



DENVER SERVICE CENTER

Annual Report **Fiscal Year 2022**



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 2022. We've continued to refine our methods and tactics to meet our increasing workload while embracing the hybrid model of on-site, remote, and telework employees. As part of the 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 annual report for fiscal year 2022, we continue to report an accounting of total DSC budget and expenditures, but we also want to point to the National Park Service (NPS) director's priorities and how our work accomplishes this mission. We are proud to support the National Park Service by helping parks and regions be successful in their operations and initiatives. 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 we deliver products and services for the national park system. We strongly 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



Front cover: The Denver Service Center is proud to support hurricane recovery in Virgin Islands National Park. Read more on page 16.



Denver Service Center (DSC) in Figures

FY
22


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.

Denver Service Center managed



\$51 million  approximate operational budget

Contracting Services awarded

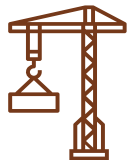
 **\$627.5 million**
in construction and services from all funding sources, including

\$321 million  awarded to small businesses

Design and Construction managed

383 projects
totaling more than

\$4.8 billion
in gross construction costs



Planning Division managed

 **200+** across a portfolio of products
projects


Transportation Division managed

 **278 projects**
and supported the

\$332 million
National Park Service Federal Lands Transportation Program

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

Technical Information Center managed

 **227** library actions with loans to libraries in 29 states and 1 foreign country

4,061 
new records added to etic2





Denver Service Center Planning Division staff gathered in 2023 for in-person meetings and training for the first time since the beginning of the pandemic in 2020.

Connect and Empower a Thriving and Diverse Workforce



Denver Service Center staff attend “Project Management Bootcamp” training at the NPS office in Lakewood, Colorado.

Denver Service Center staff are committed to creating and maintaining a thriving and diverse workforce. In FY 2022, the Denver Service Center continued to hire its vacant positions remotely to recruit and retain the most talented and diverse workforce. The hybrid work environment has allowed DSC employees to thrive by creating additional work/life balance with increased flexibility. The Denver Service Center has experienced increased productivity from each division of our organization while allowing employees the flexibility of in-person work, telework, and remote work, depending on their job requirements and personal living situation.

The Denver Service Center offers various ways for employees to engage and communicate in the hybrid work environment. Through all-hands’ meetings, quarterly all-employee meetings, lunch-and-learn brown bag events, the DSC communication network, a bimonthly newsletter, and lunch trios, employees have many ways to get involved. Employees can also connect and access resources for success through the DSC employee SharePoint site.

The Denver Service Center uses employee feedback from the *Federal Employee Viewpoint Survey* to focus on areas for improvement. Division workgroups help the Denver Service Center improve onboarding, communication, and collaboration within the hybrid work environment.



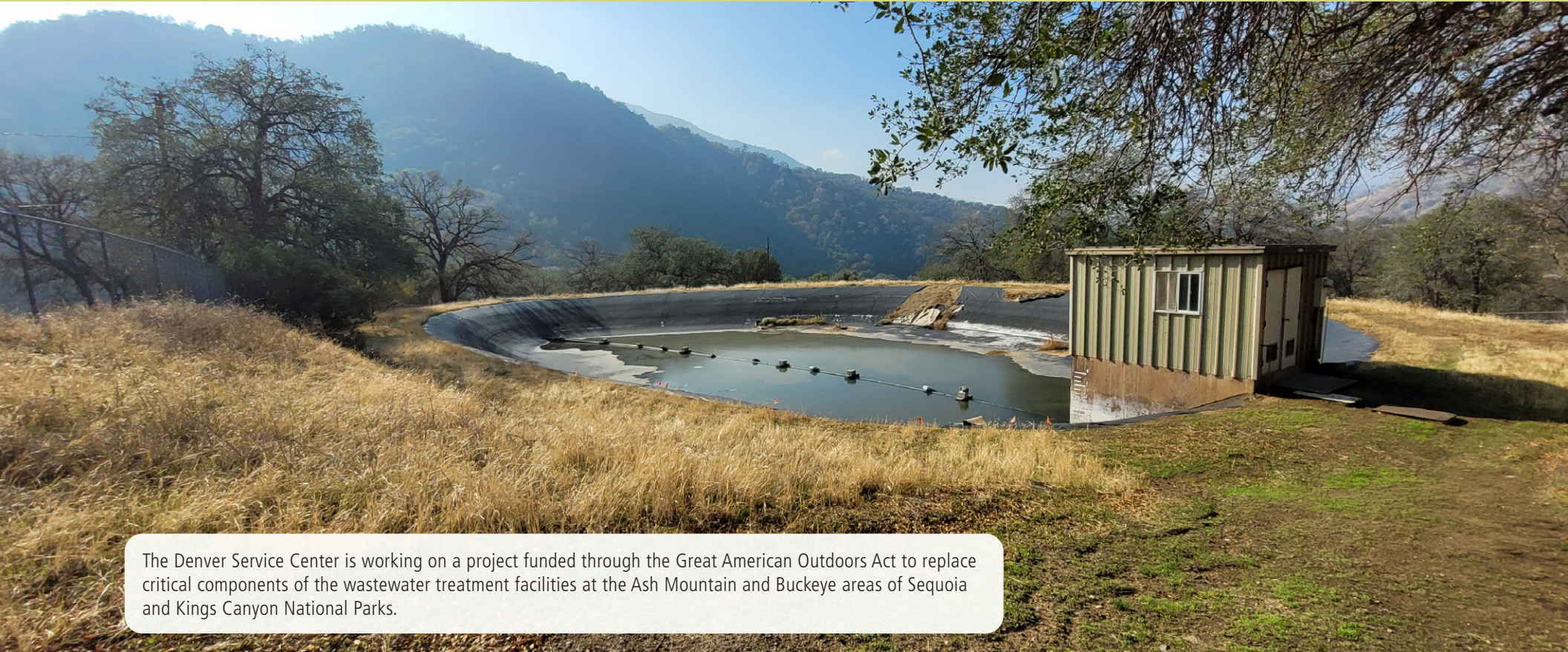
Left to right: DSC Transportation Division's Amy Hribar, Madelyn Ruffner, Stefanie Wacker, and BriAnna Weldon host a booth at the Transportation and Construction Girl Day event in Golden, Colorado, in September 2022.

