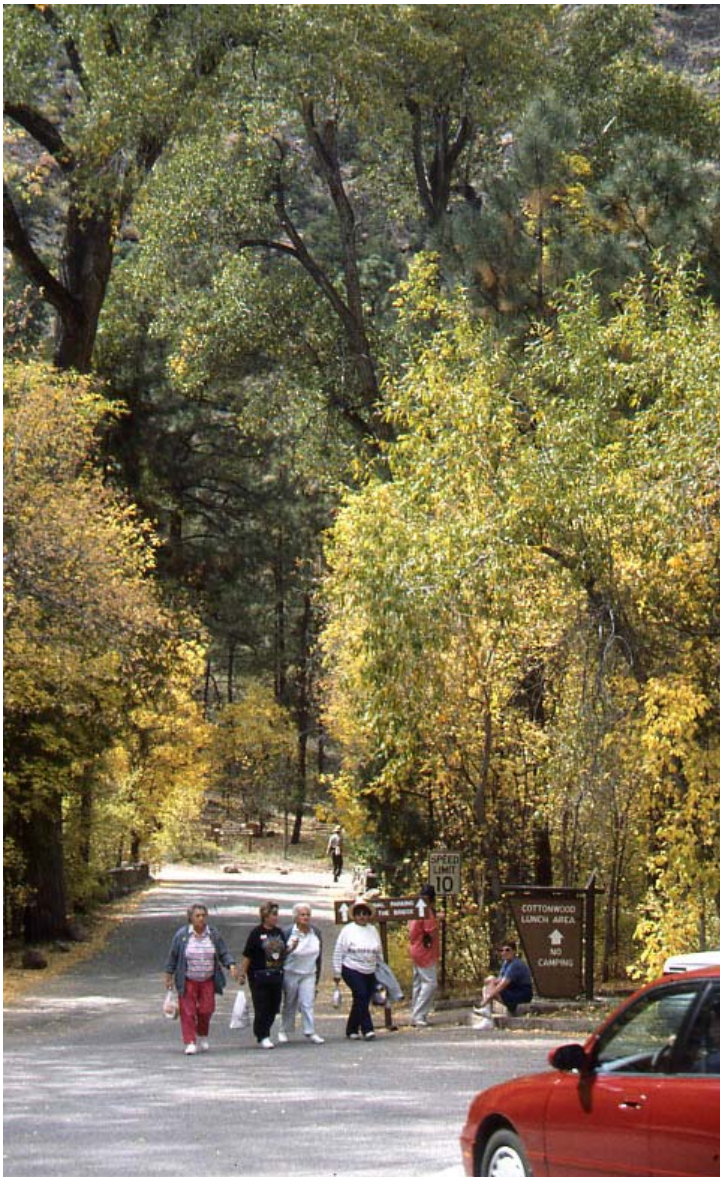




GUIDE for CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR) on CULTURAL LANDSCAPE REPORT CONTRACTS

July 2006



Intermountain Region, Guide for COTRs of Cultural Landscape Report contracts July 2006

Cultural Landscape Reports (CLR) are completed within the Intermountain Region through contract or cooperative agreement, due to limited in-house staff. I can serve as the COTR (Contracting Officer's Technical Representative) for a CLR contract, or the park can choose to have a member of the park staff serve as the contract COTR, with myself or another Historical Landscape Architect as Technical Advisor/Reviewer. The COTR works with the Contracting Officer, who manages the overall contract. This document is a guide for park staff or other NPS staff who serve as COTR on contracts for Cultural Landscape Reports for park cultural landscapes, and supplements the generic COTR qualifying training.

A Guide to Cultural Landscape Reports: Contents, Process, and Techniques (NPS 1998) provides detailed guidance on the objectives and processes of completing a CLR, and provides examples of text and graphic CLR sections. Additional information on CLRs can be found in Chapter 7 of NPS-28, *Cultural Resources Management Guideline*.

Feel free to contact me if you have questions or suggestions for improving this Guide:
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KEY POINTS

- Find a qualified and experienced A/E Historical Landscape Architect to lead the project
- Develop a detailed and clear Scope of Work
- Obtain early agreement on the landscape's Period of Significance, prior to development of treatment recommendations
- Conduct an on-site review of draft treatment recommendations with the contractor and park staff

WHAT IS A CULTURAL LANDSCAPE?

Cultural landscapes are geographic areas that have meaning for people. Examples of cultural landscapes present in Intermountain Region parks include agricultural valleys, designed gardens, New Deal Era NPS facility developments, and historic ranches. The NPS Park Cultural Landscapes Program is primarily concerned with landscapes having historic significance in an location where the NPS has or plans to acquire legal interest. Ethnographic landscapes are addressed by the NPS Ethnography Program.

WHAT IS A CLR?

A Cultural Landscape Report is the primary guide to treatment and use of a cultural landscape. The CLR serves two important functions: it is the principle treatment document for cultural landscapes, and is the primary tool for long-term management of those landscapes. A CLR guides management and treatment decisions about a landscape's physical attributes, biotic systems, and use when that use contributes to historic significance. Overall preservation goals are established, and an overall treatment is determined for the landscape as a whole (preservation, rehabilitation, or restoration). Using National Register criteria, a CLR clearly identifies the landscape characteristics and associated features, values, and associations that make a landscape historically significant.

A CLR is led by a Historical Landscape Architect. The CLR may include input from several disciplines in order to evaluate a landscape's historical, landscape architectural, architectural, archeological, ethnographic, horticultural, and engineering resources, along with ecological processes and natural systems. Based on this research and analysis, and on park management goals for the landscape, a CLR outlines appropriate treatment for the landscape consistent with its significance, condition, and planned use.

The level of investigation and degree of detail in the CLR varies depending on the amount of existing information, management objectives, and project funding. A complete CLR includes the following parts:

- Introduction
- Part One: Site History, Existing Conditions, and Analysis and Evaluation
- Part Two: Treatment
- Part Three: Record of Treatment
- Appendices, Bibliography, and Index

As a guidance document, CLRs do not usually include Environmental Assessments or EISs. CLRs can involve consultation with former occupants of the landscape or their descendants, representatives from other governmental or tribal entities, and various subject matter specialists. If CLR issues are potentially controversial and/or if treatment options require formal evaluation, combining the CLR with an EA and conducting public review might be advisable.

CULTURAL LANDSCAPE REPORTS and CULTURAL LANDSCAPE INVENTORIES

Compared with a CLR, a Cultural Landscape Inventory (CLI) is a more basic document that provides the park with a summary chronology of landscape changes and description of current landscape conditions, a list of contributing and non-contributing elements, integrity and condition evaluations, and (with concurrence of the State Historic Preservation Office) a determination of eligibility. A CLI does not include treatment recommendations, and only uses secondary sources.

CLIs are often completed prior to CLRs, but CLRs can be completed without a CLI if the landscape, or major features within the landscape, have already been determined eligible for, or been listed on, the National Register, or if there is evidence that indicates that the landscape is significant and retains integrity. CLI information can be applied directly to CLR completion.

