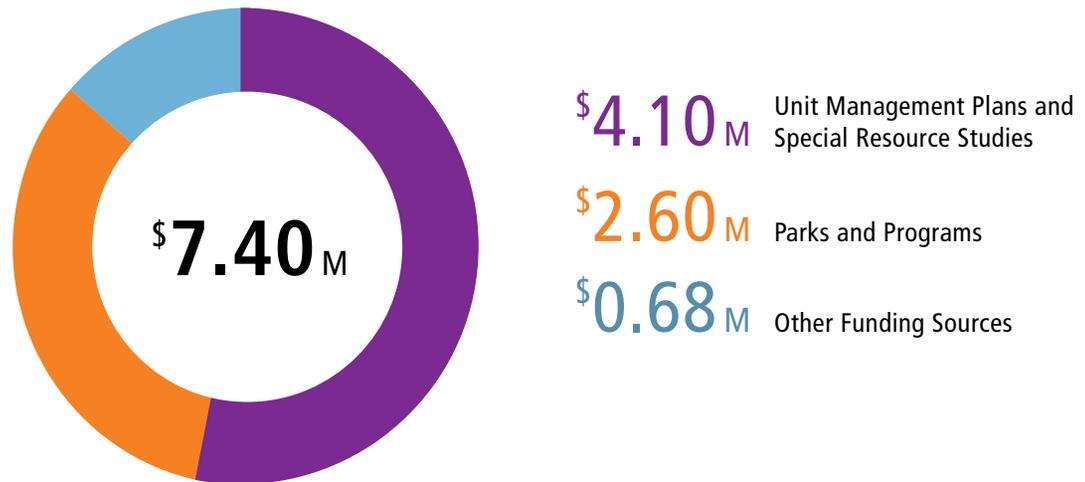


Facility Planning

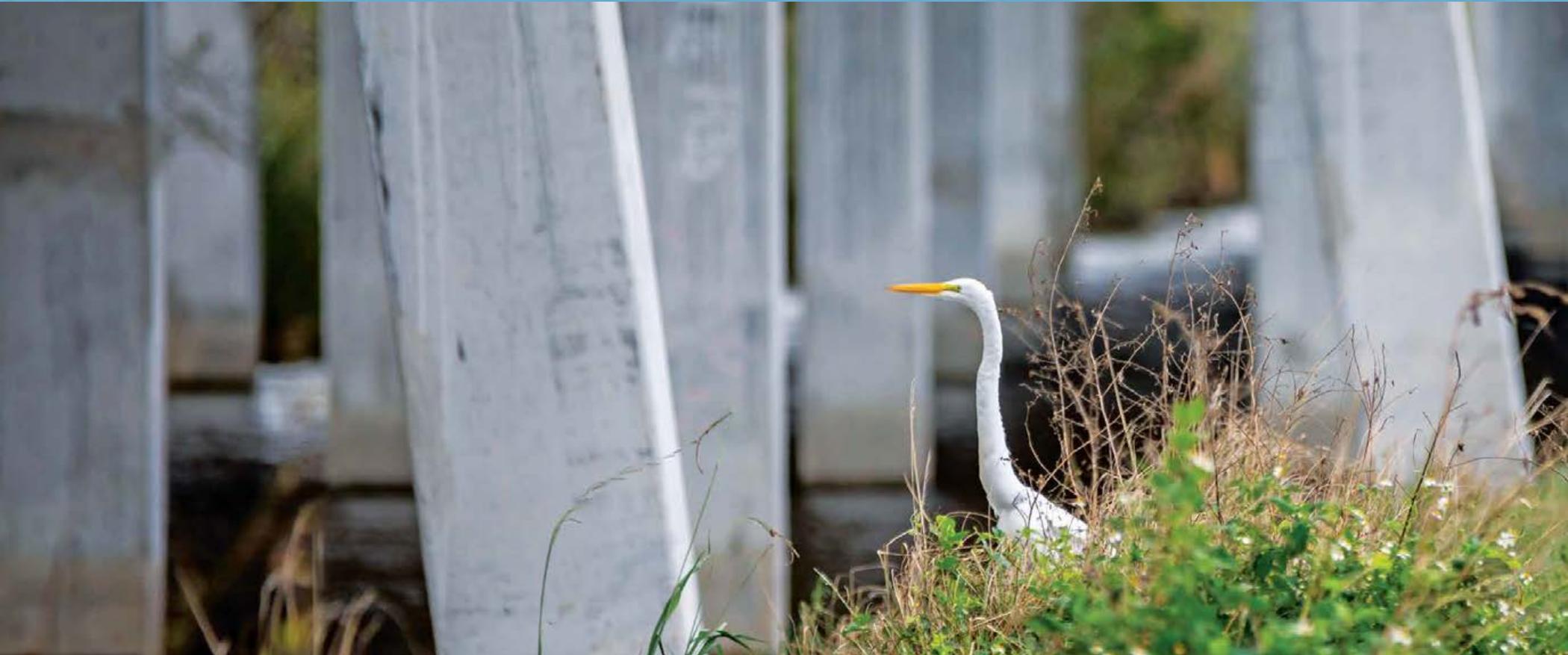
In FY 2019, the Denver Service Center supported servicewide efforts to improve the NPS asset management program through developing and piloting planning processes, tools, and templates for park-level strategic facility plans. The Denver Service Center completed two pilots in FY 2019.