Helping Pave the Way for Girls through Transportation and Construction Girl Day Event

The Denver Service Center represented the National Park Service (NPS) at the Transportation and Construction Girl Day event in Golden, Colorado, on September 29, 2022. The DSC booth highlighted design elements of transportation construction for the more than 600 girls and young women attending, ranging in age from elementary through high school. The event was a valuable opportunity for the National Park Service to engage with young women and girls to feature opportunities in this career field where only 11% of the US construction workforce are women. National Park Service staff are committed to helping girls and young women discover opportunities available to them in transportation- and construction-related fields, as well as to highlight various career opportunities the National Park Service has to offer. One goal of the event is for girls and young women to push past perceived stereotypes and pursue a career in transportation and construction.

The DSC booth highlighted the many opportunities for NPS employees to participate in construction, not only from a design perspective but also from a resource protection perspective. The DSC booth was one of 52 exhibits featuring an interactive activity, with participants building more than 150 bridges with just a sheet of paper and five paperclips to see how many pennies their bridge could support. While doing so, they interacted with NPS women engineers, landscape architects, compliance specialists, and revegetation specialists, who gave their unique perspectives on how they landed in their current positions and why they are passionate about their work.

The event was sponsored by the HOYA Foundation (<http://www.hoyaprogram.com/>), a nonprofit group managing federal grants from the US Department of Transportation to assist small disadvantaged businesses in building their capacity. By helping develop minority- and women-owned companies, the HOYA Foundation seeks to build sustainable and thriving communities. Each fall, the foundation invites girls and young women in the Denver metro area to discover the many careers in transportation and construction. From exhibits with drones and simulators to engaging young speakers, it's an inspiring day showing girls and young women that anything is possible.



The Denver Service Center is working on a project funded through the Great American Outdoors Act to replace critical components of the wastewater treatment facilities at the Ash Mountain and Buckeye areas of Sequoia and Kings Canyon National Parks.

Invest in the Future of Parks

The Denver Service Center is committed to the NPS priority of investing in the future of parks. Each DSC division supports projects that advance the NPS mission for future generations.

The DSC Design and Construction Division is responsible for managing large-scale projects identified within the NPS line-item construction program, which are projects funded by Congress. The division also manages projects funded through the Great

American Outdoor Act’s Legacy Restoration Fund. In addition, the division manages park-funded, partnership, and disaster recovery projects as an office of choice to the parks.

In fiscal year (FY) 2022, the division managed 383 projects valued at more than \$4.8 billion of gross construction costs. The figures and tables below show the overall design and construction program in both the number of projects and gross dollars for FY 2022.

Table 1. Design and Construction Program, FY 2019–2022

Project Phase	FY 2019		FY 2020		FY 2021		FY 2022	
	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars	Projects	Gross Construction Dollars
Design	154	\$1,257,093,390	178	\$1,315,206,462	203	\$2,279,683,627	218	\$3,371,341,812
Construction	55	\$374,753,780	73	\$613,975,171	76	\$714,484,561	80	\$897,172,166
Warranty	33	\$170,369,079	32	\$127,038,555	97	\$442,634,125	30	\$129,203,071
Miscellaneous	12	\$50,230,994	7	\$48,789,301	4	\$33,478,422	11	\$111,298,265
Hurricanes Harvey, Irma, and Maria	73	\$107,592,289	32	\$88,605,850	32	\$91,323,355	44	\$293,371,354
Hurricane Sandy Recovery	17	\$67,028,944	10	\$34,624,309	4	\$3,385,128	-	-
Total Program	344	\$2.02 (billion)	332	\$2.23 (billion)	416	\$3.56 (billion)	383	\$4.80 (billion)

Figure 1. Overall Construction Program Awards, FY 2019–2022 (in millions)

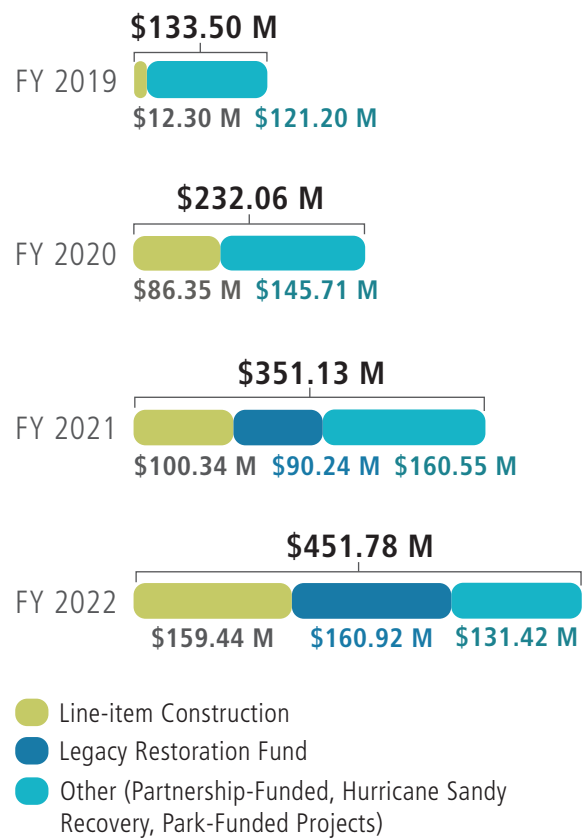


Figure 2. A/E Design Costs, FY 2019–2022 (in millions)