In some instances, Cultural Landscape Treatment Plans have been completed for park landscapes that have completed CLIs and where there are critical treatment issues and insufficient funding available for a CLR. Cultural landscape treatment documents other than CLRs need to be considered as interim documents; a full CLR is still needed.



COTR TRAINING

Check with your park, or regional, contracting office to see what training you need to be able to serve as COTR. The basic 40-hour COTR course and required refresher courses are available at various locations throughout the region.

TECHNICAL ADVISOR

If you do not have a background in cultural landscapes, you need to establish an NPS Historical Landscape Architect as contract technical advisor and reviewer ("Technical Advisor") to provide guidance and to review the Scope and submittals to ensure that CLR standards are met and that the completed project will provide the park with professionally sound treatment guidance.

CONTRACTS vs COOPERATIVE AGREEMENTS

Contracts use primarily private practice A/E firms to complete the project. Contractors are expected to have the necessary skills and experience to complete the project on schedule with minimal COTR direction and oversight. In comparison, Cooperative Agreements are usually set up with University departments, and students, under the direction of faculty, complete the project. As part of the Agreement, the NPS usually agrees to provide training to assist the students in completing the project. CLR Agreements need to include specific training for faculty and students on CLR process and standards and Secretary of the Interior Standards for landscape treatments.

Even if faculty and students have previous experience completing cultural landscape studies and treatment documents, they need to be aware of specific NPS standards and requirements.

Contracts usually take less COTR time, and usually cost more. Contracted CLR's usually take about 2 years to complete from the time of the Notice of Award, and cost ranges from \$40,000 to \$200,000 depending on size and complexity of the landscape, and degree of detail needed. Agreements usually cost less than contracts, and require more COTR and Technical Advisor time for training, project oversight, and project technical review. CLR's completed through Agreements may take longer than two years, depending on student's academic schedules. For a contract, you indicate what you need, and for the most part leave it up to the contractor to determine how. For an Agreement, you indicate what is needed, and often also need to guide the students on how the work is to be accomplished. You can contact staff at one of the IMR Cooperative Ecosystem Study Units (CESU) to discuss setting up an Agreement.



PROFESSIONAL QUALIFICATIONS

CLR contracts need to be led by a qualified A/E Historical Landscape Architect (HLA). The prime A/E may be an architecture firm, but the person in charge of the CLR project needs to be an HLA. This person needs to have specific experience with cultural landscapes, historic preservation, and the National Register; a landscape architect with experience primarily in commercial design is not appropriate to lead a CLR contract. Sometimes CLR's are combined with Historic Structures Reports; make sure that the A/E professional responsible for the CLR portion is a Historical Landscape Architect. The firm with whom the contract is established may subcontract with other individuals or firms for special expertise, depending on the CLR project. For example, plant ecologists can be added to the CLR team for work in a battlefield or other landscape with few or no structural features.

The basic qualification standard in NPS-28, *Cultural Resource Management Guideline* (page 236) for Historical Landscape Architect, grade 9-15, is "a graduate degree in landscape architecture (MLA), a license to practice landscape architecture, and at least two years of full-time *professional experience in landscape preservation projects*; or an undergraduate degree in landscape architecture (BLA) and six years of full-time *professional experience in landscape preservation projects and knowledge of landscape architectural history, practice, and preservation technologies.*" (italics added)

The staff at the NPS Olmsted Center for Landscape Preservation complete a limited number of projects outside the Northeast Region, including CLR's. If you have funds for a CLR, having the Olmsted Center complete the CLR is an excellent option. You can contact me, or Bob Page, Director of the Olmsted Center, to inquire about this option.

Currently a number of qualified A/E HLAs who have successfully completed NPS CLR's are set up on IMR or NPS Indefinite Quantities (IDIQ) contracts. This means that you can access them directly through the existing contract, rather than having to do a competitive selection. You can check with me and with the Denver Service Center Contracting Office for information on existing IDIQ contracts that include HLAs.



SCOPE OF WORK

The contract Scope of Work is the document that spells out what is required of the contractor, in what format, and by when. Preparing a good, clear Scope can save a lot of time and potential disagreements and modifications later. If you have to do the Scope in a hurry, go back and modify it before the first submittal is due to make sure it is specific on what is required. An example of a recent CLR Scope of Work that you can use as a starting point for your own is included at the end of this Guide. The following suggestions assume that you have an example to refer to. A Cooperative Agreement Scope may have a different title (e.g. Scope of Services) and may be set up somewhat differently.

Title page:

--If you are using an existing IDIQ A/E, you can state here that you would like a particular subcontractor (e.g. the Landscape Architecture firm subcontracting with the primary A/E firm) to complete the project. This helps ensure that the work will be completed by qualified professionals.

--Include a specific date, and Revision number and date as needed.

Table of Contents:

--Page numbers are helpful for later reference.

Article I, Definitions:

--Add to the boilerplate contract language any definitions and explanations of abbreviations you think necessary.

Article II, Project Description:

Introduction. This is a brief statement of the project. Clarify whether the contract includes any CLI database entry, preparation of National Register nomination, or other related tasks. Also, clarify what parts of a CLR the contract covers, i.e. whether the contract is for a full CLR (Parts One and Two), or only one of these Parts. Most CLR contracts do not include Part Three, Record of Treatment. If a CLI for the subject landscape has not been completed, combining CLR and CLI in the same contract, to be completed by the same firm, is recommended.

A. Purpose. Include the basic purpose of a CLR, how the CLR will be used by park management, how the information may be archived and/or entered into the CLI database at a later date.

B. Project Study Area. Describe the CLR study area, and include a site plan clearly showing the extent and boundary of the study area. Also include a brief historical background and description of the subject landscape. Include in the CLR study area all areas that could potentially contain

landscape resources related to overall landscape significance but not, for instance, the entire viewshed. If the CLR recommends expanding an existing, or establishing a new, historic district, proposed district boundaries may be smaller than the CLR study area. As COTR, you can, in consultation with the Technical Advisor, propose a CLR study area for the A/E to evaluate, or (if you have worked successfully with the A/E on CLRs before), you can ask the A/E to propose a study area for park evaluation (e.g. after their site visit).

C. Special Constraints or Considerations. This is where you can mention things like the need to coordinate with park concessionaires, GIS coordination, special field conditions or access to certain landscape areas, and safety issues. This is a good place to list management concerns and on-going or upcoming park projects that will affect the CLR project or which the CLR needs to address. Here, or in a section that specifically describes the make-up of the CLR team, you can specify how disciplines other than the lead discipline (historical landscape architecture) will be involved (e.g. as CLR team members, consultants, additional technical reviewers) and whether the CLR contract includes original research in related fields (e.g. oral histories, soil and plant studies).

D. Compliance. Spell out how coordination with the State Historic Preservation Office will be handled, and by whom. For example, will the SHPO be invited to the on-site field sessions (this is a really good idea), and at what percent completion the CLR will be sent to the SHPO for their review. I recommend that the park send drafts to the SHPO for their review, rather than having the contractor send them.