These plans are a critical component of a coordinated strategy to reduce the NPS deferred maintenance backlog, and ensure future facility funding is targeted towards a program of projects representing the highest priorities of the agency.

Figure 7. DSC Planning Funding by Fund Source, FY 2019 (in millions)



Mount Rushmore Avenue of the Flags, South Dakota.



Great Egret enjoying increased water flow in Everglades National Park near the Tamiami Trail Modifications Next Steps Project (TTMNS Phase 1) pier construction.

Transportation



Millions of visitors tour America’s national parks, all using transportation facilities of some kind. The DSC Transportation Division helps plan, design, and construct those facilities, working directly for regions and parks and in partnership with the Federal Highway Administration. The Division staff consists of a variety of professional disciplines, including landscape architects, civil engineers, transportation planners,

biologists, archeologists, and ecologists who provide project management services and technical expertise in landscape architecture, engineering, natural and cultural resources, transportation planning, and revegetation planning and implementation.

The NPS Federal Lands Transportation Program (FLTP) receives an annual appropriation from the transportation bill,

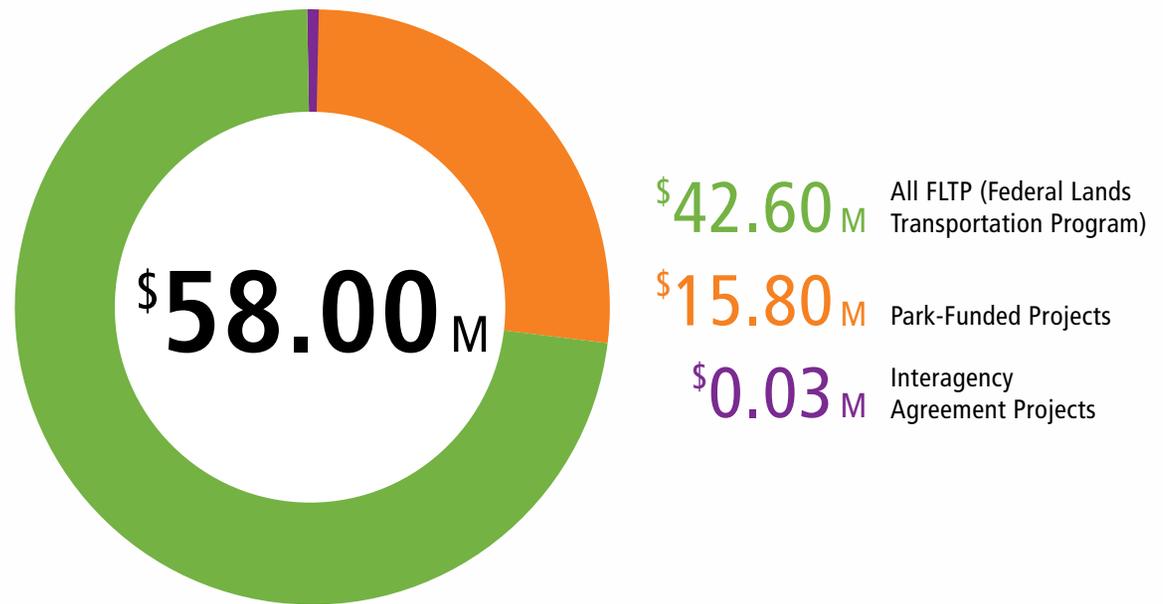
currently named the Fixing America’s Surface Transportation (FAST) Act. The funding is designated to support repair and replacement of existing transportation assets such as roads, bridges, and transit systems and construction of new assets where needed. In FY 2019, the FAST Act provided \$300 million to the National Park Service.

