



# ANNUAL REPORT FISCAL YEAR 2021



**DENVER SERVICE CENTER**

**50 YEARS OF SERVICE**

NATIONAL PARK SERVICE • [NPS.GOV/DSC](https://www.nps.gov/dsc)





Two California condors are tagged and ready for release in Redwood National and State Parks. Photo courtesy of the Yurok Tribe.

## Unique Partnership Leads to Reintroduction of the California Condor

On May 3, 2022, two juvenile condors stepped out of a release pen in Redwood National and State Parks and took flight over the redwoods of Northern California for the first time in 100 years. This event was the culmination of decades of preparation by the Yurok Tribe and its federal, state, and local partners. The vision began back in 2003, when a group of Yurok elders gathered to assess how to best restore their ancestral land. They decided that due to its cultural and ecological significance, the return of Prey-gon-eesh, the California condor, was of paramount importance. This decision led to the creation of a tribal wildlife department in 2008 to begin the process and make returning the California condor to Yurok skies a top conservation priority. The Yurok

Tribe, National Park Service, and US Fish and Wildlife Service formed the Northern California Condor Restoration Program (NCCRP) in a collaborative effort to restore condors to Yurok Ancestral Territory and the Pacific Northwest.

The DSC Planning Division began working with the NCCRP in July 2015 to support the civic engagement, planning, and compliance efforts necessary to bring the condor restoration vision to fruition. In March 2021, the US Fish and Wildlife Service, the National Park Service, and the Yurok Tribe announced a final rule that allowed for the creation of a new California condor release facility and the establishment of an experimental population for reintroducing the birds to Yurok Ancestral

Territory and Redwood National and State Parks, located in the northern portion of the species historic range.

The NCCRP contributes to the restoration of the redwood ecosystem in the park and supports tribal efforts to preserve and promote Yurok culture. Staggered releases of additional birds from the facility will encourage free-flying birds to return to socialize with the group and give biologists the opportunity to carefully monitor the behavior of these young pioneers as they establish a budding condor population in their new home.

Front cover: A California condor takes flight at Pinnacles National Park. Photo by Kurt Moses.



The \$227 million Arlington Memorial Bridge rehabilitation at George Washington Memorial Parkway from 2018–2020 was one of the largest infrastructure projects ever undertaken by the National Park Service. In 2021, the project received several awards for excellence.



## 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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## Letter from the Director

Denver Service Center Colleagues and Friends,

I'm pleased to share with you this report highlighting the projects, services, and accomplishments of the Denver Service Center (DSC) for fiscal year 2021. The challenges associated with the pandemic continued to impact the way we did business for a second year, and it transformed how we are working now and into the future. Our employees are accomplishing our work outside of the traditional in-person, one-office setting. As we move past the pandemic, we are embracing the hybrid model of on-site,

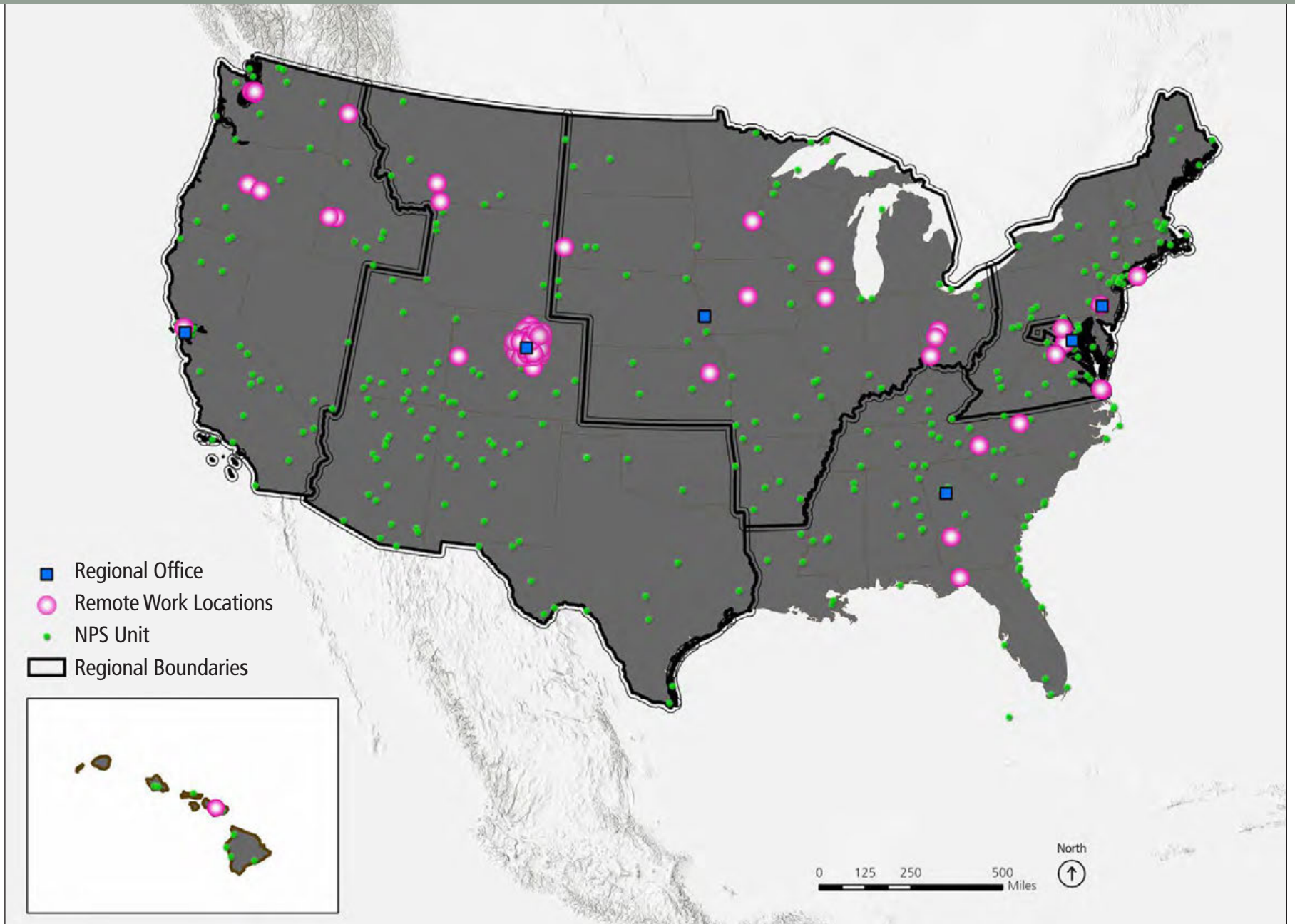
remote, and telework employees to have the most talented, diverse, and inclusive workforce available. Adopting the hybrid work environment supports the National Park Service (NPS) goal of aligning capacity and resources while letting go of dated past practices to connect and empower a thriving and more diverse workforce. Using this hybrid model gives us the ability to increase our capacity as we serve as the main execution office for Great American Outdoor Act-funded projects for the National Park Service. The DSC project team model and strong culture of collaboration continues to be a priority as we operate within the hybrid work environment.

As part of the NPS Park Planning, Facilities, and Lands Directorate, the Denver Service Center provides cradle-to-grave project management through our planning, design and construction, contracting services, transportation, and information management divisions. In this report, you'll read the accomplishments of these groups, along with an accounting of the total DSC budget and expenditures. We continue to champion efforts supporting relevancy, diversity, and inclusion to meet the Department of the Interior priority of centering equity and environmental justice and enhancing access for underserved communities.

We remain committed to sustainable projects, fiscal responsibility, and transparent accountability as the Denver Service Center delivers products and services for the national park system. The Denver Service Center is proud to support NPS stewardship in a changing environment, as our agency understands the impact of climate change and implements appropriate adaption planning and strategies in an ever-changing environment. Thank you to all who help us carry out the mission of the National Park Service.

Ray Todd  
Director, Denver Service Center  
National Park Service

The map on the following page identifies the locations of Denver Service Center employees located remotely throughout the United States in FY 2021.



## DSC Fiscal Year 2021 Project Awards and Recognition

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### **Cape Lookout National Seashore**

#### **ADA Improvements to the Lighthouse Dock**

West Virginia Chapter of Associated Builders and Contractors, Inc.

*Excellence in Construction Award*

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### **Chesapeake and Ohio Canal National Historical Park**

#### **Conococheague Aqueduct Rehabilitation**

American Concrete Institute

*Excellence Award*

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### **Gauley River National Recreation Area and New River Gorge National Park and Preserve**

#### **Glade Pedestrian Bridge Rehabilitation**

West Virginia Chapter of Associated Builders and Contractors, Inc.

*Excellence in Construction Award*

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### **Glacier National Park**

#### **Sperry Chalet**

American Institute of Architects Colorado

*Design Award of Excellence*

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### **George Washington Memorial Parkway**

#### **Arlington Memorial Bridge Rehabilitation**

- American Road and Transportation Builders Association

*Public Sector Award*

- Federal Highway Administration

*Partners In Excellence Award*

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### **Jewel Cave National Monument**

#### **Rehabilitation Project**

Black Hills Chapter of the South Dakota Engineering Society

*Outstanding Engineering*

*Achievement Award*

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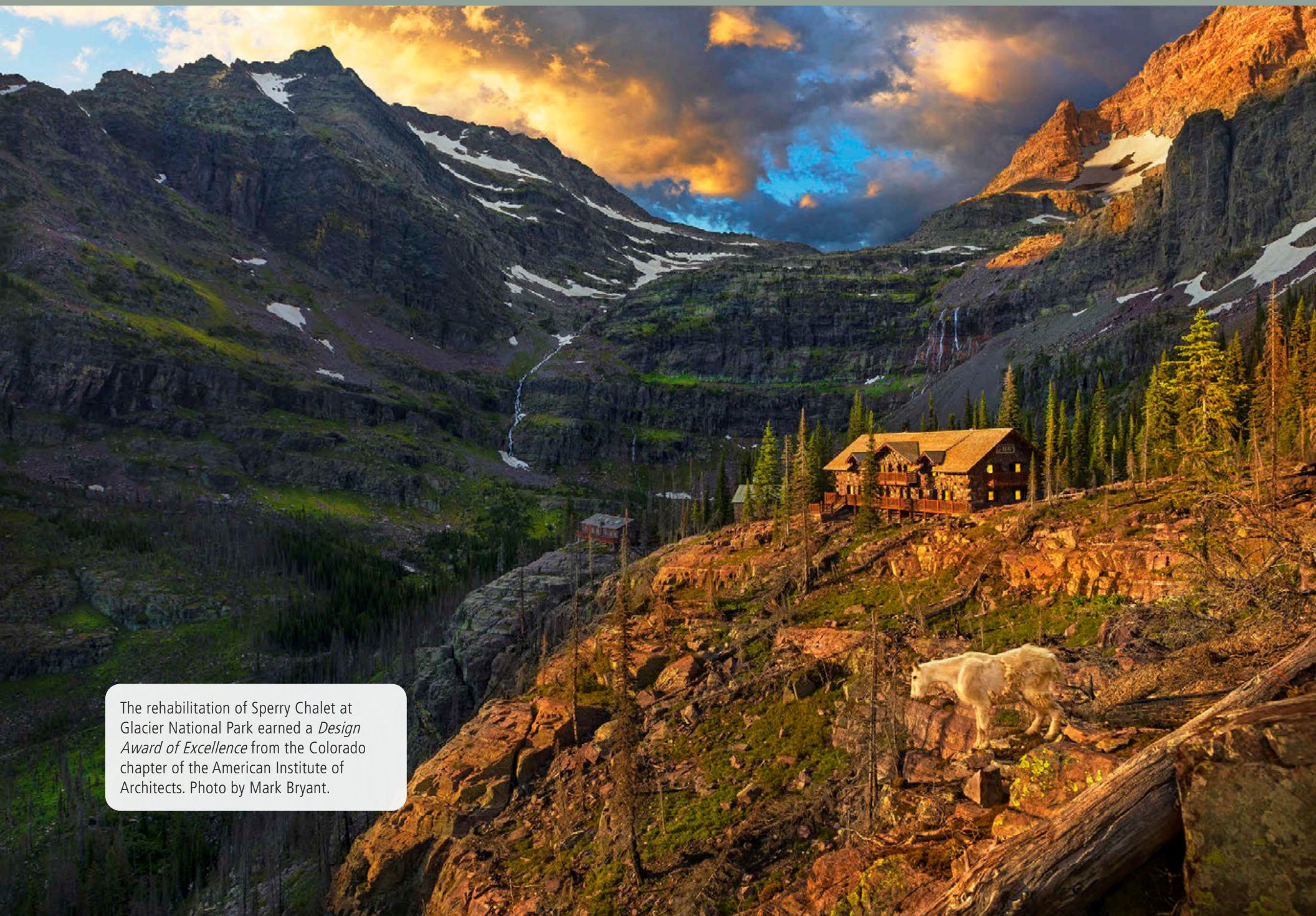
### **Old Santa Fe Trail**

#### **NPS Building Rehabilitation**

City of Santa Fe, the Historic Santa Fe Foundation, and the Old Santa Fe Association

*Sara Melton Award for Sensitive Maintenance and Rehabilitation*

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The rehabilitation of Sperry Chalet at Glacier National Park earned a *Design Award of Excellence* from the Colorado chapter of the American Institute of Architects. Photo by Mark Bryant.