E. Products, Methodology, and Format. If more than one Task is included, divide this section by Task number. A reference to the NPS *Guide to Cultural Landscape Reports: Contents, Process, and Techniques* (R. Page, C. Gilbert, and S. Dolan, 1998) as the guide for CLR methodology is sufficient; make sure the contractor has a copy of this document. Specify what hardcopy and digital products are required, what scale and format is to be used for graphics, and what “backfile” elements (e.g. photographs and other materials that are not included in the final document but which may be of use to the park) are to be submitted. Most CLRs are bound and printed documents; however, the park may prefer three-ring binder format, with full-size fold out graphics.



Article III, Scope of Work:

A. Descriptive. See standard language in Scope example.

B. Applicable Standards. CLR Scopes need to include the 1998 Guide to CLRs (see full reference below), the NPS *Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes* (NPS, Heritage Preservation Services, 1996), NPS *Management Policies*, NPS 7, *Natural Resource Management Guideline*,

and Chapter 7 of NPS-28, *Cultural Resource Management Guideline*, as standards. Depending on the nature of the landscape and management issues, other standards may need to be added (e.g. standards for historic leasing).

C. Title One Services to be Completed: This section is divided into Subtasks, which include details of what the contractor needs to produce. Subtasks are determined according to the percent completion, and are set up for each submittal. A 50% submittal is usually the first; at this stage it is important to make sure there is agreement on period of significance, boundary, and contributing elements. Only requiring a “draft” and “final” CLR is *not* a good idea; it needs to be very clear how complete the drafts needs to be, and how many drafts will go through the NPS review process. There needs to be clear agreement between the NPS and the contractor on the period of significance and specific contributing landscape elements, and on management issues, before they work on treatment guidelines.

The following suggestions assume that the contract is for Parts One and Two of a CLR. If a CLI has already been completed for the landscape, CLI information can be applied directly to the CLR.

Subtask 1.1, 50% draft: include what level of detail of research is needed, what existing documents provide background information, and exactly what CLR sections, to what percent completion, are required. Usually a 50% draft will include landscape history (including graphic chronology) and statement of significance to 90% completion. The CLR work needs to re-evaluate any National Register DOE or nominations that exist, including revisiting boundary, significance criteria, and contributing elements. Landscape history research should include socio-cultural factors (e.g. ethnicity, cultural background, gender, age) to include discussion of what kinds of people have influenced the evolution of the landscape, and how they relate to overall landscape significance. For example, did women landowners use or develop their properties differently from men? Did workers of specific cultural backgrounds influence the style of built features or land use patterns? A key element of a CLR Part One is a graphic chronology which illustrates landscape conditions during different historical periods. The 1998 *CLR Guide* includes examples of graphic chronologies.

Subtask 1.2, 75% draft: For a CLR contract including Parts One and Two, this draft needs to include the overall landscape treatment recommendation (preservation, rehabilitation, or restoration), treatment recommendations for specific landscape character areas (areas within the overall landscape having a consistent character), and preliminary specific treatments based on these overall treatment recommendations. Specific treatment recommendations can address, provide options for, and evaluate impacts of, upcoming park projects such as vegetation management, fuel reduction, accessibility enhancements, irrigation changes, and drainage improvements. Graphic treatment recommendations are a good idea; having all specific recommendations summarized on one sheet, with specific locations indicated, is a good tool for park managers. At this point, Part One of the CLR should be complete.

Subtask 1.3, 75% draft review on-site discussion of preliminary treatment recommendations.

Subtask 1.4, 95% draft: Treatment recommendations in Part Two are refined.

Subtask 1.5, Advance 100% draft: This is submitted for a quick turnaround review by the COTR, to make sure that previous review comments have been addressed.

Subtask 1.6, 100% final: This should include all final submittal materials (e.g. backfile materials, photo log) in addition to all required hardcopy and digital files. In addition to copies for the park, a number of offices and repositories need copies of the completed CLR (see NPS-28, Appendix D for distribution list). Complete digital files (pdf and WORD), and one hardcopy of the CLR also need to be sent to me in the Santa Fe office, for IMR CL Program files and future CLI work.



Article IV, Project Schedule and Submission of Deliverables

A. Project Schedule. This section outlines the schedule for the project, especially the date when the 100% final is due. The Performance Period for the contract is stated; this is usually from the date of the Notice of Award to the date of the final submittal.

B. Shipping of A/E Documents. This section spells out that the A/E pays for shipping charges, and gives addresses where submittals need to be sent.

C. Submittals. This section indicates exactly how many copies (hardcopy and/or digital) of each submittal are required, and to whom they are sent. Having the A/E send copies to the COTR and to the Technical Advisor at the same time (rather than sending all to the COTR and the COTR sending copies on to the Technical Advisor) saves time.

D. Reviews. See boilerplate language.

E. Payment Schedule. This section outlines exactly what information the A/E needs to include on each invoice. Depending on the nature of the contract and your CO, this section may also give not to exceed amounts for each contract task. As COTR, you will be approving payment of invoices that the A/E submits. Payments are usually made in proportion to the percent submittal that has been received and accepted by you as the COTR; e.g. the A/E gets paid no more than 50% of the total project cost once the 50% draft has been reviewed and approved. Some A/E firms will send monthly invoices; as COTR, you need to check that the amount they are being paid does not exceed the percentage of work they have actually completed. You want to avoid a situation where the A/E has received most of the payment for the project but has not provided the NPS with the final product.

Article V – Standard Services

A. Reproduction. See boilerplate language. Since submittals are now more often in digital format than hardcopy format, this may be less relevant to your project.

B. Other. This section covers who pays for conference calls, and other details as needed.

C. Security. See boilerplate language.

Article VI – Data and Materials Provided by the Government

This is a list of all documents that you will provide to the contractor so that they have the necessary references and background material. Some of these you, as COTR, will send; some they will obtain from the Technical Advisor or at the park during their site visit. At a minimum, this list includes all related National Register nominations, CLIs, List of Classified Structures (LCS) information, a copy of the 1998 CLR Guide and 1996 Secretary Standards document (See references below), the park General Management Plan, Historic Resource Study, Administrative History, and any other relevant cultural and natural resources studies.

Article VII – Potential Repositories of Historical and Archival Information

To facilitate A/E research, provide a list of NPS and other sources of information.

Article VIII – Designation of Contracting Officer, Contracting Officer's Technical Representative, and Park Contact.

As a park COTR, you may also serve as park contact. The HLA Technical Advisor who will be providing specialized technical review also needs to be identified here.

GOVERNMENT COST ESTIMATE

To provide a comparison for the cost estimate that the A/E will submit to the CO, you need to prepare an estimate of what the project would cost the government to complete. Feel free to contact me if you'd like to see an example of a cost estimate. Itemize costs under each submittal, and be sure to include costs for personnel benefits and travel.