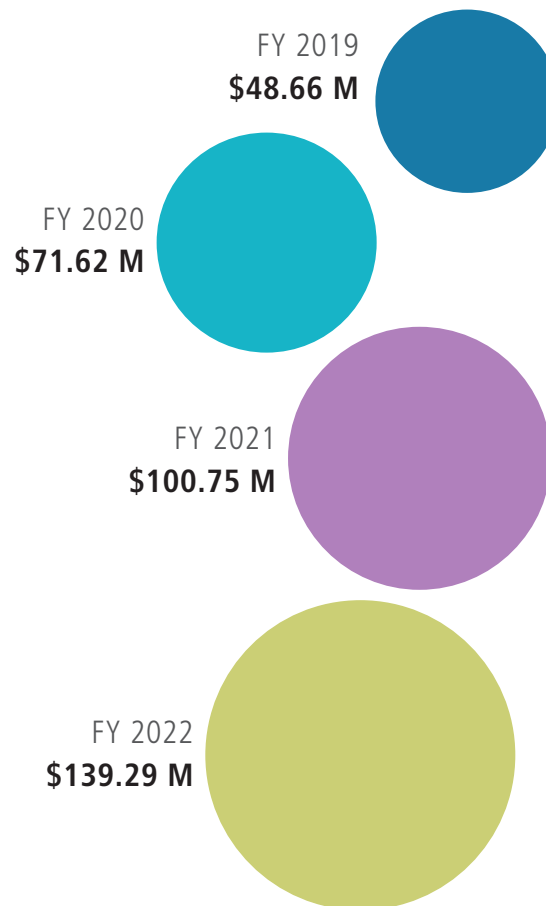
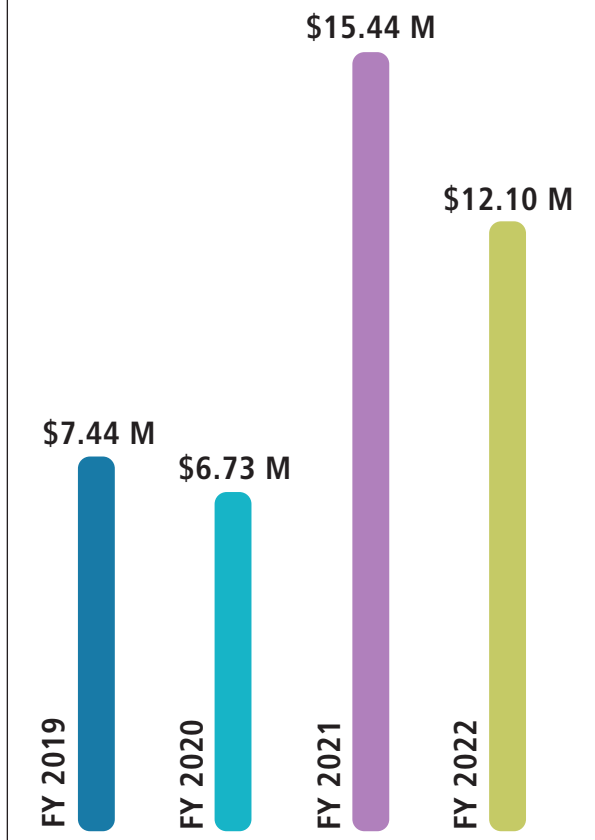


Figure 3. DSC Construction Management Costs, FY 2019–2022 (in millions)



National Park Service Begins \$5.4 Million Restoration of Sheriff's House in First State National Historical Park

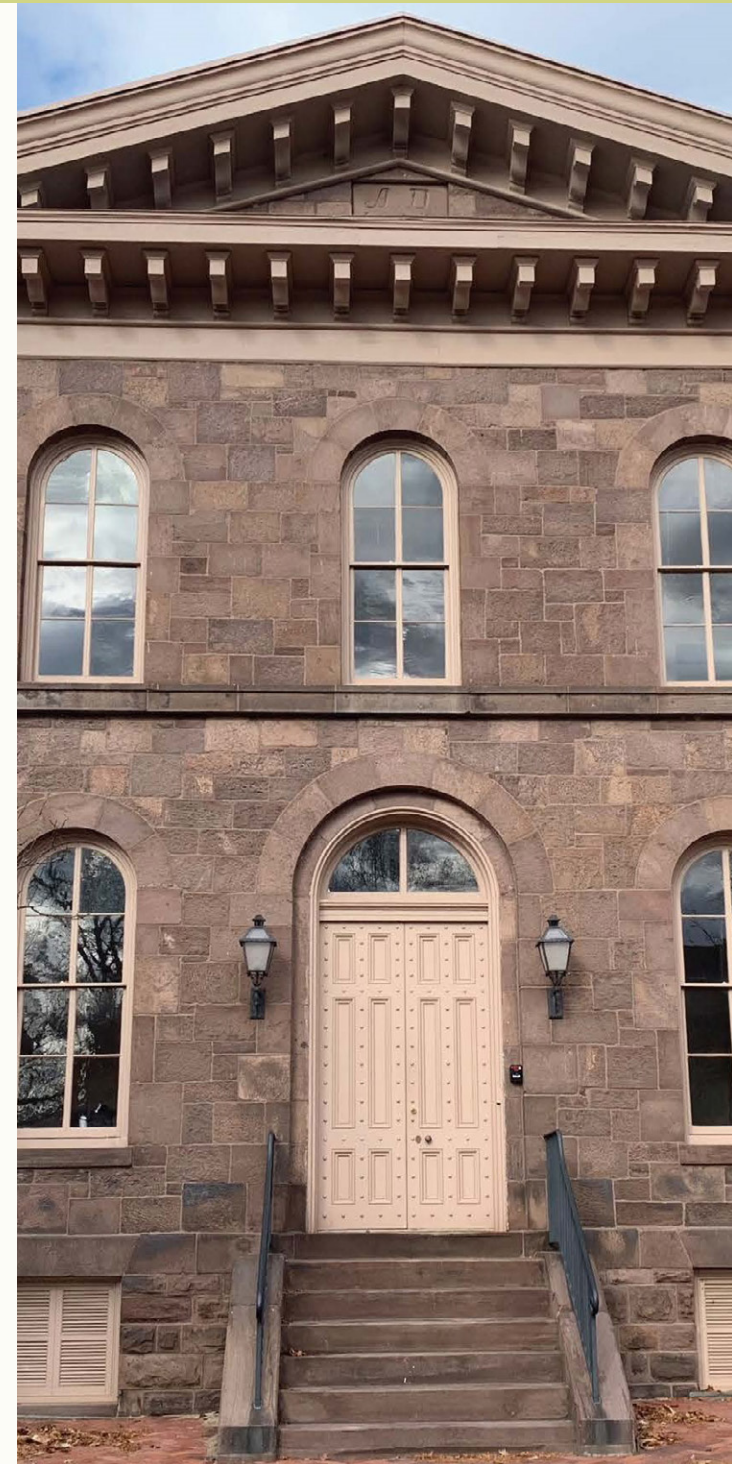
The National Park Service awarded a \$5.4 million construction contract in FY 2022 to rehabilitate the historic Sheriff's House at First State National Historical Park in Delaware. The Sheriff's House is a contributing feature to the New Castle National Historic Landmark Historic District and is listed in the National Register of Historic Places.