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## Denver Service Center Celebrates Our 50th Anniversary

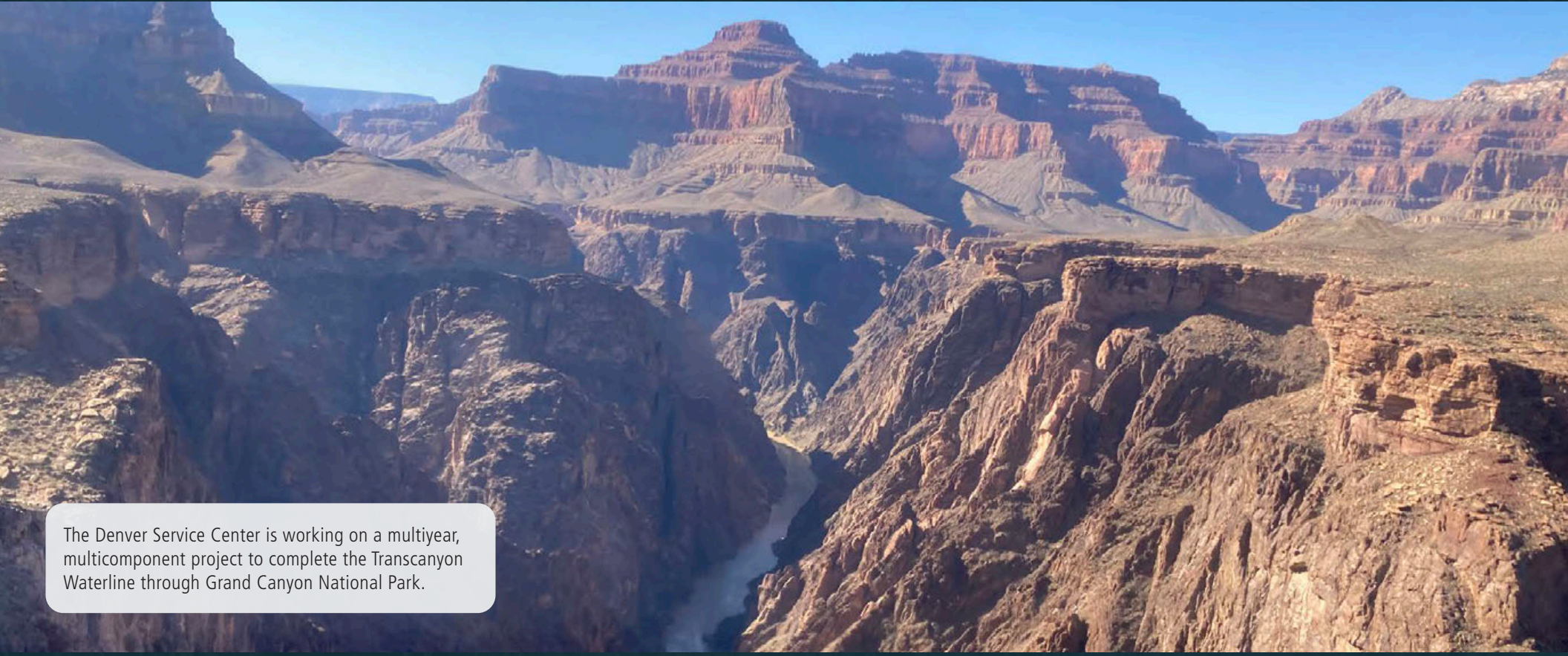
The Denver Service Center (DSC) was established November 1971, when the National Park Service (NPS) Eastern and Western Service Centers merged into one centralized professional office for NPS planning, design, and construction. We are celebrating our 50 years of service to the NPS mission by reflecting on our history and looking forward to continuing to help parks and regions meet their goals.

In reflecting on these past 50 years, the Denver Service Center is proud to release [Celebrating Our Past: The First Fifty Years of Denver Service Center's Service and Stewardship](#). One consistent theme at the Denver Service Center is our flexibility and resilience. Our organizational structure, capacity, and capabilities have fluctuated throughout the years to best serve the National Park Service.

The Denver Service Center continues to grow our capacity and fine-tune our organizational model as the main execution office for Great American Outdoor Act-funded projects for the National Park Service. Although our processes and people may change, our commitment to the mission of the National Park Service does not. We look ahead toward our bright future as an organization.

If you look across the National Park Service, you'll find people in parks, regions, and programs who have, at one time or another, worked for the Denver Service Center. We are sincerely grateful to those who have contributed to the mission of the National Park Service during the last 50 years through their work at the Denver Service Center, and we share this time of reflection and celebration with you.





The Denver Service Center is working on a multiyear, multicomponent project to complete the Transcanyon Waterline through Grand Canyon National Park.

# Contracting Services

The primary mission of the Contracting Services Division is to deliver efficient, innovative acquisition solutions and sound business advice. The division accomplishes this mission through optimizing resources, managing risk, and promoting project success. We share the NPS goal to improve, streamline, professionalize, and modernize the management and business process to contribute to a more effective and efficient agency.

The Contracting Services Division is a leader in strategic sourcing efforts for architect/engineering (A/E) services, with numerous indefinite delivery/indefinite quantity 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 efficiently. In fiscal year (FY) 2021, the Denver Service Center awarded approximately \$488 million in construction and services from all funding

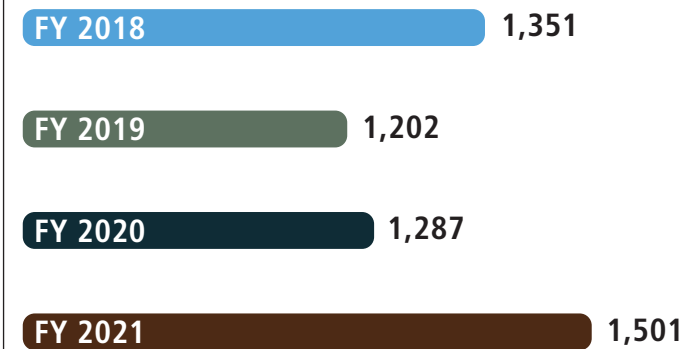
sources, including new award and contract modifications. Table 1 shows the dollars awarded from all contract actions and all fund sources for FY 2018 through FY 2021.

Figure 1 illustrates the number of contract actions handled by the division from FY 2018 through FY 2021. Transactions included design and construction services, as well as other supplies and services, such as simplified acquisition.

Table 1. Contract Dollars Awarded from All Fund Sources, FY 2018–2021

	FY 2018	FY 2019	FY 2020	FY 2021
A/E Services & Professional Services	\$42.97	\$67.35	\$71.62	\$116.24
Construction	\$267.32	\$176.80	\$281.00	\$351.13
Simplified Acquisition + Other	\$14.49	\$15.44	\$14.70	\$21.51
<b>Totals</b> (millions of dollars)	<b>\$324.78</b>	<b>\$259.59</b>	<b>\$367.32</b>	<b>\$488.88</b>

Figure 1. Number of Transactions by Year, FY 2018–2021

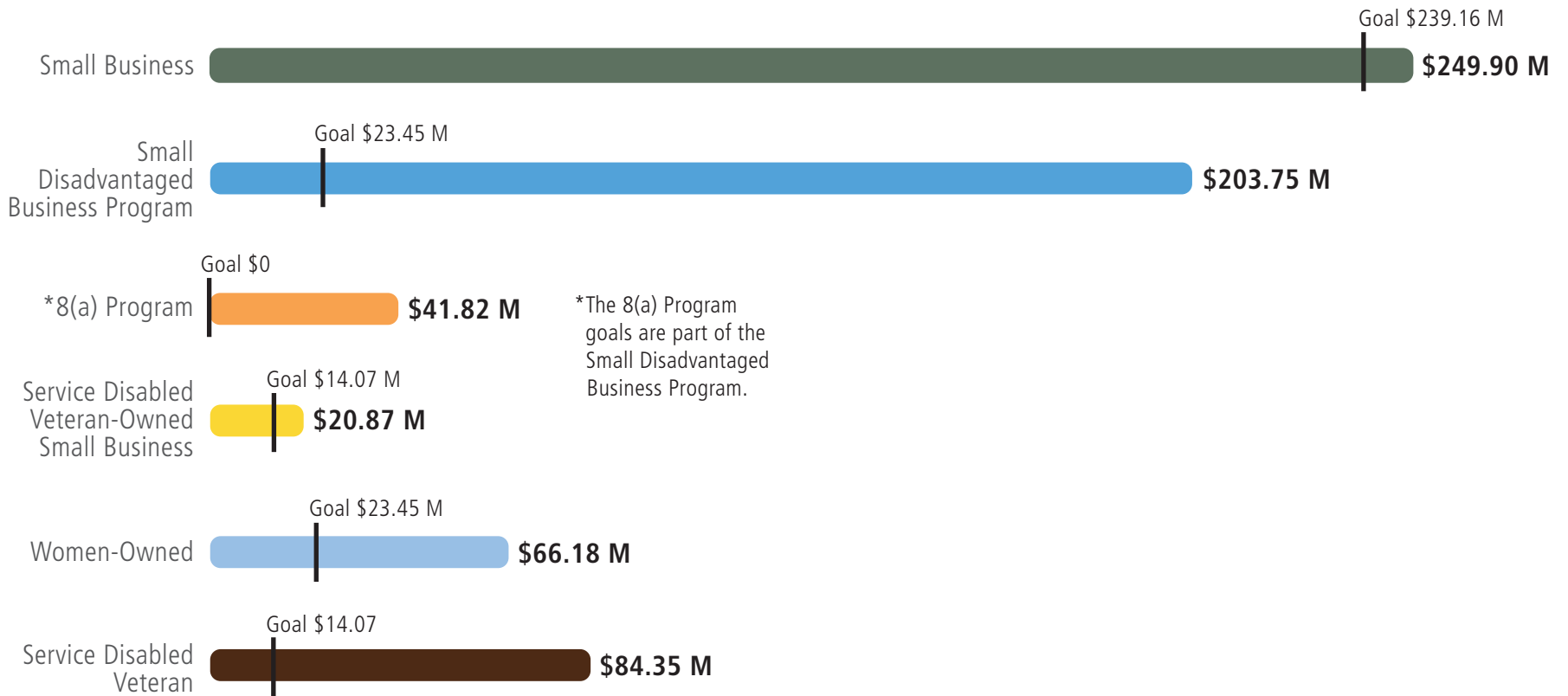


The Denver Service Center actively supports the socioeconomic program goals of the National Park Service and the US Department of the Interior (DOI). Small business is big business in the United States and is a critical component of and major contributor to the

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. Figure 2 illustrates the

Denver Service Center's small business goals and accomplishments in FY 2021. In many instances, a small business award is credited to more than one subcategory within the socioeconomic program.