Check with your CO as to what cost information you can and cannot share with the contractor. For example, you may be able to provide an IDIQ A/E with a price range (e.g. that the CLR will cost between \$25k and \$100k); this can help the A/E get a sense of the level of detail of the project and where to aim with their estimate. No contract price information should be shared if the contract is being competed. It is *not* recommended that you just send a contractor the Scope and ask them how much it's going to cost; project cost even with IDIQ contractors needs to be negotiated. If the A/E estimate comes in higher than the amount of funding available for the project, items that can be negotiated down might include the number of hours specified for A/E Principal (the head of the A/E Architecture firm, not the lead HLA), hours for professionals from disciplines not needed on the project, reducing the number of documents prepared by the A/E, and having a simpler format for the final document (e.g. fewer or no color illustrative graphics that they want to provide in addition to required graphics like historic photographs and the graphic chronology).



COTR TASKS DURING THE CONTRACT

COTR tasks include the following:

1. Discuss project with other park staff and regional office staff as needed. Invite the Technical Advisor to visit the CLR landscape, as needed. Determine need for the project, and study area.
2. Prepare Scope of Work, Government Cost Estimate and account information for IDEAS, and submit to your Contracting Officer
3. Negotiate contract price with A/E as needed
4. Set up and run project start up conference call or site visit
--during call or visit, have Technical Advisor and/or A/E brief park staff on CLR purpose and scope to make sure all parties understand what the CLR will and will not do for the park, answer any questions about the Scope of Work, and coordinate access to landscape areas and to research materials as needed. An on-site discussion, involving all park staff who may be reviewing and/or using the CLR, is recommended (e.g. cultural and natural resources, facility management, planning/design, fire management, interpretation, concessions)
5. Review A/E Work Plan and proposed project schedule (they need to submit Work Plan shortly after the project start up call or site visit)
6. Set up your COTR contract records file, where you will keep all contract records and correspondence (including e mails) in chronological order. As discussed in COTR training, this file is needed as a record of decisions and is invaluable if questions of Scope modification or task completion arise.
7. Coordinate with the A/E and park as needed regarding research materials
8. Review and approve submittals
--Check specifics of Scope to make sure they have completed all required sections and met all requirements for graphics, format, etc. If they have not met all requirements per the Scope of Work, you can return the submittal for them to complete and resubmit, or require that the missing sections be included in the next submittal. Make sure your comments are not asking them to do tasks that are not required in the Scope.

The following are helpful items to include on your **CLR Evaluation check list**:

--did the A/E describe the whole history of the landscape, not just events during the period(s) of significance?
--did they study and analyze all relevant landscape characteristics?
--did they include landscape patterns and systems (e.g. circulation systems, vegetation patterns) in addition to specific features in their list of contributing landscape elements?
--do all contributing elements date from the period(s) of significance?
--do they discuss *why and how* different elements are contributing, not just that they are or not? (e.g. "these 10 trees are contributing" does not provide sufficient information for future 106 compliance or management decisions; "the species, linear arrangement, and canopy height of these 10 trees are contributing" is much better)
--did they address management concerns in their treatment recommendations? Did they provide treatment options?

9. For each submittal, consolidate your comments, those of other park staff, Technical Advisor comments, and other comments and send official NPS response to A/E, copying the Contracting Officer (CO),

10. Coordinate on-site meeting with park staff, Technical Advisor and A/E after review of 75% submittal to discuss preliminary treatment recommendations.
11. Approve payments as appropriate
12. Negotiate task and schedule modifications as needed, and send proposed modification to CO for their approval
13. Coordinate SHPO review
14. Coordinate obtaining Superintendent and Regional Director signatures for the CLR signature page (this can be a page after the title page, or these signatures can be included on the title page). Including these signatures as part of the CLR project is important to enhance the credibility of the CLR for future users.



CLOSING OUT THE PROJECT

Prior to closing out the project, check to see if future park users of the CLR are generally happy with the contractor project. Were requirements of the Scope of Work met? Did the park get what it paid for?

Make sure the 100% final submittal includes everything required per the Scope of Work (e.g. historical documents/maps that the park doesn't have, photo log, and other materials that are not included in the actual CLR document but which are part of the research record and which may be needed in the future to check on an evaluation or decision made in the CLR). When you receive the final invoice for payment approval, check with your invoice records to see that there is agreement on what the A/E is owed, and indicate on the approval document that it is the final payment.

Contact the IMR CLI Coordinator, Michele Curran, to inquire about having CLR information applied to completion of one or more CLIs.

Your COTR files are an important part of the overall contract record. Check with you CO to see how long you need to keep these files, and if/when they need to be archived.

ADDITIONAL INFORMATION

References

Page, Robert, Cathy Gilbert, and Susan Dolan. 1998. *Guide to Cultural Landscape Reports: Contents, Process, and Techniques*. Washington D.C.: National Park Service. Appendix J addresses Project Agreements.

Guide to Cultural Landscape Reports: Landscape Lines, "Landscape Lines 1: Project Agreement," and "Landscape Lines 2: Levels of Investigation."

Birnbaum, Charles A, editor, with Christine Capella Peters and Kathleen J. Madigan. 1996. *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes*. Washington D.C.: National Park Service.

The CLR Guide, Appendices, and Landscape Lines are included in the "blue box" of cultural landscape documents that was sent to all IMR parks in 1999. These materials, the 1996 Secretary Standards for Treatment of Cultural Landscapes, and information on Historic Landscape Preservation Maintenance Plans (detailed maintenance plans that follow a CLR), are also available online at the website for the Olmsted Center for Landscape Preservation: www.nps.gov/oclp

Websites:

Intermountain Region Cultural Landscapes Program: www.im.den.nps.gov, click on ARD Resource Stewardship and Research.

NPS Historic Landscapes Initiative: www2.cr.nps.gov/hli (NPS cultural landscapes assistance to communities and NPS partners)

National Register of Historic Places: www.cr.nps.gov/nr

And:

For additional examples of CLR contract Scopes of Work, examples of completed CLRs and government cost estimates, and for information on potential CLR funding sources, guidelines for PMIS statements for CLRs, National Register nominations, and contractors, call Jill Cowley, Program Lead, IMR Cultural Landscapes Program, at (505) 988-6899, or send me an e mail at Jill_Cowley@nps.gov.



PETRIFIED FOREST NATIONAL PARK
Painted Desert Community Complex Historic District
Cultural Landscape Report
Parts One and Two to 100%
July 1, 2004 (revised)
Completed by Amanda Zeman

SCOPE OF SERVICES

TASK ORDER NO. _tbd by CO_

NPS Contract No. _tbd by CO_

I. GENERAL:

In accordance with the terms and conditions of the Contract, the Architect/Engineer shall perform the work of this task order for the National Park Service (NPS) as described below. The information developed under this task order is the property of the U. S. government. The contracting officer's technical representative (COTR) for this project is Amanda Zeman, Historic Preservation Specialist, Petrified Forest National Park, P.O. Box 2217, Petrified Forest, Arizona 86028. The Cultural Landscapes Specialist reviewer for this project is Jill Cowley, National Park Service, Intermountain Region Cultural Landscapes Program. The National Park Service would like John Milner Associates, Inc., a subcontractor on the Woolpert IDIQ contract, to complete the tasks outlined in this Scope of Work.