The restoration of the Sheriff's House will transform the building to serve as the principal location for visitors to become oriented with the park's six sites and to understand the interpretive themes that connect them. Visitors are then encouraged to gain a more in-depth, place-based experience at the partner sites throughout the state. In addition, the rehabilitation will provide NPS staff with office space on the second floor. The construction project includes exterior accessibility improvements, utility improvements, exterior stone repair and repointing, interior restoration and replacement work, and exhibit fabrication and installation.

Because the Sheriff's House is located between the New Castle Court House Museum and the New Castle Arsenal, popular visitor destinations, construction will be limited to the area immediately adjacent to the Sheriff's House, and mitigation measures will be implemented to limit the impact on visitors and staff.

The project is being funded through the NPS line-item construction program, and the National Park Service is coordinating with the State of Delaware and the New Castle Historical Society on the project.

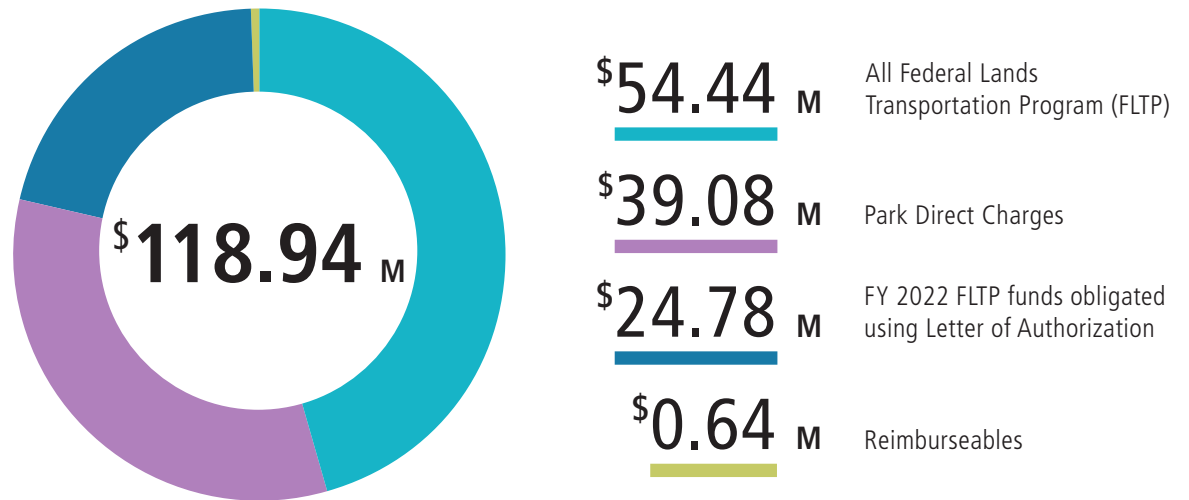
The restoration of the Sheriff's House will transform the historic building into a visitor center for First State National Historical Park.



Working directly with parks and regions and in partnership with the Federal Highway Administration, the DSC Transportation Division helps plan, design, and construct those facilities while ensuring the transportation experience aligns with the NPS mission and priorities.

In FY 2022, Transportation 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 \$54.44 million in construction, and an additional \$24.78 million was obligated for contract award in FY 2023 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 4. Transportation Division Contract Obligations by Funding Type, FY 2022 (in millions)





The Denver Service Center supported the restoration of 20 acres of wetlands in Delaware Water Gap National Recreation Area in fiscal year 2022.

Delaware Water Gap Watergate Wetlands Restoration Project

The Denver Service Center worked with Delaware Water Gap National Recreation Area to restore the Watergate Wetland. The restoration of 20 acres of wetlands and 800 feet of Van Campens Brook in Hardwick Township, Warren County, New Jersey was accomplished by removing dams and ponds and returning the area to its natural topography. Fifty-eight acres of invasive plants in and surrounding the project area were treated, and native seeds, shrubs, and trees were planted in their place. Just over 4,000 feet of a gravel road along Van Campens Brook was removed, allowing the stream's floodplain to once again function naturally.

The ecology of the entire project area has been improved, including a more diverse bird habitat, reestablished native plants and shrubs, and enhanced native trout habitat in Van Campens Brook, which is expected to have cooler water temperatures than it did when the large, human-made ponds caused the stream to warm.

The Watergate Wetlands Restoration Project was a required compensation for the adverse environmental effects due to the construction of the nearby Susquehanna-Roseland Transmission Line in 2013 and 2014. Public Service Electric & Gas and PPL Electric Utilities have fully funded this restoration project.