Figure 2. Contract Actions by Dollar Amount, FY 2021 Small Business Contracting





The Denver Service Center is contracting and managing the restoration of the Thomas Jefferson Memorial at National Mall and Memorial Parks. The project is funded by the National Park Foundation, thanks to generous support from philanthropist David M. Rubenstein and The Nau Foundation, and by NPS line-item construction funds and the Great American Outdoor Act's Legacy Restoration Fund.

## **The Denver Service Center Contracting Services Division Awards Almost \$500 Million to Private Industry**

In FY 2021, the Denver Service Center awarded approximately \$488 million in construction and services from all funding sources, the second-highest dollar amount in contract award in the 50-year history of the Denver Service Center. Almost \$250 million of that award went to small businesses, greatly contributing the US economy and locally owned small businesses across the country. The Denver Service Center is very proud of our contributions to private industry and our support of the NPS socioeconomic program goals. Each year, the DSC Contracting Services Division hosts an industry fair to attract small businesses and provides information on how to do business with the federal government. This year's industry fair, held in May 2021, was a virtual event due to the pandemic. The Denver Service Center partnered once again with the Colorado Procurement Technical Assistance Center to host the two-day fair. More than 250 people participated in each day of the event and were able to virtually interact with NPS project teams, learn more about 16 individual Great American Outdoor Act-funded projects through project presentations, and learn more about bidding on projects with the federal government.



The Denver Service Center managed an emergency project to stabilize the shoreline and protect the Sandy Hook Chapel in Gateway National Recreation Area from erosion and flooding.

## Design and Construction

The Design and Construction Division is responsible for managing large-scale projects identified within the NPS line-item construction (LIC) program, which are projects funded by Congress. The division also manages projects funded through the Great American Outdoor Act’s Legacy Restoration Fund (LRF). In addition, the division manages park-funded, partnership, and disaster recovery projects as an office of choice to the parks.

The division manages 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. Through all sources of funding, we strive to meet the NPS mission of investing in the future of parks.

The Design and Construction Technical Branch consists of senior design professionals and compliance specialists who provide quality assurance reviews and compliance oversight. The branch also offers a wide range of design and construction consulting services

to parks, regions, and program offices. The branch maintains the [Denver Service Center Workflows website](#), which directs architectural/engineering and construction firms to clear and timely guidance for project deliverables.

In FY 2021, the division managed 416 projects valued at almost \$3.6 billion of gross construction costs. This management included 153 LIC projects; 67 LRF projects; and 196 park-funded, partnership, and hurricane recovery projects. Table 2 shows the overall design and construction program in both the number of projects and gross dollars for FY 2021.

Table 2. Design and Construction Program, FY 2018–2021

Project Phase	FY 2018		FY 2019		FY 2020		FY 2021	
	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars
Design	141	\$929,890,316	154	\$1,257,093,390	178	\$1,315,206,462	203	\$2,279,683,627
Construction	51	\$412,331,440	55	\$374,753,780	73	\$613,975,171	76	\$714,484,561
Warranty	22	\$106,235,998	33	\$170,369,079	32	\$127,038,555	97	\$442,634,125
Miscellaneous	27	\$233,982,521	12	\$50,230,994	7	\$48,789,301	4	\$33,478,422
Hurricane Sandy Recovery	34	\$102,364,242	17	\$67,028,944	10	\$34,624,309	4	\$3,385,128
Hurricanes Harvey, Irma, and Maria	51	\$110,905,316	73	\$107,592,289	32	\$88,605,850	32	\$91,323,355
<b>Total Program</b>	<b>326</b>	<b>\$1.89</b> (billion)	<b>294</b>	<b>\$2.02</b> (billion)	<b>332</b>	<b>\$2.20</b> (billion)	<b>416</b>	<b>\$3.56</b> (billion)

Figure 3 represents the overall construction awards for FY 2018 through FY 2021. For FY 2021, the Denver Service Center began awarding projects funded by the Legacy Restoration Fund. Figure 4 shows architecture/engineering design costs for FY 2018 through FY 2021. Figure 5 depicts DSC construction management costs for FY 2018 through FY 2021.

Figure 3. Overall Construction Program Awards, FY 2018–2021 (in millions)

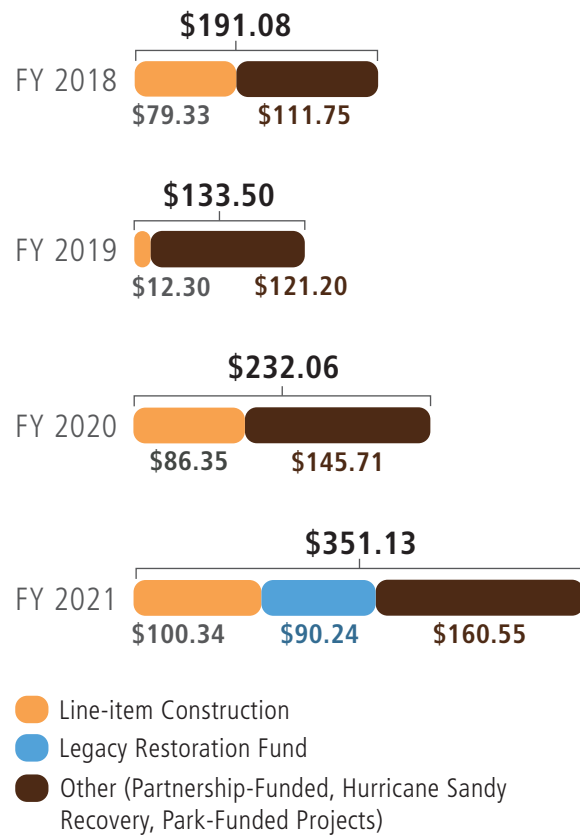


Figure 4. A/E Design Costs, FY 2018–2021 (in millions)

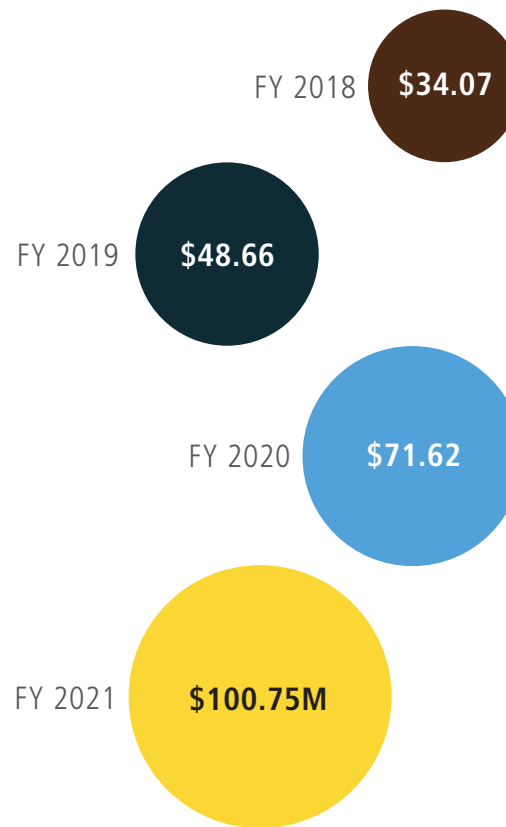
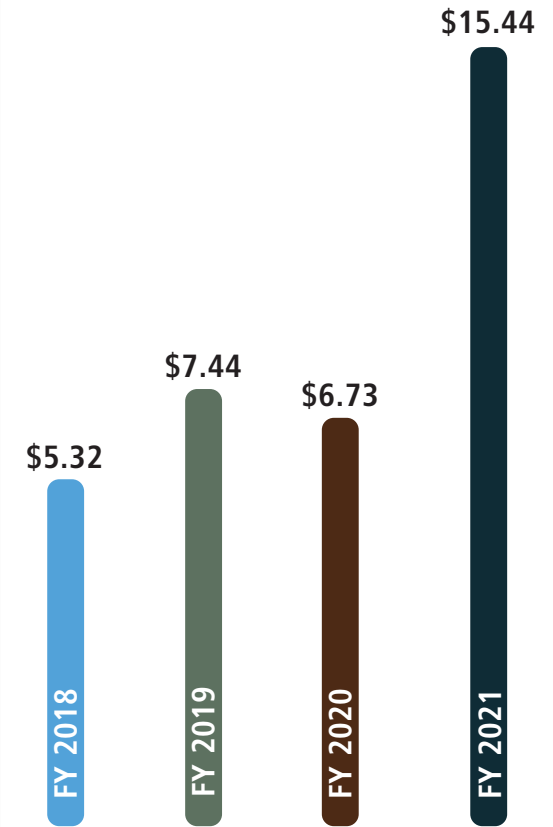


Figure 5. DSC Construction Management Costs, FY 2018–2021 (in millions)



## Sustainability and Resiliency

The Denver Service Center is dedicated to the protection of natural and cultural resources across the vast NPS landscape. These resources can include structures, such as visitor centers and historic buildings, across more than 4 million acres of maintained landscapes, 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 of making 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 with and exceeding federally mandated sustainability requirements.

Responding to climate change is one of the National Park Service's biggest challenges, and championing efforts to restore ecosystems, protect and recover imperiled species, protect night skies, and enhance visitor experiences are all important to preserving our parks. Climate resiliency is at the forefront of DSC projects throughout the national park system. The Denver Service Center strives to meet the NPS goal of modeling the best practices of sustainability, green infrastructure, and climate change adaptation.