A. DEFINITIONS

The provisions of Clause 1, Definitions, of the General Provisions are expanded as follows:

The term "Government" shall mean the Contracting Officer or her/his authorized representative, the Contracting Officer's Technical Representative (COTR).

The term "A/E" (Architect/Engineer) or "Consultant" shall mean the professional who serves as the prime contractor for the professional services performed under the terms of this agreement.

The terms "Subcontractor" or "Sub-consultant" shall mean those persons or firms with whom the A/E enters into a contract for accomplishment of any portion(s) of the work of this contract.

For the purposes of this Agreement, the services to be provided will be for "Title I" Services only. Title I Services are performed as part of the initial planning and data gathering; and include preparation of the Cultural Landscape Report (CLR) for the Painted Desert Community Complex. Also included are: preparation of necessary advance topographical or other field surveys, conducting historic research as well as technical analyses and investigations, preparation of preliminary studies, sketches, layouts, and other special services as noted.

B. PERFORMANCE PERIOD:

The Performance Period for this order shall be up to 18 months from the Notice of Award, with the 95% review draft submitted within 12 months of the Notice of Award.

C. PROJECT IDENTIFICATION:

Map drawings shall be prepared in accordance with the Denver Service Center publication "Drafting Guidelines", NPS-10 Drawing Requirements - Architect/Engineer Contract for Architect/Engineer Projects.). Base sheet will include standard NPS title block. Reference numbers for title block are:

Package Number: tbd

Drawing Number: 113/????? (to be assigned at draft 100% stage)

Task No. 1 shall be titled Painted Desert Community Complex Historic District Cultural Landscape Report, Parts One and Two to 100%

D. QUALITY STANDARDS

The Cultural Landscape Report document will be prepared according to guidance in the NPS 1998 *Guide to Cultural Landscape Reports*. This document details the content, format, and method appropriate for a CLR. Landscape treatment recommendations will be developed consistent with the *Guide to Cultural Landscape Reports* and the 1996 *Secretary of the Interior Standards with Guidelines for the Treatment of Cultural Landscapes*.

All proposed treatment recommendations shall comply with the pertinent Government standards, policies, and regulations, as well as all applicable state, local and national building and life safety codes, including, but not limited to the following (most current edition):

1. NPS *Management Policies* (2001).
2. NPS Directors Order No. 28, Chapter 7.
3. *Guide to Cultural Landscape Reports: Contents, Process, and Techniques*. 1998.
4. *The Secretary of the Interior's Standards for the Treatment of Historic Properties, with Guidelines for the Treatment of Cultural Landscapes* (March 1996).
5. *The Secretary of the Interior's Guidelines and Standards for Archaeology and Historic Preservation*

E. PREVIOUS PLANNING

Basic, broad cultural landscape information and management approaches are discussed in the 2004 General Management Plan and Draft Painted Desert Community Complex National Register of Historic Places nomination. A Historic Structures Report for the Painted Desert Community Complex will be completed under another contract and will be undertaken simultaneously with the Painted Desert Cultural Landscape Report (CLR). It is expected that the CLR contractor will coordinate with the HSR contractor on matters applying to treatments and recommendations that may have an effect on the landscape and related features.

F. SPECIAL CONSIDERATIONS

1. Access

The A/E and Subcontractors will notify the Superintendent prior to their park visit. Coordination, as needed, with those completing the Historic Structures Report is included in this contract.

2. Archeological site information

Locational information on prehistoric and historic archeological sites should not be included in the text or graphics of the CLR.

3. Management Issues

The CLR, Part Two, needs to respond to the following park management needs:

- Suggestions for good substitutions for invasive exotic plants, specifically, a suitable replacement shrub or tree for the Russian Olives used as a windbreak in the original plans. Substitutions do not necessarily have to be native – just non-invasive.
- Suggestions for reducing the extent of plantings that require high water use, while still meeting the overall intent of the original landscape design. For example, if turf is suggested, can it be used as a border around landscape pebbles or other materials to reduce the total area that needs to be watered?
- Analysis of plantings and landscaping techniques that may be helpful in reducing water pooling around building foundations.
- Improvements to land contouring to improve drainage around structures that will not detract from the integrity or intent of the cultural landscape.
- Suggestions for improving the ability of park staff to use the area for interpretive outreach, i.e. nature trails, shady spots for talks, suggestions for benches and other seating arrangements, and possible outdoor exhibits/waysides. The plaza area was originally designed with outdoor interpretation in mind.
- Suggestions for basic treatment of housing courtyards (e.g. how should the park rehabilitate the courtyards of vacant residences), and possible suggestions for a park policy for occupant “personalization” of their assigned courtyard.

4. Park Projects

See attached letter-coded graphic of PDCC building clusters for identification of upcoming park projects which the CLR needs to address.

II. BACKGROUND/ SIGNIFICANCE

The Painted Desert Community Complex is nationally significant under Criterion A for its association with Mission 66 and under Criterion C as a unique and noteworthy example of Richard Neutra’s and Robert Alexander’s architectural design for the National Park Service. The Painted Desert Community Complex represents Neutra’s and Alexander’s distinctive approach to wind-swept desert design and is one of only two properties their architectural firm completed for the National Park Service as part of the Mission 66 initiative. The significance of this property was first described in Sarah Allaback’s Mission 66 Visitor Center theme study. The initial plans for a Mission 66 headquarters complex were proposed in 1957, Neutra’s and Alexander’s preliminary design was submitted in 1958, the property was formally dedicated in 1963, and construction was fully completed in 1964. Thus, the period of significance is 1957-1964. Given the recent period of significance, the Painted Desert Community Complex is also being nominated under Criterion G as a property achieving significance in the last 50 years.

The Painted Desert Community Complex comprises 15 contributing buildings, sites, and structures that makeup a self-contained, architect-designed, desert community. The Painted Desert Complex is located within Petrified Forest National Park at exit 311 off of

Interstate-40 in northeastern Arizona. The complex was designed by Richard Neutra and Robert Alexander in 1958 to serve as the park's headquarters, including administrative offices, maintenance facilities, visitor and resident services, employee housing, and designed landscape features. This 24-acre complex maintains its original footprint and function, but many of the individual residences have been converted and modified over the years and some of the original landscape features are no longer present, especially individual plantings in the various plaza areas. The focus of the complex lies at its southwest end, where administrative and visitor services are oriented around a central plaza.