The Denver Service Center completed a dock replacement in Key Largo in Everglades National Park in September 2022 after the original dock was destroyed when Hurricane Irma passed through the area in September 2017.

Confront the Climate Crisis through Sustainability Efforts



The Denver Service Center is dedicated to incorporating climate change and resiliency into sustainable design for each project it undertakes. The Denver Service Center uses interdisciplinary teams to integrate resiliency throughout the lifecycle of a project and uses resilient design requirements through building codes, standards, executive orders, laws, and policies to ensure the protection of natural and cultural resources across national park system.

The Denver Service Center manages the design of new facilities and renovates existing buildings with the 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 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 best practices of sustainability, green infrastructure, and climate change adaptation.

Construction workers repair and replace sections of the seawall surrounding Ellis Island in March 2022.



Denver Service Center Works to Repair Cruz Bay Visitor Center and Pier after Hurricane Damage at Virgin Islands National Park

The Denver Service Center awarded an \$8.3 million construction contract in September 2022 for repairs and improvements to the Cruz Bay Visitor Center, bulkhead, pier, and a portion of Cruz Bay Creek at Virgin Islands National Park. Construction work began in December 2022 and is expected to be complete in August 2023.

Hurricanes Maria and Irma hit St. John, US Virgin Islands, in 2017, damaging facilities in the park, including the visitor center. Funding from the Bipartisan Budget Act of 2018 for Hurricanes Harvey, Irma, and Maria recovery, recreation fees collected from the park's expanded amenity fees at Trunk Bay and the mooring program, and other NPS programs are making these repairs and upgrades possible. The repairs will increase the resiliency of the visitor center against future storms and make the pier area safer and more secure for visitors and staff.

The Denver Service Center is working on a project to repair and improve the Cruz Bay Visitor Center, bulkhead, and pier at Virgin Islands National Park.



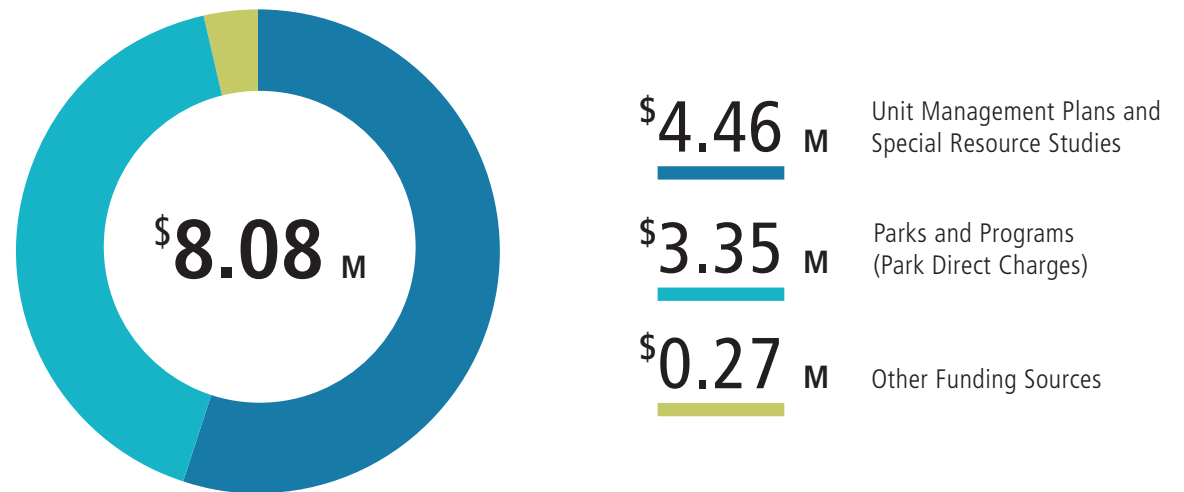
The Denver Service Center is working on a project to restore the historic Youngsholm home in Charles Young Buffalo Soldiers National Monument to its period of significance of 1907–1922. The project was funded through the NPS line-item construction and is expected to be complete in 2023.

Advance Equity, Inclusion, and Access

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 2022, 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. The Planning Division is committed to integrating justice, equity, diversity, and inclusion principles when delivering relevant planning services to the National Park Service.

Figure 5. DSC Planning Funding by Fund Source, FY 2022 (in millions)





Huna Tlingit youth sing to their Ancestors in traditional Homeland, now designated Wilderness in Glacier Bay National Park.

Glacier Bay National Park and Preserve Releases Backcountry Wilderness Plan

The Denver Service Center Planning Division managed the process to revise a backcountry and wilderness management plan for Glacier Bay National Park and Preserve. The plan sets the framework for the National Park Service to manage the 2.6 million acres of designated Wilderness lands and waters in Glacier Bay National Park, and outline strategies to respond to current and potential future changing visitor use patterns while providing broad guidance for terrestrial and marine wilderness areas. The purpose of the plan is to provide for the protection of natural and cultural resources and values, wilderness character, and high-quality visitor experiences within the Glacier Bay Wilderness.

