

National Park Service

Assessment and Analysis of the National Park Service Design and Construction Program

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BACKGROUND

Since its creation in 1916, the National Park Service (NPS) has experienced sustained growth in holdings and visitation, and a concomitant expansion of facilities and infrastructure. The NPS construction program encompasses the major facility and infrastructure development activities of the National Park system. The Denver Service Center (DSC) has a dominant role in implementing the program. The Academy previously conducted two studies of the NPS design and construction program. The first of these studies, in 1998, set forth eleven findings and recommendations to improve the efficiency of the program. The second study, in 2002, assessed NPS progress on implementing the recommendations from the 1998 report and found that substantial progress had been made. The program's leaders believe, however, that it would now benefit from an expert independent review of its current practices to ensure they align with current best management practices with the potential to promote cost-efficiency, timeliness, and high-quality delivery of NPS construction projects.

PROJECT DESCRIPTION

The Academy Panel and study team reassessed the NPS's major construction program with a focus on the role of the Denver Service Center and the NPS Construction Program Management Division. The assessment included, but was not limited to:

- Whether NPS's design and construction costs are in line with comparable projects;
- Whether DSC's design and construction process and contracting methods are in line with industry standards and the processes used by other government agencies;
- Whether DSC is employing the best management practices to deliver high-quality projects, appropriate to the NPS mission, as cost-effectively as possible; and
- Whether DSC is appropriately resourced to carry out its mission.

The Academy's assessment concluded in June 2020.

PANEL MEMBERS

Mortimer Downey*, *Chair*; President, Mort Downey Consulting LLC. Former Principal Director and First Vice Chair, Washington Metropolitan Area Transit Authority; Senior Advisor, Parsons Brinckerhoff; Mort Downey Consulting, LLC.; Chairman, Pb Consult, Inc.; Deputy Secretary, U.S. Department of Transportation. Former positions with Metropolitan Transportation Authority (New York): Assistant Executive Director for Management and Budget; Deputy Executive Director for Capital Programs; Executive Director; Chief Financial Officer. Former Assistant Secretary for Budget and Programs, U.S. Department of Transportation; Budget Priorities Analyst, Committee on the Budget, U.S. House of Representatives; increasingly responsible positions with the Port Authority of New York and New Jersey.

Deborah Lucas*; Director, Golub Center for Finance and Policy, Massachusetts Institute of Technology; Sloan Distinguished Professor of Finance, Sloan School of Management, Massachusetts Institute of Technology; Assistant Director, Financial Analysis Division, Congressional Budget Office; Associate Director of Financial Studies, Congressional Budget Office; Professor of Finance, Sloan School of Management, Massachusetts Institute of Technology; Donald C. Clark HSBC Professor of Consumer Finance Department of Finance, Kellogg School of Management, Northwestern University; Member, Social Security Technical Advisory Panel; Chief Economist, Congressional Budget Office; Member, Social Security Technical Advisory Panel; Chairman, Department of Finance, Kellogg School of Management, Northwestern University; John L. and Helen Kellogg Distinguished Associate Professor, Department of Finance, Kellogg School of Management, Northwestern University; Research Associate, The National Bureau of Economic Research; Faculty Research Fellow, The National Bureau of Economic Research; Senior Staff Economist, Council of Economic Advisers; Assistant Professor, Department of Finance, Kellogg School of Management, Northwestern University; Visiting Assistant Professor, Department of Finance, Sloan School of Management, Massachusetts Institute of Technology.

Denis Galvin*; Former Associate Director for Planning and Development, National Park Service; Deputy Director, National Park Service; Manager, Denver Service Center; Associate Regional Director for Operations, National Park Service

Greg Giddens*; Partner, Potomac Ridge Consulting, LLC; Executive Director, Office of VA Modernization, Office of Enterprise Integration, Department of Veterans Affairs; Chief Acquisition Officer, Office of Acquisition, Logistics, and Construction, Department of Veterans Affairs; Executive Director, Enterprise Program Modernization Office, Office of Policy and Planning, Department of Veterans Affairs; Executive Director, Facilities Management and Engineering, Customs and Border Protection, Department of Homeland Security; Executive Director, Secure Border Initiative, Customs and Border Protection, Department of Homeland Security; Executive Director, Secure Border Initiative, Department of Homeland Security; Deputy Assistant Commandant for Acquisition, United States Coast Guard, Department of Transportation; Deputy System Program Director, E-3, Air Force Materiel Command, Department of Defense; Program Manager, Air Force Weather Weapon System, Air Force Materiel Command, Department of Defense; Program Manager, DoD Personnel Demonstration Project, Office of Acquisition Reform, Office of Secretary of Defense; Various, Air Force Logistics Command, Department of Defense

Donald Bathurst*; Former Executive Director for Emergency Preparedness, Management Directorate, Department of Homeland Security; Senior Advisor to the Under Secretary, Management Directorate, Department of Homeland Security; Director & Chair, Board of Directors, Senior Executives Association; Chief Administrative Officer, Management Directorate, Department of Homeland Security; Director, Asset Management, Management Directorate, Department of Homeland Security; Director, Facilities Management and Services Division, Federal Emergency Management Agency; Deputy Associate Director, Operations Support Directorate, Federal Emergency Management Agency; Acting Director, Program Assessment and Outreach, Mitigation Directorate, Federal Emergency Management Agency; Director, National Dam Safety Program, Federal Emergency Management Agency; Deputy US Fire Administrator, US Fire Administration, Federal Emergency Management Agency; Adjunct Lecturer, Fire Protection Engineering, University of Maryland; Director & Chair, Board of Directors, GSA Federal Credit Union; Chief Fire Protection Engineer, Public Buildings Service, General Services Administration; Fire Protection Engineer, National Capital Region, General Services Administration; Firefighter, Volunteer, Prince William and Prince Georges Counties

William Seed; Senior Vice President, Facility Design & Construction at Jackson Health System in Miami, FL. In that position he provides leadership for a \$1.5 Billion capital program delivering 6 Signature Projects in 4 years including 2 new full service specialty hospitals renovating 4 existing hospitals to enhance service as the Miami-Dade County safety net health care provider. From 2014 to 2017, he was Executive Project Integration with Walt Disney Imagineering leading a program delivery transformation employing Lean Integrated Project Delivery methodologies. Mr. Seed has published 2 books and 2 white papers on transformational change in the construction industry each centered on Lean principles and Integrated Project Delivery. In 2014 he was inducted into the National Academy of Construction recognizing this effort. He has been member of the board of directors and past chairman for the Lean Construction institute for 7 years and was awarded the Pioneer award in 2012. Along with his BS in Mechanical Engineering, Commercial General Contractor license, Master Electrical license, Mr Seed has functioned in numerous roles from physical plant operations to capital and real estate development for 2 national healthcare systems with over 250 combined campuses.

PROJECT STAFF

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