In Neutra & Alexander's initial proposal for the Painted Desert Community, they describe the site as a "desert climate with its high wind conditions which call for sheltered outdoor spaces." Neutra & Alexander elaborate on these plans in their prospectus, titled "Homes for National Park Service Families on a Wind-Swept Desert," in which they explain that wind and the lack of vegetation are the two defining characteristics of the area. "Wind is the most insistent, reliable, forceful natural influence on the site... [and] no reasonable distance will offer the slightest visual privacy in this barren landscape, and planting barriers cannot be relied upon to create man-made privacy." Based on these two observations, Neutra & Alexander developed a plan for the Painted Desert Complex that emphasized "small, wind-sheltered areas." Each element of the complex is illustrated and described in their prospectus. They begin by explaining the puebloan influence for the Painted Desert Community, which is demonstrated by the patios around which each residence is oriented. Each group of three houses in turn forms a sheltered community. A group of administrative and visitor service buildings also create a sheltered space, which is protected on its southeast and northeast sides by two-story buildings. In keeping with this frame of mind, a desert oasis is created in the central plaza, which Neutra & Alexander go on to explain, can only be upheld by "devoting maximum care to the installation and maintenance of plant material." Incorporating a more holistic perspective, Neutra & Alexander included an illustration in their prospectus, which shows the "Painted Desert Village as a microcosm of a city." Each section of the complex is divided into residential, commercial, recreational, and industrial sectors, with a civic center, apartments, and school centrally located. Beyond the confines of the community is labeled, "the outside world."

The historic architectural character of the Painted Desert Community Complex is defined by long expanses of concrete slump block walls, aluminum frame windows, and flat roofs with cantilevered awnings. The predominant materials are slump block, stucco, glass, and aluminum.

Petrified Forest was first established as a National Monument on December 8, 1906 under the Antiquities Act to preserve and protect its unique paleontological and archeological resources. Initially, 60,776 acres were set aside in what is now the south end of the park where the majority of the petrified wood resides. In 1932, the monument was expanded northward to include the painted desert and surrounding environs, encompassing an additional 53,000 acres and a 6-mile section of Route 66. Smaller inholdings were purchased throughout the 1930s, 40s, and 50s.

In an effort to capture the enthusiasm and westward expansion instilled by Route 66 in the 1930s, Petrified Forest constructed a checking station along Route 66 in 1932, and by 1933 twice as many people were entering the park through the Route 66 checking station as the original Petrified Forest checking station at the south end of the park, which illustrated the blatant need for additional NPS facilities within the painted desert region. As early as 1949, NPS administrators began conceptualizing a northern headquarters, but

it was not until Mission 66 was established that this concept became financially feasible. During the 1950s, efforts were also undertaken by NPS personnel, Congressman Udall (who later became Secretary of the Department of the Interior), and Senator Hayden to make Petrified Forest a National Park. With the introduction of the Mission 66 initiative, Petrified Forest began planning a northern headquarters in earnest, and as a result, the Painted Desert Community Complex was constructed. Coincidentally, Petrified Forest's National Park status achievement coincided with the dedication and completion of the Painted Desert Community Complex on October 27, 1963. Petrified Forest's National Park status was officially decreed on December 9, 1962.

The study boundary for Task No. 1 includes the area included within the boundary description of the Painted Desert Community Complex, as stated in the draft National Register Nomination for the Complex (stated below). The CLR may recommend a different district boundary if needed to include contributing landscape elements. See attached site plans (context, PDCC complex including circulation, and PDCC building clusters).

Verbal Boundary Description: Beginning at the southeast corner of the maintenance yard, the boundary follows the access road to the southwest until it intersects the main park road. The boundary then extends northward at the west edge of the main park road until reaching the residential access road at the north end of the complex. The boundary continues eastward along the residential road until reaching the Trailer Court access road. Traveling south on the Trailer Court access road, the boundary continues until reaching the northernmost Trailer Court wall. From here, the boundary follows the Trailer Court wall east and then turns south at the northeast corner of the Trailer Court. From the southeast corner of the Trailer Court wall, the boundary continues in a straight line back to the beginning point.

Boundary Justification: The boundaries of this district were selected in order to encompass the entire Painted Desert Community Complex. The designated boundary is based on the 1960 Master Plan site drawing, which shows the confines of the Painted Desert Complex as being roughly the Visitor Center/Administration Building access roads to the south and east, the entrance road to the west, the residential road to the north, and the trailer court wall to the east.

III. PURPOSE OF THIS PROJECT

This project will consist of a contract for historical, landscape architectural, architectural, and physical investigations that will provide a Cultural Landscape Report (CLR), Parts One and Two to 100%, for the Painted Desert Community Complex district. This report will include general recommendations for landscape treatment (e.g. preservation, rehabilitation, and restoration) that park staff may use when completing Section 106 compliance materials, and that NPS designers may use when preparing landscape project documents that involve cultural landscape resources within the Painted Desert Community Complex district. The use of this information by NPS planners will provide information necessary to protect and preserve this National Register eligible district and ensure that future rehabilitation considers the significant landscape character and features of this district.

The purposes of the CLR work within this contract are:

- 1) To provide a landscape history;
- 2) To document and evaluate landscape significance, integrity, and condition; and to identify and describe cultural landscape characteristics including contributing, non-contributing (compatible and non-compatible) and missing landscape elements. Non-contributing/compatible landscape elements or features are those that do not date from within the Period of Significance, but which are compatible with historic conditions to the extent that they support historic uses and do not reduce landscape integrity.
- 3) To develop an overall treatment strategy for the long-term management of the cultural landscape, and develop general and specific treatment guidelines and design criteria for future landscaping and rehabilitation projects. Horticultural or structural cyclic maintenance guidelines or recommendations are not included in this contract.

IV. SCOPE OF WORK

A. REPORT OUTLINE

The A/E shall provide all necessary services and activities in the fields of landscape architecture, historic landscape architecture, historical research, historic architecture, and natural resources to prepare the CLR using the following recommended outline:

1. Management Summary
2. Introduction (including Scope, Methodology, Study Area)
3. Landscape History (summary chronology, and narrative)
4. Landscape Existing Conditions Documentation
5. Landscape Analysis and Evaluation (including Evaluation and Assessment of Significance and Integrity)
6. Landscape Treatment and Design Criteria Recommendations
7. Bibliography
8. Appendices

B. TASK ONE: COMPLETION OF CULTURAL LANDSCAPE REPORT, PARTS ONE AND TWO to 100%

Subtask 1.1: Complete the CLR for the Painted Desert Community Complex, overall to 70%. The following need to be included:

- 1) Management and Administrative Data / Introduction, to 95%: In consultation with NPS, prepare an administrative data report section. This section shall include the following components: Management Summary, Historical Summary, Administrative Context, Project Scope /Methodology Overview, and Study Boundary.
- 2) Landscape History, to 95%
 - (a) Conduct historical research of primary and secondary source materials relating to all cultural landscape elements within the project area. Study the evolution of the landscape and include a review of historic maps, photographs, site records, and written records. Site visits to University of California – Los Angeles and/or Cornell University to obtain copies of Neutra & Alexander’s records pertaining to the Painted Desert Community Complex are not included as part of this contract, as copies of all textual materials from these repositories were collected by park staff in 2003 and will be made available to the CLR contractor. Relevant oral histories shall be conducted by park staff prior to or concurrent with the CLR contract.