### Denver Service Center Focuses on Climate Resiliency at Perry's Victory and International Peace Memorial

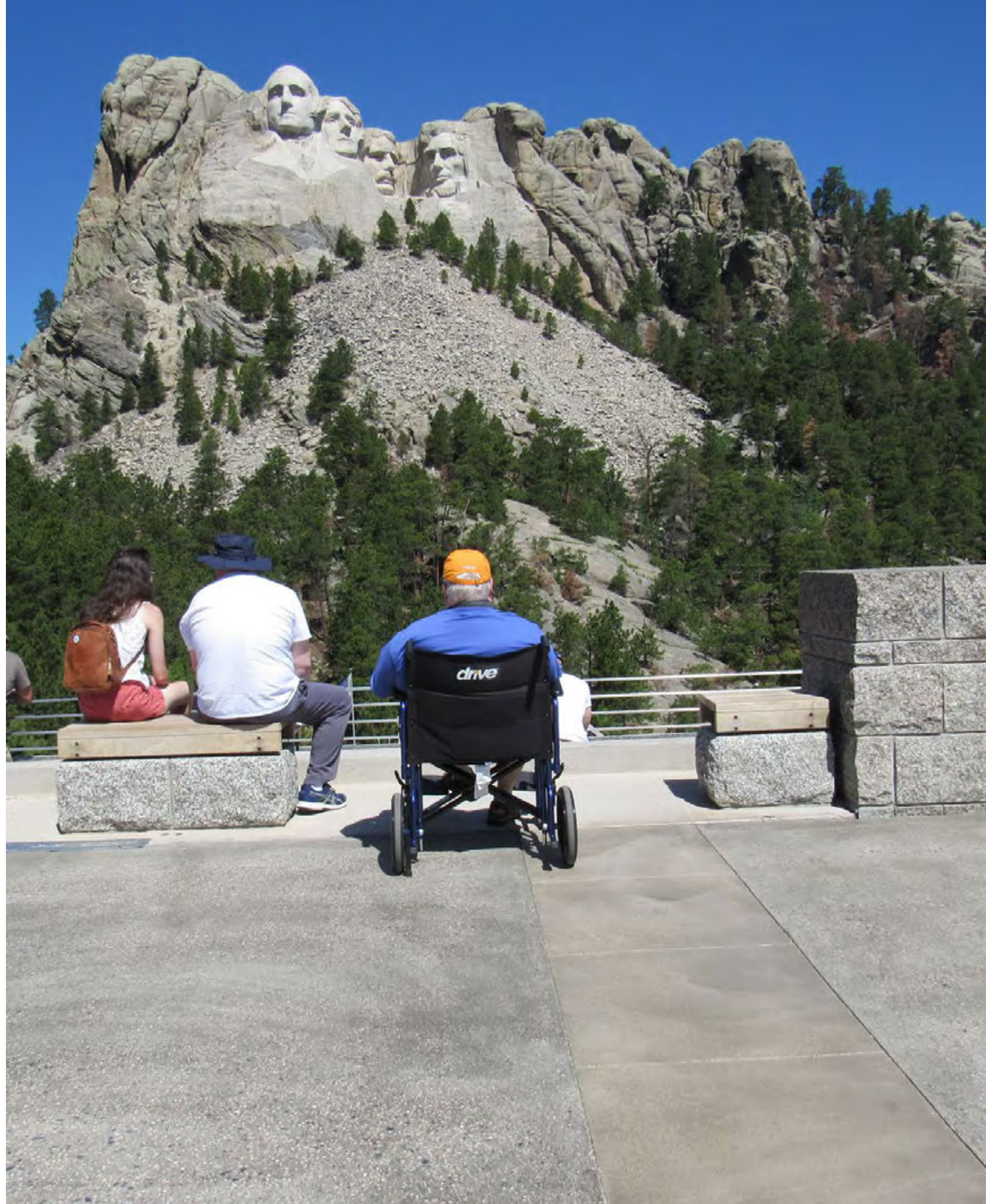
The two seawalls that shield the low-lying island isthmus of Perry's Victory and International Peace Memorial from Lake Erie will be raised from 12 to 24 inches to reduce lake overtopping and regular park flooding. The stormwater drainage system will be almost completely replaced and includes the addition of two pumping stations. These modifications will drastically improve park drainage and are scalable for potential higher precipitation and climate-driven events. Tide levels, lake level projections, extreme wind conditions, extreme wave modeling, hydrodynamic modeling, flooding, precipitation, and ice are all considered and incorporated into the design of the seawall improvements and stormwater drainage system. This \$27 million project will also preserve the aesthetics that the low-profile, curved concrete seawalls add to the 352-foot memorial column, which seemingly rises out of Lake Erie.

The seawall projects at Perry's Victory and International Peace Memorial will protect the island from flooding from Lake Erie.



## Accessibility

The Denver Service Center works to meet the NPS mission of expanding access for all with accessible design and construction for people of varying abilities. Providing physical, programmatic, electronic, and information technology to persons with disabilities in our national parks is critical to making parks accessible to all. The Design and Construction Division strives to be a beacon of equality, encouraging everyone to share and enjoy park services, activities, and programs.



A visitor enjoys viewing Mount Rushmore National Memorial from the newly constructed accessible viewing area on the Grand View Terrace. This area was constructed with companion seating for visitors to enjoy their experience alongside friends and family.

The Arlington House rehabilitation was completed in FY 2021. The project was made possible through a \$12.35 million donation from philanthropist David M. Rubenstein through the National Park Foundation.



## 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.

One of the Denver Service Center's partnership projects, completed in FY 2021, is the rehabilitation of the Arlington House, The Robert E. Lee Memorial. The National Park Service partnered with the National Park Foundation and completed the rehabilitation, which was made possible through a \$12.35 million donation from philanthropist David M. Rubenstein. The project stabilized the foundation of the Arlington House, restored exterior finishes and hardware, recoated decorative masonry faux-marble finishes, completed interior painting, repaired plaster, rehabilitated windows and doors, and reset the brick portico floor. The work also included new or improved electrical, lighting, security, climate management, and fire suppression systems. The historic grounds



A \$7.5 million seismic upgrade project for the Alcatraz Cellhouse and Hospital at Golden Gate National Recreation Area was made possible through partner funding from the Golden Gate National Parks Conservancy.

and kitchen gardens were realigned to allow for accessibility, and the new exhibits and research allow to the National Park Service to interpret the history of the Custis and Lee families alongside the more than 100 enslaved people who labored on the plantation. Together, their stories tell a more complete history of the Arlington House.

The National Park Service is also partnering with the National Park Foundation to complete a rehabilitation of the lower level of the Jefferson Memorial and the undercroft of the Lincoln Memorial at National Mall and Memorial Parks. Both projects are funded through generous donations by David M. Rubenstein. The Jefferson Memorial project is

currently under construction and expected to be completed in the fall of 2023. The Lincoln Memorial project is currently in design, and the Denver Service Center plans to make an award for project construction in FY 2022.

At Golden Gate National Recreation Area, the Denver Service Center completed a \$7.5 million seismic upgrade project for the Alcatraz Cellhouse and Hospital to protect life and safety by improving the building's performance during an earthquake. The project was funded through the Helium Act, Partner Funding from the Golden Gate National Parks Conservancy, concession franchise fees, and recreation fee park revenue.

Finally, at Independence National Historical Park, the Denver Service Center is working on a partnership project to rehabilitate the interior and exterior of the First Bank of United States. The project is currently in the design phase and is being funded through a partnership with Independence Historical Trust. The project construction is expected to begin in FY 2023.

The Denver Service Center is proud to work with partners who are passionate about our national parks. Their contributions make these upgrades possible and enhance the visitor experience.



## The Denver Service Center Addresses Deferred Maintenance at Historic Peaceful Valley Ranch, Theodore Roosevelt National Park

In 2021, the Denver Service Center completed a project to stabilize and rehabilitate the historic Peaceful Valley Ranch complex at Theodore Roosevelt National Park. This project is critical to the future of Peaceful Valley Ranch and preserving its past. The \$4.1 million project addressed deferred maintenance issues, including repair and upgrades to the structural, mechanical, plumbing, and electrical systems within the complex. The historic ranch house, bunkhouse, and barn structures and their log siding were stabilized, and their roofs, interior walls, and flooring were replaced. The project also increased visitor accessibility from the parking lot to the entire site.

The house at Peaceful Valley Ranch is the only original ranch house remaining in the South Unit of Theodore Roosevelt National Park. Guided horseback rides were a popular activity there from 1918 to 2014. Peaceful Valley Ranch is an enduring reminder of the open range cattle ranching era of the 1880s and the golden age of dude ranches. Although several structures on the site have come and gone and the ranch house has been expanded and renovated throughout its life, the ranch property is remarkably intact and a rare reminder of the architecture of the period in which it was built. Three of the surviving buildings, including the ranch house, are included in the National Register of Historic Places.



Before and after photos show the restoration of the historic barn at Theodore Roosevelt National Park.

## Pullman National Monument Holds Grand Opening Ceremony

Pullman National Monument, in partnership with the Illinois Department of Natural Resources, held its grand opening on Labor Day weekend in 2021. The Denver Service Center has been involved in restoring the site since its designation as a national monument in 2015 and its inclusion in the national park system. Most recently, the Denver Service Center rehabilitated the Administration Clock Tower Building in Pullman National Monument to provide visitor center space, administrative offices, and curatorial workspace and storage.

The historic Administration Clock Tower Building in Chicago was the heart of George Pullman's factory, which the town built to house company workers. Since 2019, \$34 million in federal, state, and private funding has been invested to renovate the iconic building and rehabilitate the adjacent historic factory grounds. The clock tower building serves as the monument's visitor center and is managed by the National Park Service. The Illinois Department of Natural Resources owns and operates the surrounding 12-acre grounds, including several remaining factory buildings and the historic Hotel Florence, as Pullman State Historic Site.

The historic Administration Clock Tower Building was rehabilitated to provide visitor center space, administrative offices, and curatorial workspace and storage.





## **Kennecott Concentration Mill Building Renovations Complete at Wrangell–St. Elias National Park and Preserve**

In summer 2021, the Denver Service Center completed phase III renovations to the historic 14-story Kennecott Concentration Mill Building located in the Kennecott Mines National Historic Landmark and Wrangell–St. Elias National Park and Preserve.

The \$5.7 million project stabilized levels 7 through 11 of the mill building, following two previous projects that stabilized levels 1 through 6, and installed a fire detection and notification system. The project mainly replaced heavy timber elements; 141,200 pounds of lumber was used in the stabilization effort. The largest timber elements were up to 850 pounds and 34 feet long. Because the site and structure were not accessible to heavy construction equipment, the heavy timber elements were moved through the building via human effort, winches, and chain falls. Skilled local carpenters hand notched and fitted each piece. Additional challenges in accomplishing the work included blasting caps discovered on the north slope elevation of the mill building and the presence of hazardous materials, including heavy metals.

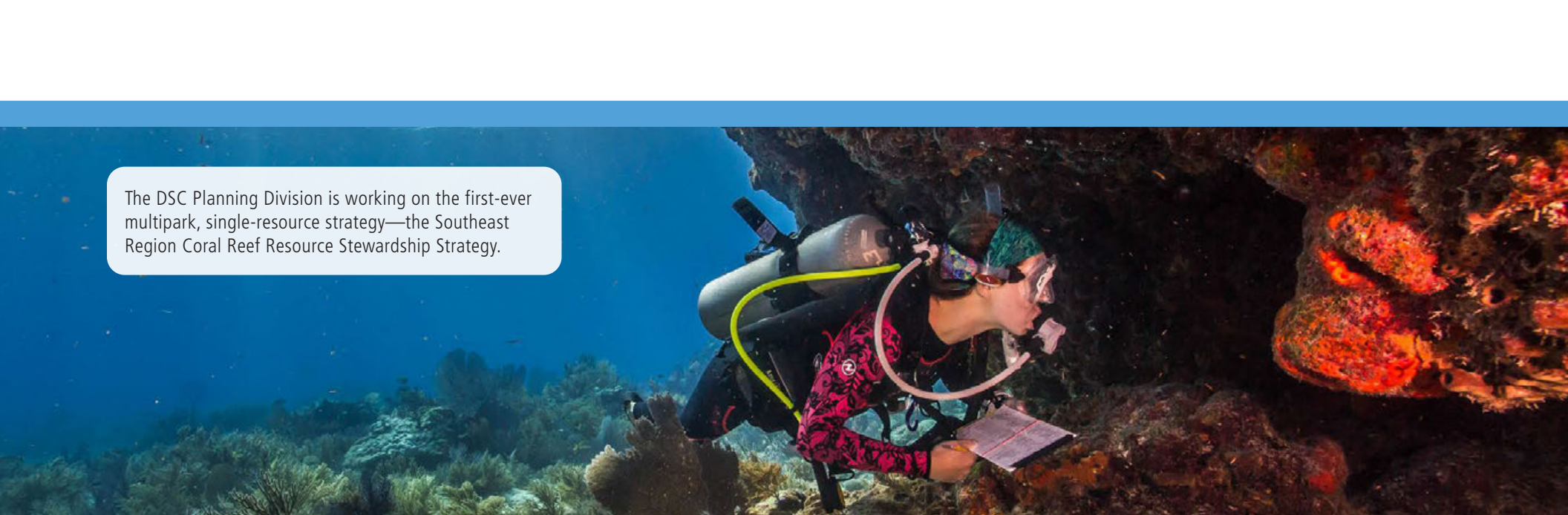
Construction of the mill building originally began in 1909; copper ore was crushed and concentrated in this building until the mines closed in 1938. Between 1911 and 1938, nearly \$200 million worth of copper was processed at the mill. At peak operation, approximately 300 people worked in the mill town, and 200 to 300 people worked in the mines.

The Kennecott Concentration Mill Building, located within the Kennecott Mines National Historic Landmark district in Wrangell–St. Elias National Park and Preserve, was renovated and stabilized.



A school of fish swim through the coral reef at Biscayne National Park.