Over the past year, division staff worked on 289 projects in various stages of development. Of that total, approximately \$58 million was contracted and delivered directly by the Denver Service Center. A significant amount of work, comprising 135 projects, was accomplished in partnership with the Federal Highway Administration (Figure 8). The types of projects range from pavement preservation to road and bridge rehabilitation to storm recovery to resource preservation.

As a land management agency, the National Park Service is required to address resource impacts associated with any ground disturbing projects. In FY 2019, the Division’s revegetation team provided support to 39 national park units to assist in the revegetation and restoration of disturbed lands. The team managed 38 contracts totaling \$6 million for restoration of disturbed lands, wetland mitigation, and exotic species control. These efforts included seed collection from native plant species and contracts for native plant production resulting in the production of hundreds of pounds of native, genetically appropriate seed used to revegetate and restore over 280 acres of disturbed park lands.

Photo on previous page: View looking west of the 2.6-mile-long bridge recently completed as part of the Tamiami Trail Modifications Next Steps Project (TTMNS Phase 1) located on US 41 along the northern boundary of Everglades National Park in Florida.

Figure 8. Transportation Division Contract Obligations by Funding Type, FY 2019 (in millions)





Scorpion Pier Reconstruction— Channel Islands National Park, CA

Within the Channel Islands, Scorpion Valley on Santa Cruz Island is the most visited destination within the park. Public access is only available by boat. Prior to storm damage, it was difficult for boats to safely approach when tides were low or wave heights were greater than one or two feet, and people in general experienced a difficult embarkation. Recent storms damaged the boat pier, making way for improvements to its design as well as its access, which will satisfy the Architectural Barriers Act (ABA) Accessibility Standards.

The project includes the construction of a longer, wider replacement pier approximately 300 feet south of the existing pier. The new pier will accommodate various water depths for safe embarkation and could accommodate a mobile crane. To access the pier from the concessioner boats, visitors would use the ABA compliant gangway and landing aligned parallel to the pier (gangway relocated from existing pier).

Within Channel Islands in California, a barge approaches Scorpion Valley on Santa Cruz Island.



Old Faithful Lodge at Yellowstone National Park circa 1950s. Photo courtesy of the H-16090, Montana Historical Society Research Center Photograph Archives, Helena, Montana.

Information Management

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 (TIC)

TIC completed a two-year-long project of adding the Harpers Ferry Center waysides collection. The collection is now available for discovery and download by NPS staff and members of the public.

TIC staff worked with the archives and records staff at Yellowstone National Park on several projects. One project involved digitizing records from the maintenance division resulting in the addition of over 900 reports and drawings for discovery in eTIC.

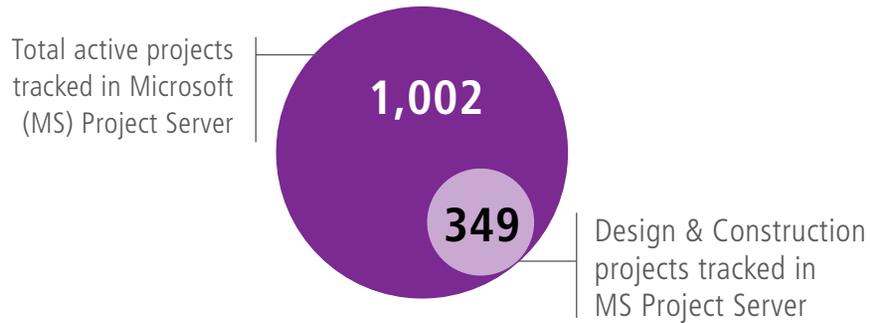
Public eTIC was utilized by researchers in the United States and in 12 foreign countries. New park-related records available to the public are added when processed.

Information Services

The branch continues to improve technology capabilities for the Denver Service Center. Staff embraced the move to Office 365 with a major project to move the SharePoint sites used for collaboration with our external partners into the new cloud environment.

Information Services took on the challenge to review the information architecture of the Denver Service Center. The project goal was to identify business requirements and improve opportunities that enhance how DSC end users manage and use their information resources. One outcome was the establishment of the DSC Data Governance Board with the leadership by the information services branch. Current activities of the board include identifying data used across all DSC divisions with the goal of standardizing data for uniformity in reporting. Another activity addresses the utilization of the new tools offered in Office 365 and employee engagement with the tools.