The CLR contractor is requested to provide a list of questions for NPS staff to ask during the oral interviews. Results of the NPS-conducted oral interviews shall be shared with CLR contractor. Compile bibliography.

(b) Review all secondary source materials relating to the study area including natural and cultural resource documents. See Article VII. Compile bibliography.

(c) Using research, prepare a cultural landscape chronology and narrative landscape physical history.

(d) Prepare graphic landscape chronology maps. One graphic for each notable period of landscape development is required.

Task No. 1: Drawings shall encompass as-built conditions, two evolutionary drawings, and existing conditions (2004). Key characteristics and components of the landscape present during the different periods should be identified on the graphics.

3) Existing Conditions Documentation, to 95%

(a) Field survey to inventory and document existing conditions in the project area. NPS shall use alternate resources to acquire 1:600 (1"=50') aerial photography of the 2-acre site prior to or concurrent with CLR contract. From this same source, NPS shall obtain photogrammetric maps of the Painted Desert Community Complex, which shall identify 1' contour lines, buildings, sites, structures, trees over 3" caliper, and vegetation lines. Upon completion of the aerials and photogrammetric maps, these materials will be submitted to the CLR contractor for their use in developing base maps. The materials in question will remain the property of the government and will be returned to PEFO on or before submission of the final CLR document. In addition, the park can provide scanned USGS topographic quad maps and a GIS data layer showing building footprints. If these base maps are inadequate, conduct additional fieldwork in the study areas. All data will be plotted and recorded at a consistent and uniform scale.

(b) Photograph the existing landscape, including photographing of representative features. Selected existing condition photographs shall be incorporated into the report. When practicable, the A/E shall undertake existing conditions photography in locations of historic ground photographs for the purpose of comparative analysis. A/E shall prepare an existing conditions photographic location map documenting the location and orientation of photographs.

4) Landscape Analysis and Evaluation of Significance, Integrity, and Condition, to 70%:

(a) Identify and describe, using National Register criteria, the significance of the entire study area as a cultural landscape, prepare a draft Statement of Significance, and identify Period(s) of Significance. The A/E will want to review the existing documentation contained within the Draft National Register Nomination for the Painted Desert Community Complex Historic District. Revise as needed to reflect the scope, boundary, and content of the CLR's.

(b) Using existing condition documentation, and based on fieldwork, evaluate and prepare report sections on the condition of existing characteristics and features of the District.

(c) Identify, from a comparison of historic and contemporary landscape conditions, those landscape characteristics and/or features that contribute to the significance of the cultural landscape; and why they are contributing.

(d) Also, from this comparison, identify major contributing features that are no longer extant.

(e) Characteristics and elements that are non-contributing also will be identified.

(f) Contributing and non-contributing (compatible and incompatible) characteristics and/or features as well as missing landscape elements will be clearly identified as such on a color-

coded existing condition site plan. Utilize this data in developing recommendations for general and specific treatments for preservation.

(g) The analysis and evaluation should be based upon the landscape characteristics identified by the National Register of Historic Places and in *the Guide to Cultural Landscape Reports*. These include: spatial organization, natural systems and features, cultural traditions (historic and contemporary), land use and activities, circulation systems, vegetation, cluster arrangements, views and viewsheds, structural types and materials, archeological resources (where applicable), small-scale features, and boundary demarcations. Consideration should also be given to sensory/aesthetic characteristics of the landscape.

5) District-wide treatment recommendations, to 50%:

(a) Recommend an overall primary treatment for the Painted Desert Community Complex Historic District (e.g. preservation, rehabilitation, restoration -- see 1996 *NPS Guidelines for Treatment of Cultural Landscapes*). Provide justifications for recommended treatment(s).

(b) Provide the next level of detail of recommendations beyond overall Primary treatment. Recommendations will address surviving historic landscape features and systems. This section will identify the general types and degrees of changes that can occur without adversely impacting the landscapes' physical and visual character-defining features/characteristics.

Recommendations will address preservation and rehabilitation of surviving historic landscape features and systems, as well as the rehabilitation/restoration of lost and/or damaged historic plantings and landscape features.

Recommendations will generally address compatibility of new structures, features, and landscape elements compatible with the historic landscape character in design, scale, color, texture and materials.

Recommendations will provide for continued local community and visitor use, accessibility, and interpretation and enhancement of visitor understanding of land use changes and highlight significant cultural features.

Horticultural or structural cyclic maintenance recommendations are not required.

Subtask 1.2: Complete CLR to 95%. The following need to be included:

- 1) Respond to telephone and written inquiries or comments from the Contracting Officer/COTR during the National Park Service 70% review.
- 2) Revise or supplement report in response to written review comments received from the COTR on the 70% draft.
- 3) Complete all CLR sections to 95%, including specific treatment recommendations and design guidelines.

Subtask 1.3: Complete CLR to 100%. The following need to be included:

- 1) Respond to telephone and written inquiries or comments from the Contracting Officer / COTR during the National Park Service and Arizona State Historic Preservation Office 95% review.
- 2) Revise or supplement report in response to written review comments received from the COTR on the 95% draft.
- 3) Complete all CLR sections to 100%. Submit Advance 100% review copy to COTR.

Subtask 1.4: Complete final submittal package. The following need to be included:

- 1) Revise or supplement report in response to written review comments received from the COTR on the advance 100% document.
- 2) Complete and submit final 100% CLR package

V. SUBMITTALS:

A. DRAWINGS AND MAPS

As indicated above, prepare drawings and maps following NPS "Drawing Format and Drafting Practices Guideline" (NPS-10). Electronic copies of the final drawings shall be submitted on CD (jpg or tif format). Final full-scale drawings are the property of the Government and shall be turned over to the COTR at the conclusion of this contract. Drawings will utilize standard NPS base sheets (AutoCAD base sheet files will be provided by NPS upon A/E's request).

B. PHOTOGRAPHS

All figures (including photographs) must be numbered, captioned, and properly inserted into draft and final reports, including page numbers.

All photographs must be properly captioned as to:

- Photographer (if known);
- Date of photograph;
- Credits if other than Government property;
- Location;
- Subject
- Special notations.

Photographs taken by the A/E for report inclusion shall be accurately referenced to a locator map. Non-digital photographs shall be marked on the rear in a suitable permanent marking with figure numbers corresponding to the appropriate location in document. Photographs taken for this contract are the property of the Government, and need to be submitted with the final 100% submittal. Digital photography shall be permitted.