# Planning



The DSC Planning Division is working on the first-ever multipark, single-resource strategy—the Southeast Region Coral Reef Resource Stewardship Strategy.

The DSC Planning Division provides servicewide planning expertise for parks, regions, and program offices across the national park system. We support the NPS mission of creating experiences that meet visitor expectations into the future. In FY 2021, the Planning Division managed more than 150 planning projects across a diverse portfolio of products and provided leadership to advance high-priority national planning initiatives, including strategic facility investment strategies, visitor use management, accessibility planning, resource stewardship strategies, and special resource studies. Figure 6 on page 26 illustrates DSC Planning Division funding by fund source for FY 2021. Through our planning work, the division provides evolving products and services to develop a shared vision for the NPS visitor experience. The division also advanced the integration of justice, equity, diversity, and inclusion principles into its community of practice when delivering relevant planning services to the National Park Service.

## Resource Stewardship Strategies

The Planning Division completed its fifth year of coordinating the Resource Stewardship Strategy (RSS) National Working Group. This interdisciplinary group includes diverse representation from regional offices, parks, and programs to develop nationally consistent RSS guidance and products. As of October 2021, the group had completed 54 resource stewardship strategies, with an additional 15 in progress across the national park system—all of which apply climate change science to the integrated natural and cultural resource stewardship strategies. The division completed nine resource stewardship strategies at parks in FY 2021. The Planning Division also initiated the first-ever multipark, single-resource stewardship strategy, the Southeast Region Coral Reef Resource Stewardship Strategy, to help identify stewardship priorities at Biscayne National Park, Dry Tortugas National Park, Virgin Islands National Park/Virgin Islands Coral Reef National Monument, and Buck Island Reef National Monument/Salt River Bay National Historical Park and Ecological Preserve.

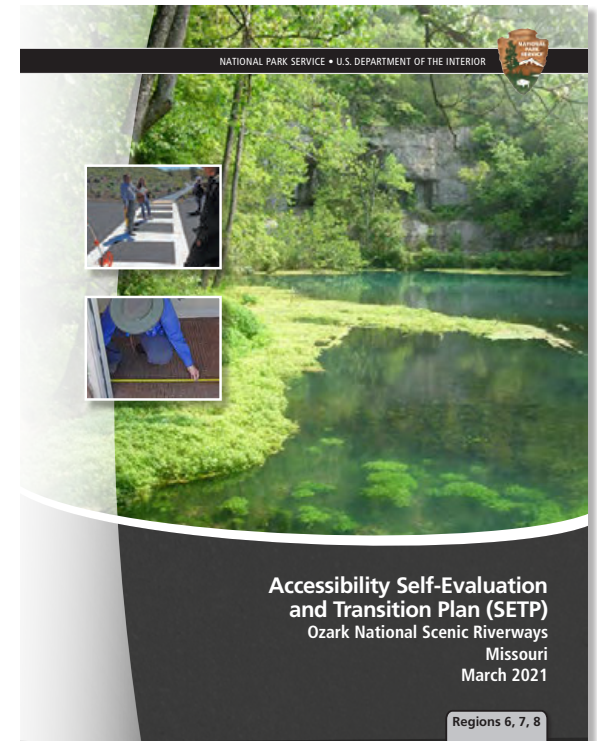


## Visitor Use Management

The Planning Division continued to help advance visitor use management, including supporting many visitor use-related plans in FY 2021 that directly support enhancing access, improving opportunities for diverse and inclusive visitor experiences, and protecting resources. The division continued to provide leadership and technical support to the Interagency Visitor Use Management Council, which includes collaborations among six federal agencies. Planning Division staff hosted a successful four-day introductory visitor use management training, along with the first four-day training for advancing visitor use management. Between both training events, more than 150 NPS participants were trained in the Interagency Visitor Use Management Council's Visitor Use Management Framework. Additional guidance was developed to assist in applying the Visitor Use Management Framework to rapid assessments during dynamic events and uncertain times. Staff used this guidance to assist Lake Mead National Recreation Area with rapidly declining water levels. The division continued to support the sharing of best practices for visitor use management inside and outside of the National Park Service, including consultations and information sharing with several state park agencies, Parks Canada, the Republic of Palau, and the Country of Georgia.

## Accessibility

The Planning Division remained committed to accessibility planning services. To date, planning teams have completed 39 self-evaluation and transition plans (SETPs) at parks servicewide, including accessibility training for park staff and implementation guidance. The division recently met with accessibility coordinators for another "lessons learned" workshop to discuss improvements to the SETP process timeline, budget, efficiency, and effectiveness in implementation. The Planning Division continues to support the Washington Accessibility Support Office with accessibility planning consultation and compliance, including design review and improvements to project development processes that integrate with facility planning. With a focus on universal accessibility, the division also works with parks to explore and expand access to programs and continues to be a leader in producing section 508-compliant planning documents.



An accessibility self-evaluation and transition plan (SETP) was completed for Ozark National Scenic Riverways in March 2021.



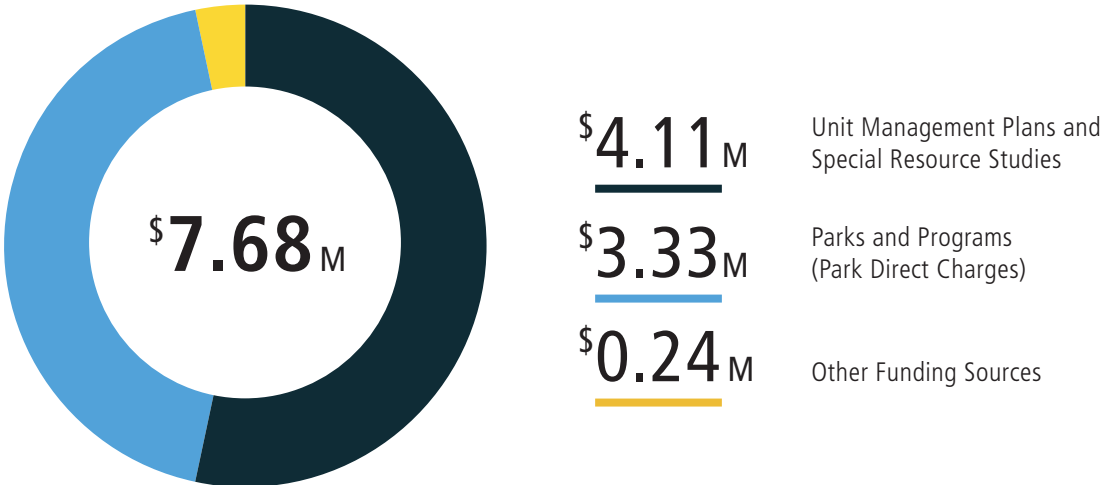
The DSC Facility Planning team is leading facility planning efforts at Dry Tortugas National Park.

## Facility Planning

The Planning Division’s Facility Planning team provides project management and technical assistance for park and facility planning needs, ensuring that financial feasibility is addressed during the planning process and that the process identifies critical projects that align funding with the highest-priority needs. In FY 2021, the Facility Planning team worked to better integrate facility planning considerations within resource stewardship strategies and other DSC planning products.

In FY 2021, the Denver Service Center supported the development and completion of the NPS Campground Design Guidelines, which were released to the public in June 2021. The guidelines are aimed at creating a consistent experience for all visitors throughout the national park system. The effort aligns with the NPS and DOI goals of reducing deferred maintenance and improving visitor experience, allowing the National Park Service to balance competing needs and strategically target high-value assets.

Figure 6. DSC Planning Funding by Fund Source, FY 2021 (in millions)



## Publications

The Publications team offers editing and graphic design services for digital and printed materials for a wide variety of projects, ranging from leadership reports and summary documents for national planning programs to materials for many national strategic planning initiatives. The Publications team continues to lead the way in a culture change that ensures that digital documents both exceed the minimum requirements of section 508 compliance standards and provide enhanced document accessibility to all, regardless of abilities.

## Special Resource Studies

The Planning Division managed a broad portfolio of congressionally authorized special resource studies. In FY 2021, the Planning Division completed special resources studies for Mississippi Civil Rights Sites, the Amache Japanese American confinement site, the Ocmulgee River corridor, Thurgood Marshall's school, the George W. Bush childhood home, the James K. Polk home, Kentucky Wildlands National Heritage Area, and Fort Ontario. The division also completed the Finger Lakes National Heritage Area Feasibility Study. These study efforts included extensive stakeholder engagement and collaboration. Several of the studies are exploring highly sensitive, significant events that occurred during our nation's history, underscoring the Planning Division's role in providing opportunities for public discourse on justice, equity, and inclusion. Through studies like these, the Planning Division supports the NPS mission to advance equity and inclusion by helping represent the under-told stories in American history. The Denver Service Center supports the goal of helping people see themselves represented in the sites included in the national park system through new park units that fully embrace the diversity of our nation.

The Denver Service Center completed a special resource study for the Amache Japanese American confinement site, also known as the Granada Relocation Center, pictured here in the early 1940s. The site was established by the War Relocation Authority during World War II to unjustly incarcerate Japanese Americans. Amache National Historic Site was designated as a unit of the national park system in March 2022.





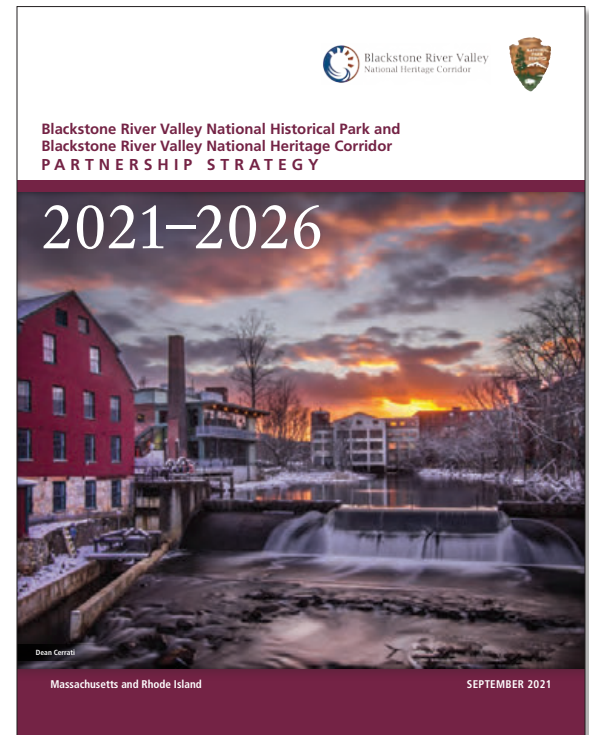
The DSC Planning Division supported a strategic plan for the Potomac Heritage National Scenic Trail in FY 2021.

## Geographic Information Systems

The Planning Division delivered an extensive portfolio of geographic information system (GIS) products and services to NPS parks, regions, and national programs, as well as DSC-led planning, design and construction, and transportation projects. The division led the way in applied emerging GIS technology to deliver innovative StoryMaps that increase the scope of public input to include location-specific comments. The GIS team is expanding their skills by learning and using interactive web mapping to create geospatial elements of plans during virtual meetings.

## Strategic Planning

The Planning Division provided support for a variety of strategic planning projects for national initiatives, parks, and programs and contributed to developing best practices for strategic planning being shared agencywide. Project highlights included continued progress on the America 250 National Park Service Strategic Framework, which, once complete, will provide the foundation and guiding principles for commemorating the 250th anniversary of the founding of the nation, as marked by the Declaration of Independence in 1776. Further, the division supported strategic plans for Fort Stanwix National Monument, Potomac Heritage National Scenic Trail, Blackstone River Valley National Historical Park and Blackstone River Valley National Heritage Corridor, and the Ocean Alaska Science and Learning Center. The division also kicked off an update to their own strategic plan to guide the organization into the future.



The DSC Planning Division completed the Blackstone River Valley National Historical Park and Blackstone River Valley National Heritage Corridor Partnership Strategy in FY 2021.