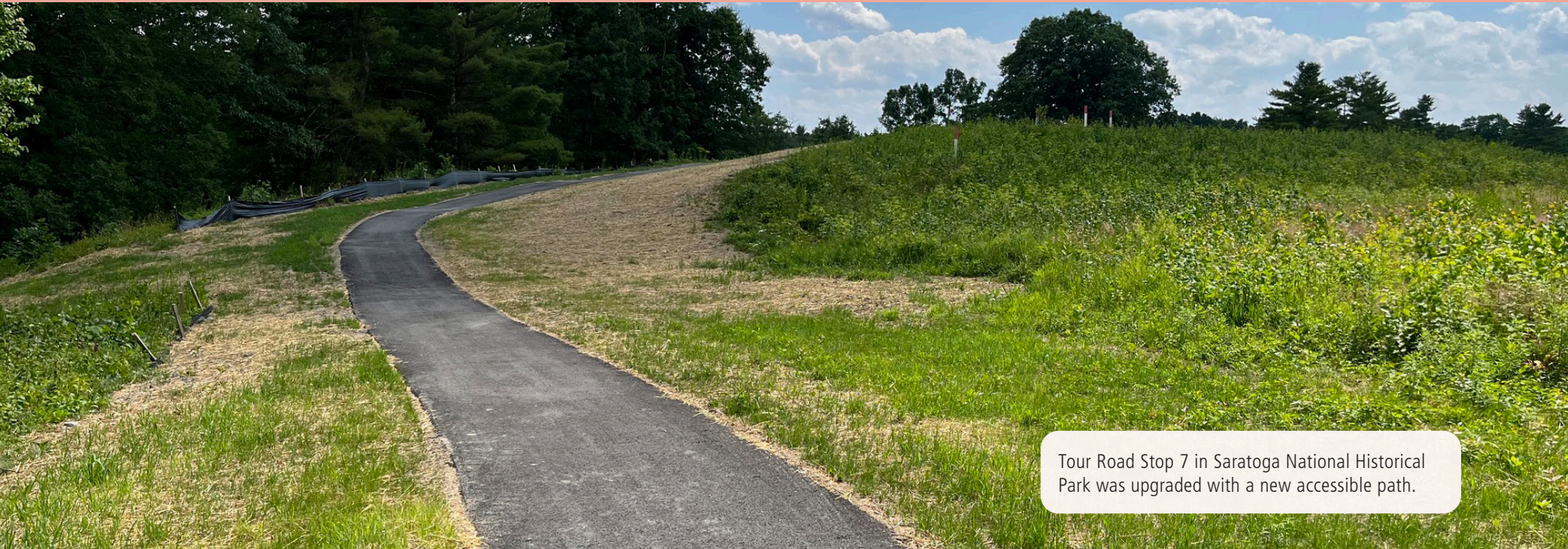
A key component of this plan was seeking to both protect wilderness and recognize that the area is Homeland for Tlingit people. It is a sacred landscape that supports the enduring connection between past, present and future generations of Tlingit who now live largely in nearby Hoonah and Yakutat. This project team worked collaboratively with the Hoonah Indian Association and Yakutat Tlingit Tribe to revise past management approaches related to historic structures with a direct association to Tlingit people, limiting visitor access to cave and karst formations, enhancing backcountry visitors' respect for Homeland, and recognizing traditional territory in appropriate ways.

The plan highlights the Indigenous Homeland values embraced by Glacier Bay's original people and advances agencywide conversations about diverse cultural perspectives and values.



A project to improve access for pedestrians and bicyclists by widening a trail, adding a protected tunnel, and enlarging and enhancing green space on the multiuse trail next to the Rock Creek and Potomac Parkway in Washington, DC, was opened to the public in fiscal year 2022.

Increase Accessibility to Meet Visitor Expectations



Tour Road Stop 7 in Saratoga National Historical Park was upgraded with a new accessible path.

Saratoga National Historical Park Begins Multimillion Project to Improve Tour Road

Made possible by \$6.6 million in funding provided by the Great American Outdoor Act, the Denver Service Center is working with Saratoga National Historical Park to improve the battlefield's visitor experience. This project, which began in August 2022, will expand physical access and safety enhancements for more than 100,000 visitors annually.

To make the park enjoyable for all, parking areas and walkways will be improved at all 10 tour stops to meet universal standards for accessibility, including spaces for companion seating. Audio descriptions for the new exhibits will be provided on an app for public use.

Through the NPS Harpers Ferry Center, new exhibits will be constructed and will replace existing waysides that are well beyond their intended design life. In addition to being more cost-effective by requiring less routine maintenance, the new exhibits will include replica objects and convey updated information about the battles, the landscape, multiple perspectives, and the roles of lesser-known participants to better connect visitors with the meaning and importance of the site. The design layouts are geared for more accessible reading using added color contrast, appropriate fonts and font size, tactile bronze relief maps, braille, and installation heights that are beneficial for all visitors.

Gateway Arch National Park Begins Renovations on Old Courthouse

As part of the \$380 million CityArchRiver project, the largest public-private partnership in the history of the National Park Service, the Denver Service Center is contracting and managing the renovations to the Old Courthouse, which will increase accessibility within the historic building.

The project will provide accessibility enhancements, such as installing accessible ramps previously installed at both entrances during phase one of the CityArchRiver Old Courthouse renovations. The project will also update critical building systems, such as a new heating, ventilation, and air conditioning system; a new fire suppression system; and general restoration and improvements to the building's historically significant features, including windows, doors, ceilings, flooring, and other decorative elements.

The Old Courthouse at Gateway Arch National Park is being restored as part of the \$380 million CityArchRiver project, the largest public-private partnership in the history of the National Park Service.