FY 2019 Project Management Support Statistics



FY 2019 Project Management Support Statistics

370

Park units/offices assisted by TIC

29,548 

New record files loaded into eTIC



55,311
Searches in eTIC

4,969

Registered users in eTIC

22,700  Number of hits in Public eTIC

Employee Development

111 **FAC-COR**
Contracting Officer Representatives

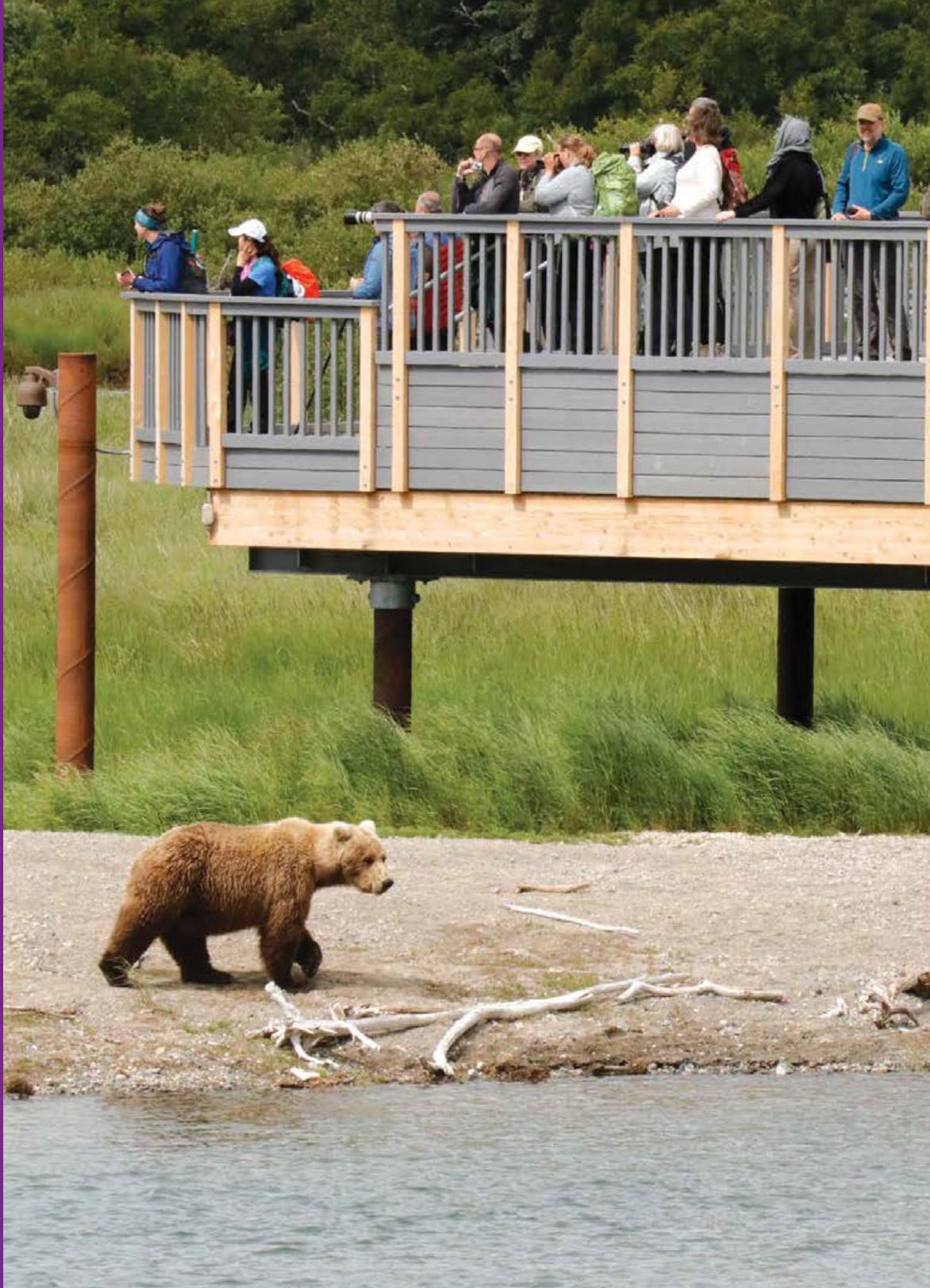
31 **PMP**
Project Management Professionals

26 **FAC-P/PM**
Certified Program and Project Managers

22 **LEED** Leadership in Energy and Environmental Design Accreditations



The historic Point Reyes Lighthouse and adjacent structures at the base of the 308-step staircase after contractors completed most restoration work on the structures. October 21, 2019.



Visitors enjoy watching bear activity from the new southeast bridge platform at Katmai National Park and Preserve in Alaska.

Budget and Finance

Denver Service Center operations are funded through a variety of sources. In FY 2019, DSC operational budgets totaled approximately \$37.1 million (Figure 9).