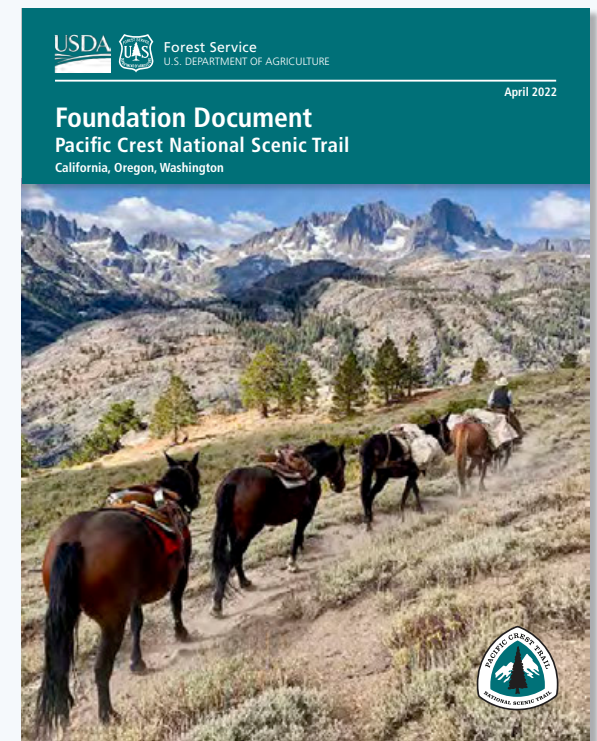
## US Forest Service Partners with National Park Service for Pacific Crest Trail Foundation Document

The National Park Service collaborated with the US Forest Service and the Pacific Crest Trail Association (PCTA) to develop a foundation document that identifies the significance and fundamental resources for the entire 2,650 miles of the Pacific Crest Trail (PCT). The trail spans tribal lands, 25 national forest units, 6 national park units, 7 Bureau of Land Management field offices, 51 wilderness areas, and numerous state and county parks. The PCT foundation document process was the first for the US Forest Service, which contracted the Denver Service Center to facilitate the planning process based on the NPS foundation document program.

With the goal of creating an inclusive document that included new and diverse perspectives, the US Forest Service and the Pacific Crest Trail Association reached out to a wide range of stakeholders, including Pacific Crest Trail thru-hikers, tribes, and communities that connect to and use the trail, to solicit input on values and significance of the trail. The US Forest Service also worked with tribes, cultural resource specialists, and tribal liaisons to ensure that the document included language with tribal perspectives, to the degree possible with over 60 tribes associated with the trail.

In addition to significant stakeholder outreach, the document development workshop brought together over 50 participants from the US Forest Service, National Park Service, Bureau of Land Management, California State Parks, Pacific Crest Trail Association, Backcountry Horseman of America, and several PCTA volunteers in an interagency effort to craft stakeholder feedback, information from previous planning documents, and the lived experience of the participants into a meaningful and relevant document.

The result of these efforts is a PCT foundation document, completed in summer 2021, that brings current perspectives and historical and cultural context to the significance, meaning, and fundamental resources and values of the trail, which included the trail itself, the journeys of those who travel along its length, and the connections of indigenous people to the trail, among others. The project also identified the first interpretive themes for the trail. The foundation document will foster a deeper understanding of this national scenic trail and serve as a cornerstone for management considerations, decisions, and planning efforts surrounding the Pacific Crest Trail. The document will also serve as a companion to the PCT Comprehensive Management Plan, which has guided the management of the trail for the past 40 years.



In FY 2021, the DSC Planning Division collaborated with the US Forest Service and the Pacific Crest Trail Association on the first-ever foundation document for the entire 2,650 miles of the Pacific Crest Trail.



# Denver Service Center (DSC) in Figures

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.



**\$488 million**

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



**\$249.9 million**

awarded to small business

**Design & Construction managed**

**416 projects**  
totaling more than

**\$3.56 billion**  
in gross construction costs



**\$42.1 million**



approximate operational budget



**200+**  
projects

managed by Planning Division across a portfolio of products

**50 parks**

with construction-disturbed lands restored to their natural habitat through the revegetation program



**Transportation Division managed**



**300 projects**  
and supports the

**\$300 million**

NPS Federal Lands Transportation Program

**Technical Information Center**

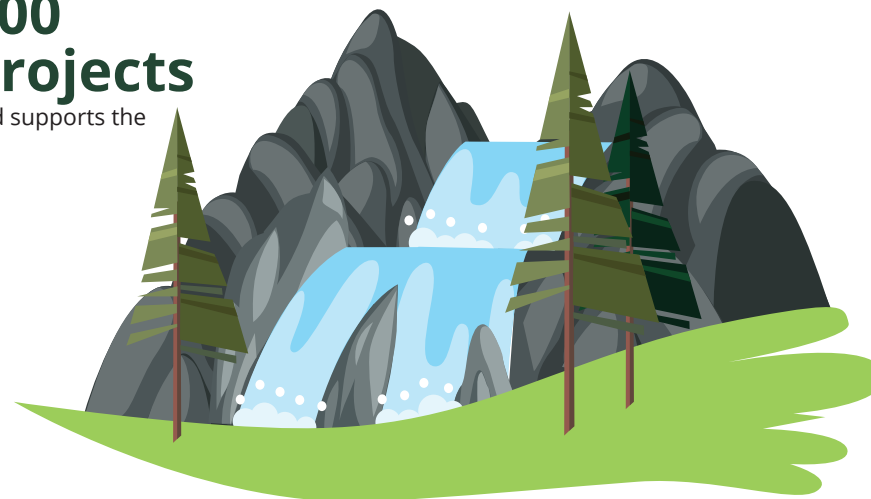


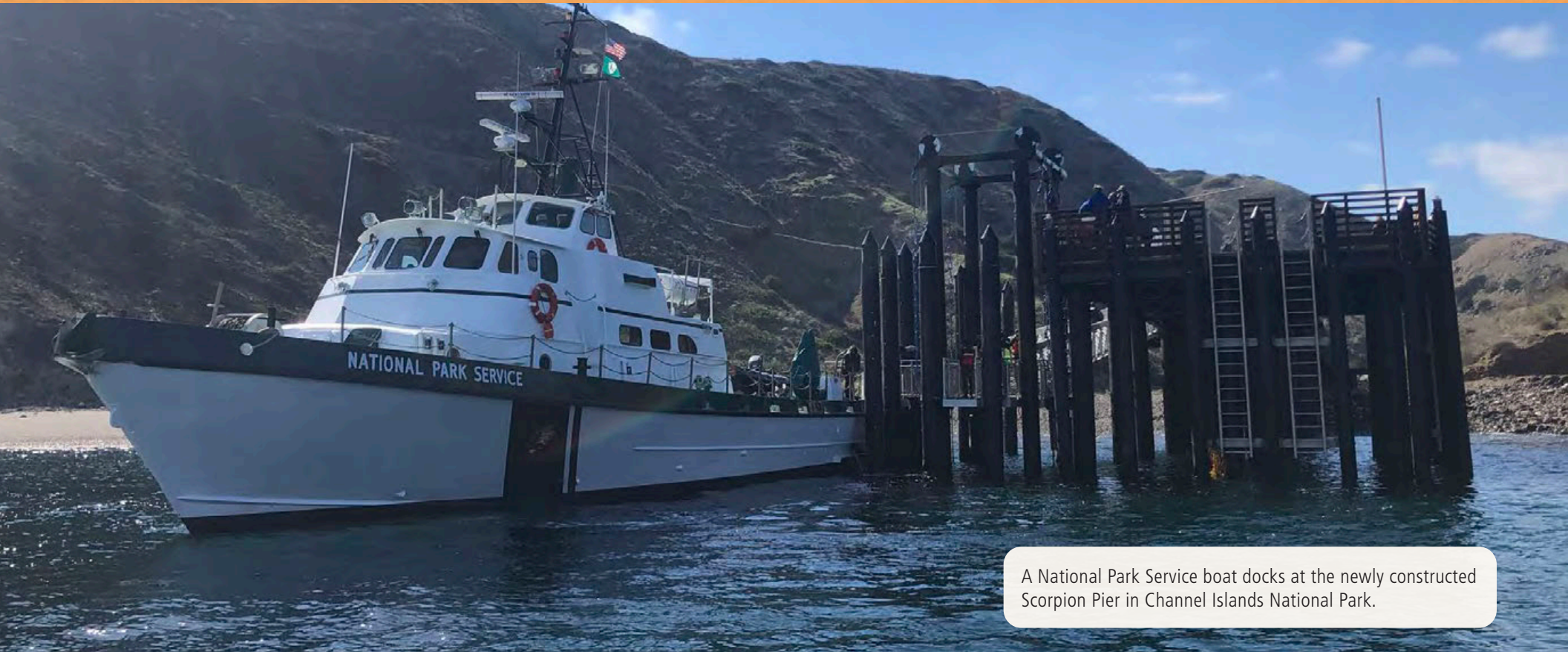
**900**

Library actions with loans to libraries in 32 states and 1 foreign country

**1,000**

new records added to etic2





A National Park Service boat docks at the newly constructed Scorpion Pier in Channel Islands National Park.

# Transportation

Millions of visitors tour America's national parks, all using transportation facilities of some kind. These facilities have a direct impact on the visitor experience and park resources.

Working directly for the parks and regions and in partnership with the Federal Highway Administration, the DSC Transportation Division helps plan, design, and construct those facilities while ensuring that the transportation experience aligns with the NPS mission. We support the NPS goal of continually evolving how we serve our visitors to assure a quality experience.

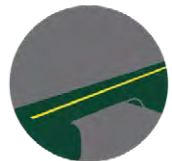
Division staff consists of a variety of professional disciplines, including landscape architects, civil engineers, transportation planners, biologists, archeologists, and ecologists, who provide project management services and technical expertise in landscape architecture, engineering, natural and cultural resources, transportation planning, and revegetation planning and implementation. The division is primarily funded through the NPS Federal Lands Transportation Program, which receives an annual appropriation from the transportation bill, Fixing America's Surface Transportation (FAST) Act.

The funding is designated to support the repair and replacement of existing transportation assets, such as roads, bridges, and transit systems and the construction of new assets, where needed. In FY 2021, the FAST Act provided \$300 million to the National Park Service.

The NPS Federal Lands Transportation Program system includes approximately:



**5,500 miles**  
of paved roads



**1,400**  
bridges



**100 transit systems**  
+40 million annual boardings



**6,100 paved**  
parking areas



**60**  
tunnels



**4,600 miles**  
frontcountry trails



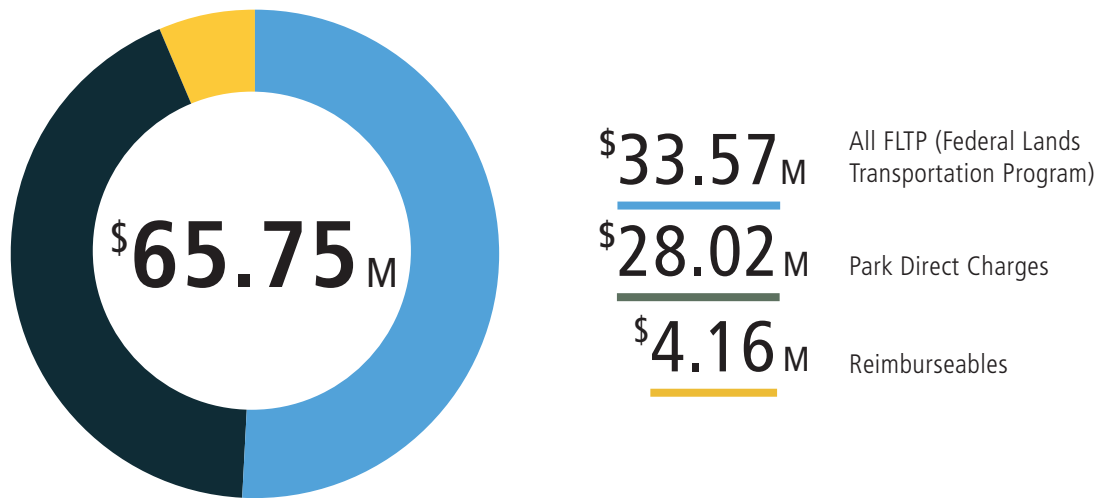
Over the past year, division staff worked on more than 300 projects in various stages of development. Of that total, the Denver Service Center directly contracted and delivered approximately \$65.75 million in construction, and an additional \$30.8 million was obligated in FY 2021 for contract awards next fiscal year using authority from the transportation bill. Approximately one-third of the total projects, comprising 105 projects, was accomplished in partnership with the Federal Highway Administration. The types of projects involved range from pavement preservation

and road and bridge rehabilitation to resource preservation. Figure 7 shows DSC Transportation Division contract awards by funding type for FY 2021.