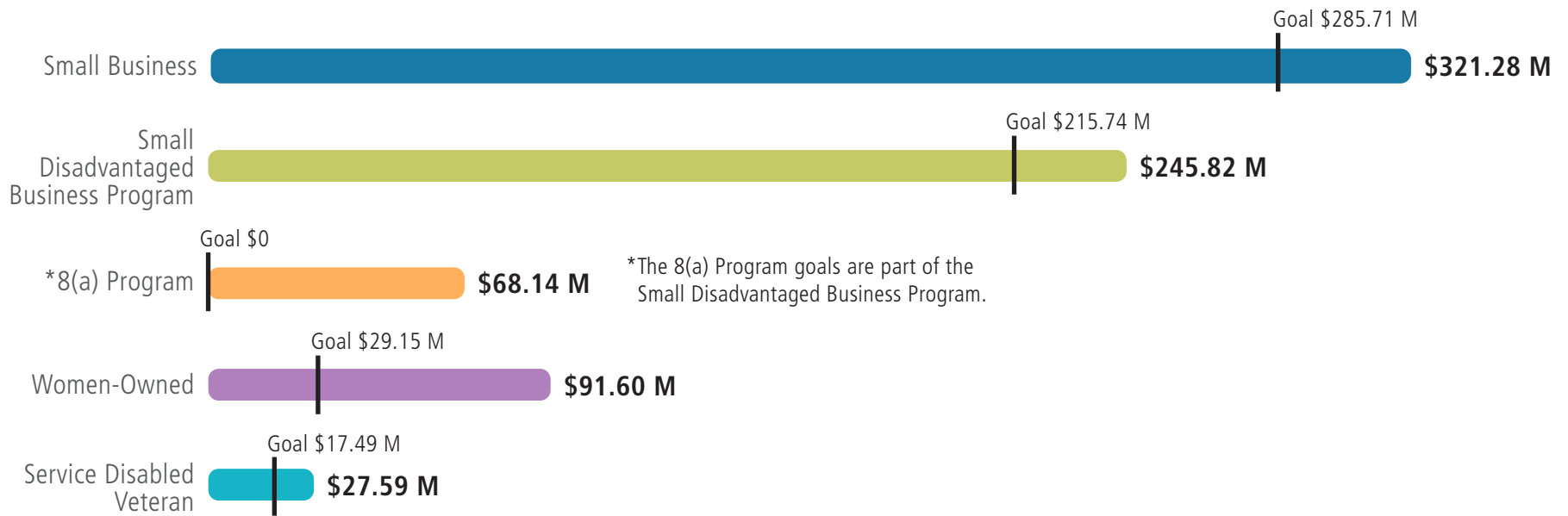
The least bittern is the smallest and most secretive heron found in the wetlands of Cuyahoga Valley National Park. Photo credit: Rick McMeechan.

Improve and Modernize Our Business Practices

Denver Service Center Awards \$321.3 Million to Small Business in Fiscal Year 2022

The Denver Service Center significantly contributed to the NPS small business goal achievement for FY 2022, with the center’s contract awards supporting socioeconomic programs for small disadvantaged businesses, accounting for over 38% of the NPS and Department of the Interior goals for this program. The Denver Service Center awarded \$321.28 million, more than half of all awards, to small businesses in FY 2022. This allocation included awarding \$245.82 million to small disadvantaged businesses; \$68.14 million to 8(a) contractors; \$91.60 million to women-owned small businesses; and \$27.59 million to service-disabled, veteran-owned small businesses. Please note that some awards fall into more than one small business category.

Figure 6. Contract Actions by Dollar Amount, FY 2022 Small Business Contracting

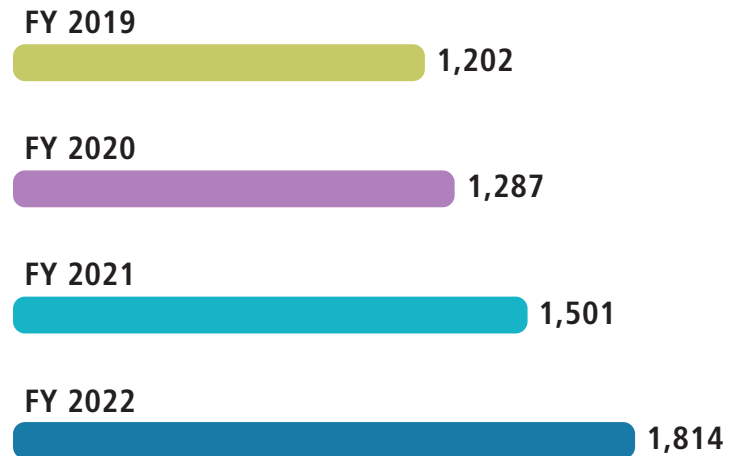


The primary mission of the DSC Contracting Services Division is to deliver efficient, innovative acquisition solutions and sound business advice. The division accomplishes this mission through optimizing resources, managing risk, and promoting project success. The division shares the NPS goal to improve,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

Table 2. Contract Dollars Awarded from All Fund Sources, FY 2019–2022

	FY 2019	FY 2020	FY 2021	FY 2022
A/E Services & Professional Services	\$67.35	\$71.62	\$116.24	\$139.3
Construction	\$176.80	\$281.00	\$351.13	\$451.8
Simplified Acquisition + Other	\$15.44	\$14.70	\$21.51	\$36.4
Totals (millions of dollars)	\$259.59	\$367.32	\$488.88	\$627.5

Figure 7. Number of Transactions by Year, FY 2019–2022



Denver Service Center Develops Project Management Manuals and Training to Streamline Project Processes