In FY 2019, DSC’s operational expenditures were funded from 1) Appropriated base funding (\$19.9 million), funds that support line-item construction, large-scale partnership project execution, and the National Park Service Technical Information Center; 2) Park Planning and Special Studies (\$4.2 million) to accomplish Unit Management Planning and Special Resources studies; 3) Federal Lands Transportation Program (\$4.6 million) to support transportation initiatives servicewide; 4) Hurricane recovery efforts (Sandy/Harvey/Irma/Maria) (\$2.5 million); and 5) Park-Funded Projects work (\$5.9 million) that supports a wide array of project work with various fund sources, including a sizable amount from Federal Lands Recreation Enhancement Act and reimbursable projects (Figure 9). The appropriated base funding in FY 2019 was \$19.9 million. Figure 10 shows the appropriated base funding for the Denver Service Center for FY 2016 through FY 2019.

Figure 9. Total DSC Operational Expenditures, FY 2019 (in millions)

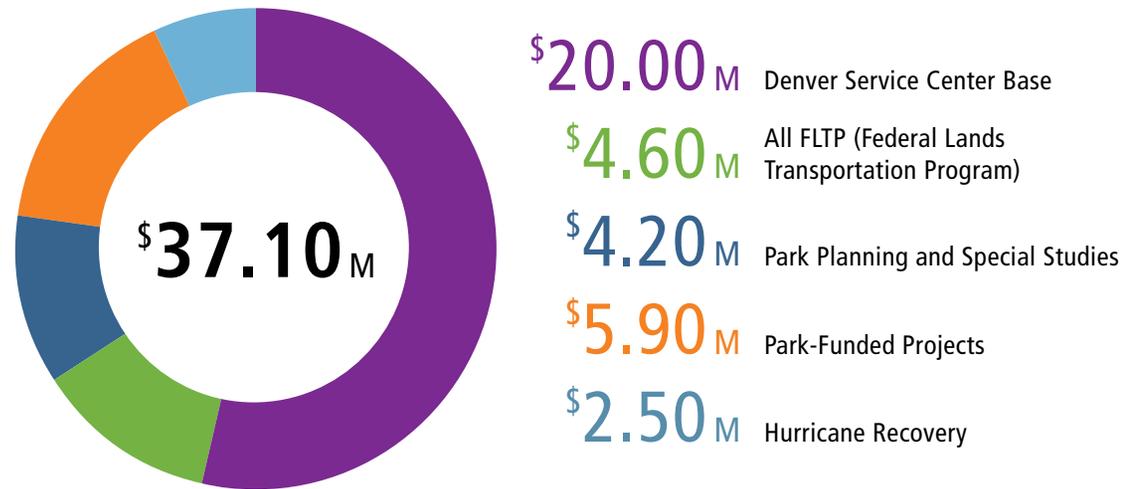


Figure 10. Appropriated DSC Base Funding, FY 2016–2019 (in millions)





Crews lift and secure the restored metal bascule fascia back into place for the Arlington Memorial Bridge in Washington, DC.

2020 and Beyond



The Denver Service Center is honored to continue working on the last phase of the Tamiami Trail in Everglades National Park, Florida, to raise the remaining 6.5 miles of unbridged sections. This multi-phased partner project is considered one of the most meaningful efforts in restoring the Everglades in the last decade. Our collaboration with partners continues to be key in accomplishing important work at places such as the Arlington House in Virginia, Pullman National Monument in Illinois, and the Jefferson Memorial project in Washington, DC.

The Denver Service Center promotes resilience through leadership and construction support for about 40 projects as a result of Hurricanes Harvey, Sandy, Irma, and Maria. It also keeps a keen focus on addressing the backlog of critical maintenance needs for national park infrastructure. Improvements to visitor facilities, campgrounds, trails, and backbone infrastructure are essential to providing a world-class experience to our more than 300 million annual visitors and a safe work environment for employees, volunteers, and partners. In 2019, 327 million people visited National Park Service lands across the country.

A groundhog eating a snack at Shenandoah National Park in Virginia.

In looking ahead, the Denver Service Center's role only increases as it relates to the conservation of natural and cultural resources, while supporting outdoor recreation. Honoring our Nation's history through storytelling and celebrations like the upcoming 250th anniversary of the 1776 establishment of the United States of America is part of our core mission. In fact, the Denver Service Center is leading the strategic planning process of this overall effort, providing a unique opportunity to share our history.

We at the Denver Service Center greatly appreciate everything we accomplish together in shaping future generations through their experiences in our national parks. To that end, we will continue to invest in ourselves and our collective vision so we can offer the best service possible throughout our second century of service, placing employee engagement at the center.



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.

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