In keeping with its mission, the National Park Service addresses resource impacts associated with any ground-disturbing projects. In FY 2021, the DSC Revegetation Program team provided technical assistance in revegetation and restoration planning and execution to over 50 park units. The program supported projects in all DSC divisions, as well as provided direct assistance to park resource

and facilities staff. The team managed contracts for seed collection, seed and plant propagation, invasive species control, and revegetation implementation projects in 12 states and 4 NPS regions. The result of these contracting efforts was the wildland collection of 85 different native grass, forb, and shrub species. This year's seed propagation efforts resulted in several thousand pounds of native genetically appropriate seed that will be used to restore disturbed park lands and support the NPS mission of leaving the land in an unimpaired state.

Figure 7. Transportation Division Contract Obligations by Funding Type, FY 2021 (in millions)





Project team members review the Pretty Rocks landslide in the Polychrome Area of Denali National Park and Preserve.

## Addressing Geological Hazards at Denali National Park and Preserve

Denver Service Center Transportation staff led Denali National Park and Preserve through a contracted environmental assessment for the Polychrome Area improvements. This project proposes improvements to the park road in the Polychrome Area to address geological hazards. The Pretty Rocks landslide is a rock glacier below a 300-foot section of the park road in the Polychrome Area. Due to climate change, the rate of rock glacier movement at Pretty Rocks has gone from 3 inches per week in 2019 to more than 15 inches per day in 2021. Due to this rate of movement, the park closed the road at the Polychrome Area in August 2021. The proposed road improvements include a bridge that will span the rock glacier. The environmental assessment design and compliance team consisted of park, regional, Denver Service Center, and Federal Highway Administration staff who completed baseline studies and an environmental assessment/finding of no significant impact within seven months of issuing the environmental assessment contract under shortened delivery time frames.

## Reconstructed Scorpion Pier Opens to Visitors at Channel Islands National Park

Scorpion Valley, located on Santa Cruz Island in Channel Islands National Park, is the most-visited destination within the park. Public access is only available by boat. After Scorpion Pier at Santa Cruz Island was damaged because of high surf in December 2015, a new, temporary pier was installed for visitor landing. Boats had difficulty safely approaching when tides were low or wave heights were greater than 1 or 2 feet, and people generally experienced a difficult embarkation.

Storms in recent years have damaged the boat pier, leading to design and access improvements, which now satisfy the Architectural Barriers Act (ABA) Accessibility Standards. The project included the construction of a longer, wider replacement pier approximately 300 feet south of the existing pier; an approach road; and the demolition of the existing pier. The new pier accommodates various water depths for safe embarkation and a mobile crane and boat lift for NPS ranger boats. To access the pier from the concessioner boats, visitors now use the ABAcompliant gangway and landing, which is aligned parallel to the pier.

This project required extensive monitoring and coordination to preserve sensitive archaeological resources and protect the marine environment. The Denver Service Center managed the construction contract and management for this \$20 million project, which was predominately funded through the Federal Lands Transportation Program Category III Alternative Transportation Program, with approximately \$1.8 million funded through the Ferry Boat Program (US Department of Transportation via CalTrans).

The newly constructed Scorpion Pier dock allows visitors to safely disembark on Santa Cruz Island in Channel Islands National Park.





The DSC Transportation Division is managing road reconstruction and safety upgrades in partnership with the Federal Highway Administration at Natchez Trace Parkway.

## Natchez Trace Parkway Receives Safety and Maintenance Upgrades

The DSC Transportation Division is managing a project at Natchez Trace Parkway in partnership with the Federal Highway Administration to provide safety upgrades and improve current roadway conditions from mileposts 291 to 331.

In recent years, the parkway has experienced a number of fatalities due to lane departures. In 2017, a roadway safety audit of the parkway resulted in a recommendation to add audible pavement markings to alert motorists when crossing out of their travel lane. This project will add raised profile striping to centerline and edge line stripes to provide auditory and vibratory alerts to motorists. Safety edge, which shapes the edge of the pavement to 30 degrees, will also be added to this section to aid motorists who drift off the parkway in safely returning to the pavement surface.

In past decades, the National Park Service has implemented pavement preservation treatments on the parkway, only to see the pavement problems reappear within a few years. This indicates that the asphalt in this section has reached the end of its lifecycle and that heavy rehabilitation is needed. Heavy rehabilitation corrects problems such as cracking, rutting, deformation, pot holing, and loss of slope. This project will include full-depth reclamation to correct these problems and create a safe driving experience, while reducing future maintenance costs.

The park received a \$35 million grant as part of the Nationally Significant Federal Lands and Tribal Projects Program, which was established under the Fix America's Surface Transportation (FAST) Act to address nationally significant projects within, adjacent to, or accessing federal and tribal lands. The National Park Service contributed an additional 10% to increase the project funding to more than \$40 million.

Work on this contract began on December 14, 2020. The design build team initiated baseline data collection, including a drainage survey, to determine the condition of culverts, headwalls, and waterways and a geotechnical investigation of the current pavement structure. Construction is now underway, with completion anticipated in the spring of 2023.



The DSC Technical Information Center (TIC) assists parks with electronically archiving paper records. In FY 2021, TIC staff assisted Bandelier National Monument with records management.

# Information Management

## Technical Information Center

The DSC Technical Information Center (TIC) launched a newly designed “e2” website on February 1, 2021. The site is internal and accessible to users of the NPS network only. The new e2 site serves as a replacement and update to eTIC and is faster, easier to navigate, and more user-friendly.

The Technical Information Center is an electronic archives and digital leader in the National Park Service and prioritizes making information readily available. The goal of the new e2 website is to provide TIC users with an easier way to locate information about past design, construction, and planning projects and better options for searching and browsing. The new website also provides clearer guidance on TIC services—who we are, how we work, and our areas of expertise.

## Information Services

The Information Services branch led the way as the Denver Service Center turned to technology to help make its hybrid workforce more efficient. Microsoft Teams became the “go-to” tool for communication with audio and video capabilities. Information Services conducted daily, and then monthly, training for DSC staff to learn the new tool. Microsoft

Teams has been integral to the Denver Service Center’s success during the pandemic by providing a way to collaborate, share files, and participate in online meetings.

Outdated 2013 versions of the Project server and SharePoint were upgraded to Project Online and SharePoint Online. This jump to cloud-based storage provides increased functionality and stability for the applications. The Information Services branch completes the migration of existing projects and sites, and staff completed training to learn new features. With widespread adoption, the Denver Service Center is using the capabilities of Microsoft Project more than ever before.

Information Services has worked with other NPS offices and the Department of the Interior to develop new reports and templates for the Great American Outdoors Act’s Legacy Restoration Fund project reporting, including daily extracts, new code structures, and improved milestone reporting. The Denver Service Center is collaborating with others to ensure that all dashboard reporting provides real-time data for accurate reporting and analysis.

## Information Technology

**177**  
Project Managers using Project Online

**30** terabytes  
Files from shared drives migrated to SharePoint Online

Total number of active and archived projects in Project Online  
**2,116**

**105**  
Total number of **LRF** projects in the system

DSC manages  
**4,413**  
SharePoint and Teams Sites

## Technical Information Center

**900**

Library actions with loans to libraries in 32 states and 1 international country

Legacy Master Plans: Yellowstone National Park

**158**

from the 1930s to 1960s

**190**  
drawings for other parks

FOIA requests resulted in  
**13,000**  
pages released to the public

**1,000**  
new records in e2

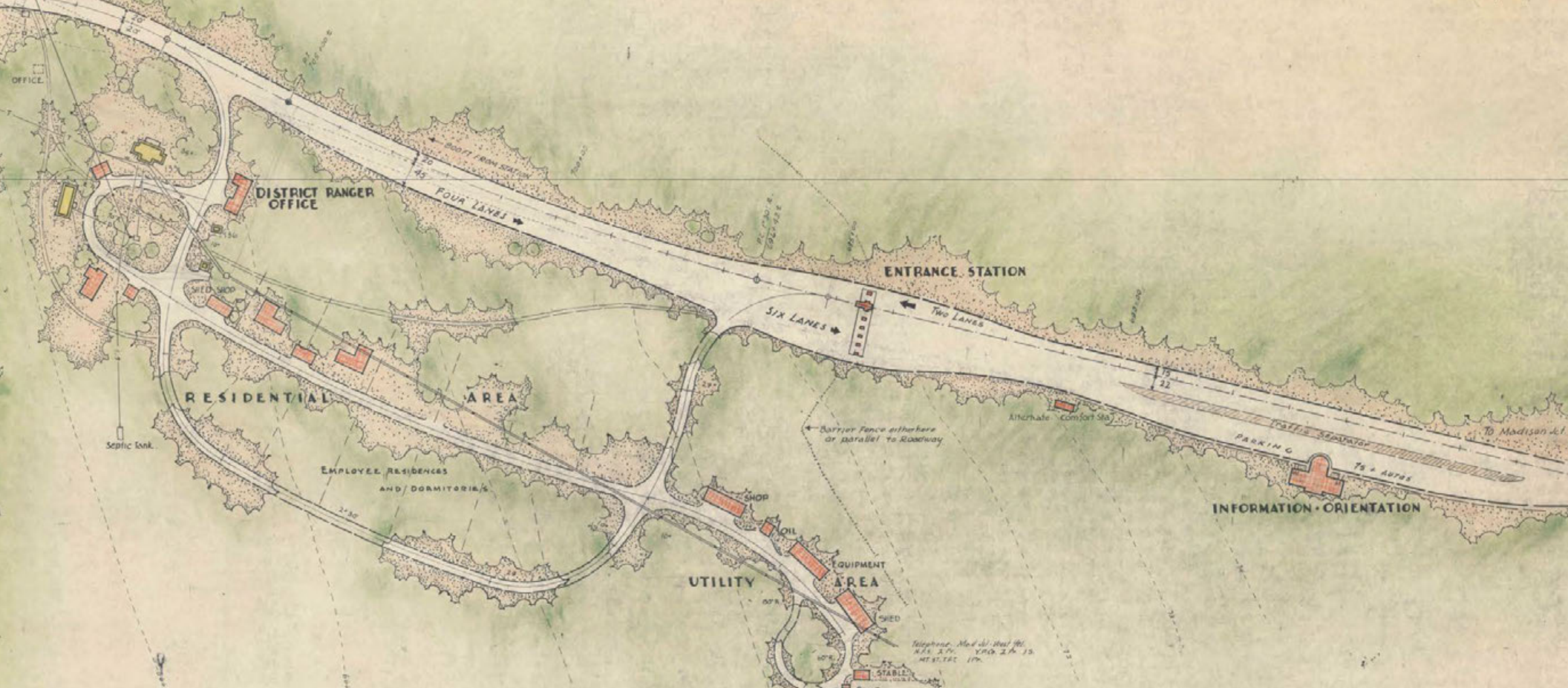
## Employee Development

**52** **FAC-COR**  
Contracting Officer Representatives

**12** **PMP**  
Project Management Professionals

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

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



## DSC Technical Information Center Leads NPS Historic Document Preservation

The DSC Technical Information Center is the NPS repository for planning and design and construction project information and assists parks and programs with document preservation for future generations.