C. REPORT FORMAT

The report shall conform to the standards directed in the "Chicago Manual of Style" handbook, latest edition. The format shall follow the guidance within the *Guide to Cultural Landscape Reports*, including organization and graphics. The final report shall be single-spaced, double-sided. The final report shall contain but not be limited to the following:

- Front and back covers (format & electronic file will be provided by the Government)
- Title page.
- Table of contents.
- The body of the report in the style/format as mentioned above, including footnotes or endnotes.
- Figures: Photographs, maps, and drawings necessary to graphically explain the text. These materials shall be clearly reproduced in the final copies of the report. Reduced design drawings (8" x 11"; or 11" x 17" folded twice).
- Bibliography.
- Appendices, including text of any sub-consultants' reports etc.

D. DRAFT REVIEW FORMAT

For the draft review copies (70% and 95%) of the report, the A/E shall utilize a line numbering format (in the left margin) for each page of printed text. The line numbering shall start anew for each page (not be continuous).

E. REVIEW MEETINGS

Prior to submission of the 70% draft, a brief conference call will be scheduled to discuss the proposed period of significance for the CLR. A key A/E staffer will participate in this conference call on a day and time to be determined by the COTR. After submission of the 70% review draft, a key A/E staffer will participate in the 70% draft review to be held via conference call on a date and time to be determined by the COTR. . The purpose of this meeting is to resolve important issues and provide project guidance. The A/E is to record meeting minutes including discussions of all pertinent information relating to the project schedule, review comments, decisions made, etc. and send (via electronic mail) copies of the minutes within one week following the meeting to all participants. In the event of differences of opinion between the park and the A/E on CLR content, format, or review comments, the COTR will negotiate an agreement between the park and the A/E. If an agreement is not forthcoming, the COTR will decide the issue. All review copies of the CLR (70%/95%/100%) will be sent to the COTR for distribution. No additional copies other than the ones identified below will be required for submission.

F. COMPLIANCE

One copy of the 95% CLR will be sent by the park to the Arizona State Historic Preservation Office for their review and comment. SHPO comments will be included in the NPS written response to the 95% draft.

G. PROOF AND FINAL DOCUMENT

- 1) Furnish copies of draft report (70%/95%) to recipients as listed. Upon approval or approval with comments, revise as needed and proceed with the document.
- 2) Provide to COTR 5 copies of Final Document. NPS will accomplish final document distribution.
- 3) Also to be included in the final submittal are the CLR research files (e.g. copies of historical documents and photographs not already in park files, interview notes etc)
- 4) Provide to COTR two copies of an electronic version on CD-ROM including all report components, text, drawings (scanned or digitally produced) and photos. Text format shall be Microsoft Word XP.
- 5) Provide one copy of final full-scale originals of the treatment recommendations and existing conditions graphics.

A. SUBMITTAL RECIPIENTS

Provide copies of draft and final submittals to individuals and in numbers as listed below.

Amanda Zeman, COTR PEFO, Historic Preservation Specialist Task No. 1: 3 hardcopies of 70% draft submittal 5 hardcopies of 95% draft submittal 1 hardcopy of 100% draft submittal 5 hard copies of final 100% document 2 electronic copies on CD-ROM of Final CLR Note: Amanda will distribute copies to reviewers. One set of 100% final CD and hardcopy will be provided to the IMR Cultural Landscapes Program for their files.	Petrified Forest National Park P.O. Box 2217 Petrified Forest, Arizona 86028 For Overnight use: Petrified Forest National Park One Park Road Petrified Forest, Arizona 86028 Telephone: (928) 524-6228 x278 Electronic mail: amanda_zeman@nps.gov Fax: (928) 524-3567
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VI. PROJECT SCHEDULE (tentative pending negotiations)

Activity	Dates
Startup Site Visit	Tbd – based on date of Notice of Award and date of Site Visit
Receipt of Work Plan and Schedule (2 weeks after Site Visit)	
50% conference call	Tbd
Receipt of 70% draft CLR	Tbd
Complete NPS review of 70% draft (allow 3 weeks)	Tbd
Receipt of 95% draft of CLR	12 months after the Notice of Award
Complete NPS and SHPO review of 95%draft (allow 6 weeks)	Tbd
Provide advance 100% to COTR (allow 2 weeks for COTR review)	Tbd
NPS Approval	Tbd
Provide Final CLR copies	Tbd

DATA AND MATERIALS PROVIDED BY THE GOVERNMENT

The items outlined below will be provided by the Government.

1. Draft National Register Nomination of the Painted Desert Community Complex Historic District.
2. Copies of the List of Classified Structures entries for the Painted Desert Community Complex Historic District
3. Historic photographs, historic site plans, maps, and historic construction drawings.
4. Related studies: Natural Resources Reports, Soil/Sub-surface Conditions Reports, and Long Range Interpretative Plan.
5. Park planning documents: Draft Revision of the General Management Plan (GMP) and information on planned/proposed rehabilitation and landscaping projects.
6. *1998 NPS Guide to Cultural Landscape Reports: Contents, Process, and Techniques.*
7. *1996 The Secretary of the Interior's Standards for the Treatment of Historic Properties, with Guidelines for the Treatment of Cultural Landscapes.*

8. *The Secretary of the Interior's Guidelines and Standards for Archaeology and Historic Preservation*
9. NPS Drawing Format and Drafting Practices Guideline (NPS-10).
10. Chapter 7, NPS Director's Order No. 28.
11. National Register of Historic Places information. (e.g. relevant National Register Bulletins)
12. Invasive Plant Survey Report for PDCC, and list of invasive or otherwise inappropriate plants that should not be recommended as part of a new planting plan.

VIII. STANDARD SERVICES

A. **Reproduction:** The cost of all reproduction related to submittals required under this contract shall be the responsibility of the A/E. Draft/Final copies of the CLR that are reproduced and/or prepared by the contract and to remain in possession of the contractor are the responsibility of the A/E. It is not the responsibility of the government to cover the costs associated with reproducing and/or preparing these copies.

B. **Communications and Shipping:** The cost of all local and long distance telephonic communications initiated by the A/E in regard to the performance of her/his services under this contract and the cost of transporting from the office of the A/E all correspondence, drawings, reports, and related matter shall be borne by the A/E without additional reimbursement by the Government. Local and distance correspondence shall be dispatched by first class mail, and all original materials shipped via Federal Express. The safe and undamaged delivery to the Contracting Officer or COTR of all original drawings, reports, estimates, and related documents executed by or in behalf of the A/E shall be the responsibility of the A/E.

IX. FEE AND PAYMENT

Original invoices are to be mailed directly to the National Park Service, Denver Service Center, Attn: Ed Tafoya, 12795 West Alameda Parkway, P.O. Box 25287, Denver, Colorado 80225

Monthly invoices need to include:

- Contract identification (number and title)
- Invoice number and date
- Period covered by invoice
- Itemized costs
- Contact information

The final invoice needs to be identified as such.

X. CONTACTS

The park contact for this contract is Amanda Zeman, Historic Preservation Specialist, who may be reached at 928-524-6228 ext.278. The Contracting Officer (CO) for this contract is Ed Tafoya (303-969-2116), and the Contracting Officer's Technical Representative (COTR) is Amanda Zeman (928-524-6228 x278). All changes in schedule or payment need to be approved by the CO.

END