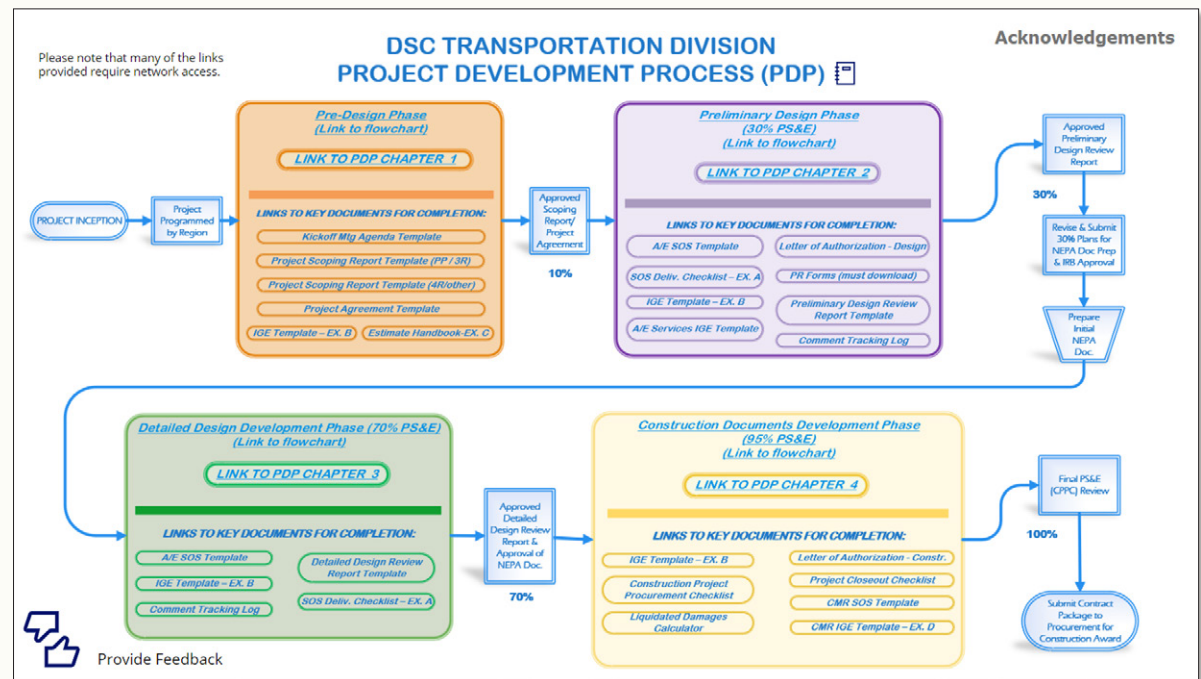
In FY 2022, the Denver Service Center developed a project management manual dedicated to major construction non-transportation design-build projects and a project delivery process manual dedicated to transportation design-bid-build projects. These manuals support efficiency for DSC project execution, including projects funded by the Great American Outdoor Act/Legacy Restoration Fund. These resources reflect a notable investment of time and energy by the Denver Service Center and Park Planning, Facilities, and Lands staff to compile dispersed written guidance with decades of undocumented, learned experience into comprehensive guides for new and veteran project staff.

The project management manual will support NPS staff in managing major construction facility projects, from initiation through closeout and warranty. Key tasks in the project management process are outlined, along with relevant tools and techniques to improve efficiency and outcomes. This manual serves as an aggregator, connecting staff with resources that live across the enterprise.

The manual's structure will allow it to be a "living" guide that will continue to be refined as policies and practices change.

The project delivery process manual describes specific project development tasks needed to develop a transportation project from initial

concept through final design. The goal of this manual is to assist the project management team in addressing all steps required by law or policy, while producing plans and specifications that solve the correct problem and are of high quality with zero defects.



Project Delivery Process Manual

Denver Service Center Information Management Leads the Way for Information Technology Services and Records Management

Information Technology

189 
Project Managers using Project Online

Total number of active and archived projects in Project Online
3,162

102
Total number of **LRF** projects in the system

DSC manages
1,141
SharePoint and Teams Sites

Technical Information Center

 **227**
Library actions with loans to libraries in 29 states and 1 international country

17 
Requests

1,079 
drawings for other parks

 **4,061**
new records in **e2**

Employee Development

109 **FAC-COR**
Contracting Officer Representatives

12 **PMP**
Project Management Professionals

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

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

Denver Service Center Fiscal Year 2022 Budget and Finance

Denver Service Center operations are funded through a variety of sources. In FY 2022, DSC operational budgets totaled approximately \$51.01 million (see figure 8 for a breakdown by fund source). The Denver Service Center's appropriated base funding in FY 2022 was \$17.32 million. While the Denver Service Center's appropriated base funding decreased, its workload and other funding sources increased in FY 2022.

Figure 8. Total DSC Operational Expenditures, FY 2022 (in millions)

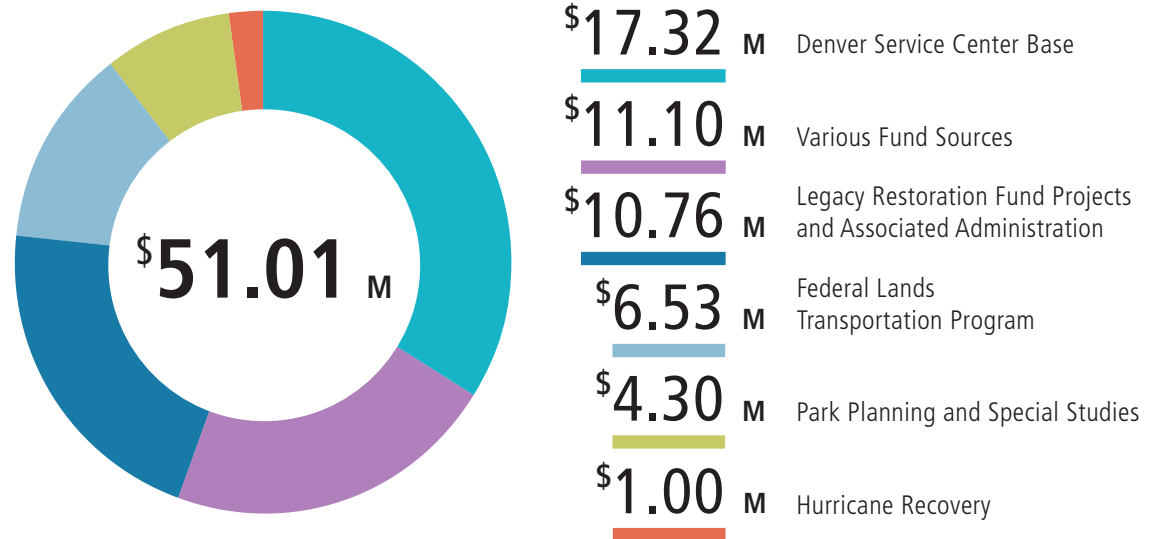


Figure 9. Appropriated DSC Construction Operations Funding, FY 2019–2022 (in millions)





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DSC Workflows
nps.gov/dsc/workflows

Planning, Environment, and
Public Comment System
parkplanning.nps.gov

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

A bull moose meanders through the bushes in Denali National Park and Preserve.



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 900/189599

July 2023