This year, the Technical Information Center worked on several preservation projects by scanning, digitizing, and archiving documents from the following:

- Olmsted Center for Landscape Preservation
- Grand Canyon National Park and Xanterra
- Bandelier National Monument
- Harper's Ferry Center
- Palo Alto Battlefield National Historical Park photo reels

More than 50,000 documents are accessible to the public on the [Electronic Technical Information Center](#) website, with new documents added often.

Digitizing and archiving documents, such as this historic master plan of Yellowstone National Park, preserves the history of the national park system.





A young child enjoys the view from Going-to-the-Sun Road in Glacier National Park.

## Budget and Finance

Denver Service Center operations are funded through a variety of sources. In FY 2021, DSC operational budgets totaled approximately \$42.1 million (Figure 8). In FY 2021, the Denver Service Center’s operational expenditures were funded by the following sources: (1) appropriated construction operations funding (\$20.1 million), funds that support line-item construction, large-scale partnership project execution, and the NPS Technical Information Center; (2) Legacy Restoration Fund projects and associated administration (\$3 million); Park Planning and Special Studies funding (\$4.1 million) to accomplish unit management planning and special resources studies; (3) the Federal Lands Transportation Program (\$5.8 million) to support transportation initiatives servicewide; (4) disaster and hurricane recovery efforts (Sandy/Harvey/Irma/Maria) (\$1.6 million); and (5) park-funded project work (\$7.5 million) that supports a wide array of work with various fund sources, including a sizable amount from Federal Lands Recreation Enhancement Act and reimbursable projects. The appropriated construction operations funding in FY 2021 was \$20.1 million. Figure 9 shows the appropriated construction operations funding for the Denver Service Center for FY 2018 through FY 2021.

Figure 8. Total DSC Operational Expenditures, FY 2021 (in millions)

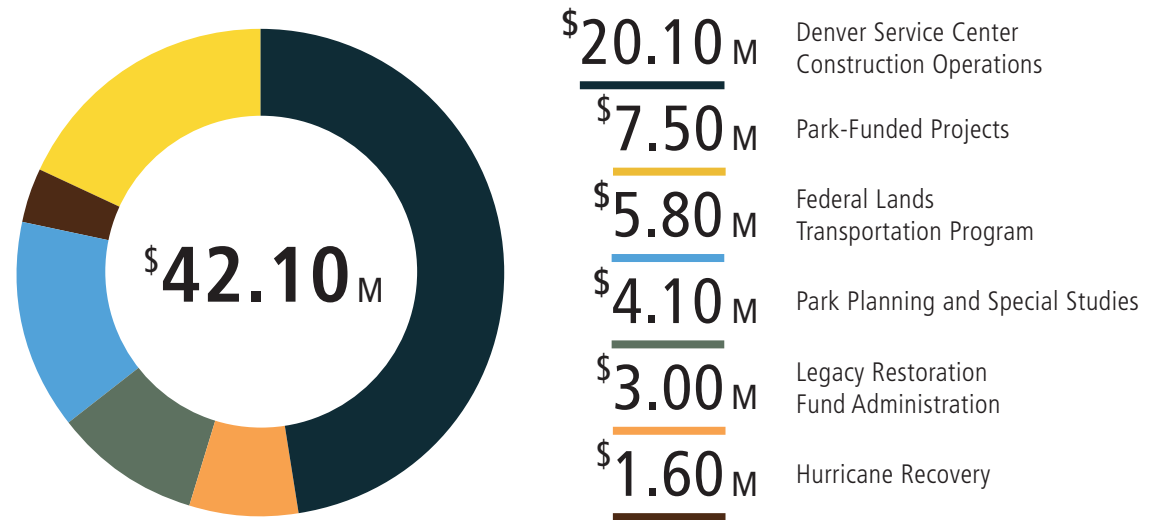
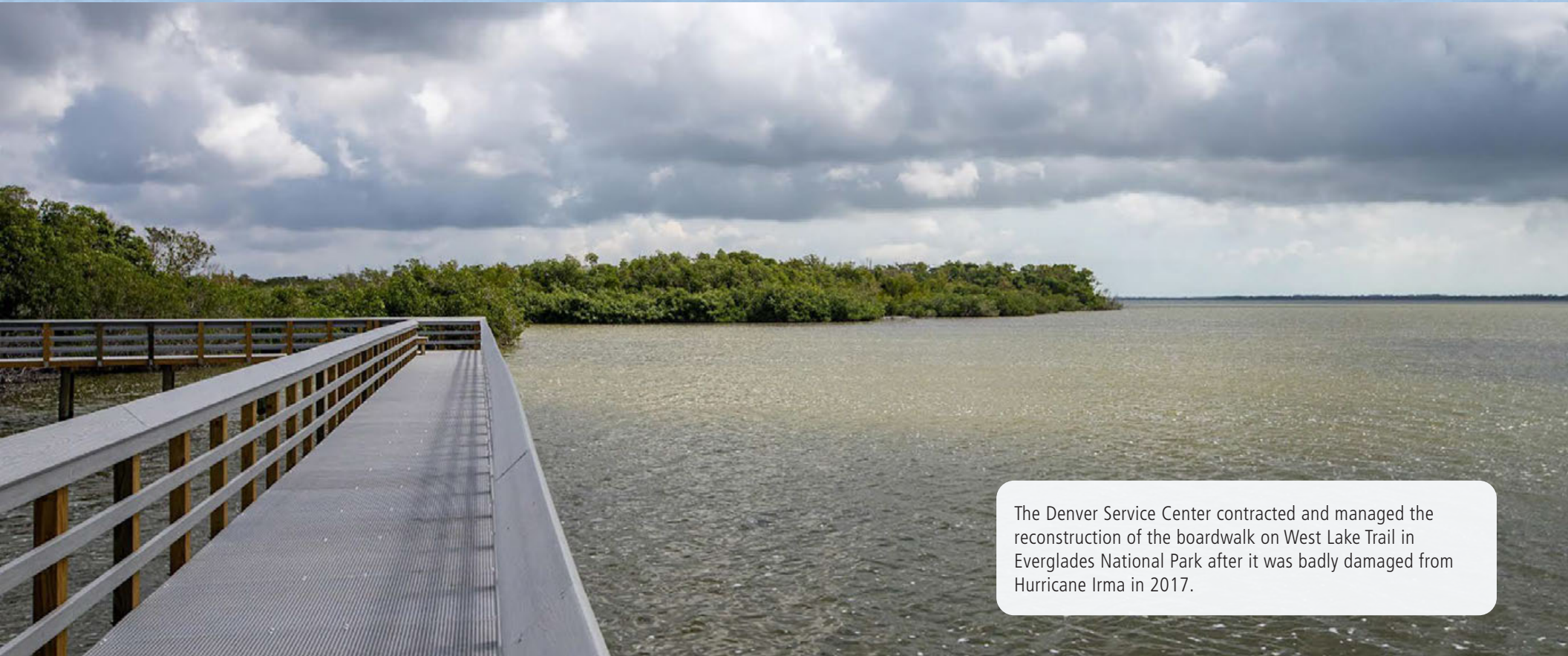


Figure 9. Appropriated DSC Construction Operations Funding, FY 2018–2021 (in millions)





The Denver Service Center contracted and managed the reconstruction of the boardwalk on West Lake Trail in Everglades National Park after it was badly damaged from Hurricane Irma in 2017.

## 2022 and Beyond

The Denver Service Center is honored to continue working on projects funded through the Great American Outdoors Act's Legacy Restoration Fund. This is a once-in-a-generation opportunity to drive the NPS mission through infrastructure investments for our parks. These projects are enabling the National Park Service to reduce maintenance backlogs; protect critical resources; expand recreational opportunities; and focus on long-term, sustainable operations for the next century. We support the NPS mission of meeting visitor expectations into the future.

We remain committed to supporting relevancy, diversity, and inclusion to meet the DOI priority of centering equity and environmental justice and enhancing access for underserved communities. We will continue these efforts for our workforce through hiring and training. One initiative we have implemented is participating in internship programs to provide diverse and underrepresented youth with professional experience and exposure to technical fields, including the Latino Heritage Internship Program, the Greening Youth Foundation, and the Traditional Trades Apprenticeship Program. Connecting and empowering a thriving and diverse workforce remains one of our highest priorities. The Denver Service Center will

continue our work to help tell the under-told stories in our nation, including the restoration work at Tuskegee Institute National Historic Site and Charles Young Buffalo Soldiers National Monument. The Denver Service Center will continue to partner with Park Planning and Special Studies to streamline the special resource study process, leading to more timely submittals of plans to Congress. These studies examine sites that tell stories that are underrepresented within the national park system and make a recommendation to Congress if the site meets criteria for inclusion in the national park system. In FY 2022, our office will be working on special resource studies for Rosenwald Schools, Springfield Race Riot, and Selma-Montgomery, among many others.

The Denver Service Center supports the NPS mission of incorporating climate change and resiliency into sustainable design by using sustainable practices and materials and incorporating climate change science and adaptation and resiliency strategies into park planning, investment decisions, and construction. Our interdisciplinary teams integrate climate resiliency throughout the lifecycle of a project, from planning an investment through its final disposition, and use resilient design requirements through

building codes, standards, executive orders, laws, and policies related to resiliency and climate change adaptation. This team approach was used to reconstruct the half-mile West Lake boardwalk at Everglades National Park, which incorporated more robust features addressing relative sea-level rise and increased storm intensity to make the boardwalk more resilient and less susceptible to damage by future storms.

The Denver Service Center is committed to excellence in customer service and delivering financially sound and resilient projects for the benefit of this and future generations. We work with others throughout the National Park Service to foster communities of practice to collaborate, share ideas, and ultimately create better services and projects for visitors.

The Denver Service Center is proud of our contributions to the National Park Service for the past 50 years and we look forward to our future of protecting and restoring some of America's most treasured resources.

Denver Service Center employees, contractors, and interns tour project sites in the Washington, DC area. The Denver Service Center partnered with the NPS Historic Preservation Training Center, the Greening Youth Foundation, and the Traditional Trades Apprenticeship Program to employ interns in summer 2021.



## Contact Us:

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## Connect with Us:

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DSC Twitter  
[twitter.com/DenSrvCctrNPS](https://twitter.com/DenSrvCctrNPS)

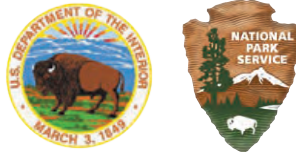
DSC Workflows  
[nps.gov/dsc/workflows](http://nps.gov/dsc/workflows)

Planning, Environment, and  
Public Comment System  
[parkplanning.nps.gov](http://parkplanning.nps.gov)

DSC Technical Information  
Center documents  
<https://pubs.nps.gov/>

## Links (Full URLs):

- Cover: National Park Service arrowhead  
<https://www.nps.gov>
- Page 8: Celebrating Our Past: The First Fifty  
Years of Denver Service Center's  
Service and Stewardship  
[https://www.nps.gov/articles/  
upload/DSC50\\_508\\_2021-  
1207-low-res-1-2.pdf](https://www.nps.gov/articles/upload/DSC50_508_2021-1207-low-res-1-2.pdf)
- Page 14: Denver Service Center  
Workflows website  
[https://www.nps.gov/dsc/  
workflows/index.htm](https://www.nps.gov/dsc/workflows/index.htm)
- Page 40: Electronic Technical  
Information Center  
<https://pubs.nps.gov/>



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\_900/181630 - June 2022

EXPERIENCE YOUR AMERICA™

Redwood National  
and State Parks

**DENVER SERVICE CENTER**

Annual Report Fiscal Year 2021