

National Park Service  
U.S. Department of the Interior  
Commercial Services Program



# Facility Management Oversight Pilots

Blue Ridge Parkway  
Fire Island National Seashore



# NPS Concessions Management



- Similar to companies that control asset title and contract with companies to operate the facilities on a day-to-day basis
  - Real property plays an important role in the visitor experience
  - 5,000 plus concession facilities are assigned to concessioners through concession contracts
- Changes in legislation, increased complexity regarding facility management compliance, and varied levels of concession specialist education and training has resulted in the need to develop processes, tools and curriculum to provide the appropriate level of oversight for concession facilities

# Strategy



- Define service-wide facility management processes and tools
- Accommodate unique contractual requirements at the park level
- Facility Management Oversight Pilots for concession facilities at two parks
  - 1998 Act Category I contracts
  - Concession Facilities Improvement Program
  - Leasehold Surrender Interest liability
  - Different contractors for each pilot

# Pilot Parks



- Blue Ridge Parkway
  - Lodging, retail, and food and beverage contract
  - Concession Facilities Improvement Program not started
  - Additional Leasehold Surrender Interest potential
  
- Fire Island National Seashore
  - Marina, retail, campgrounds, and food and beverage contract
  - Concession Facilities Improvement Program started
  - Additional Leasehold Surrender Interest liability potential

# Phase I – During Off-Season



- Oversight to ensure the concessioner is performing all contractual facility management activities in compliance with:
  - Concession contract, including maintenance and operating plans
  - NPS standards
  - DOI and NPS asset management plans
  - NPS Management Policies

# Phase I – Tasks



- Conduct comprehensive condition assessment
- Draft annual maintenance plan
  - Deferred maintenance
  - Component renewal
  - Cyclic maintenance
  - Preventive maintenance
- Monitor and track leasehold surrender interest\*
- Oversee concession facilities improvement program\*
- Track repair and maintenance reserve
- Update Facility Management Software System

# Phase I – Deliverables



- Concessions managed structures guide
- Annual maintenance plan
- Leasehold surrender interest (LSI) data and recommended modifications (if any) to the LSI tracking tool
- Concession facilities improvement program workbook
- Repair and maintenance reserve tracking tool
- Monthly status reports



## Phase II – During Busy Season

- Test the contractor developed deliverables from Phase I during the park's busy season
- Continue monitoring the concessioner's compliance with the facility management requirements
- Continue oversight of the concession facilities improvement program
- Continue leasehold surrender interest tracking
- Assist park with real property annual inspections

# Phase II – Deliverables



- Improved concessions managed structures guide
- Enhanced leasehold surrender interest tracking tool
- Updated concession facilities improvement program workbook
- Enhanced repair and maintenance reserve tracking tool

# Summary of Findings



- While the deliverables and documents from the two pilots were very different; together they represent the foundation of the guidance documents and related tools that are needed by concessions specialists
- Parks require training and education about how to review, approve and track maintenance requirements; providing the right tools and training will lead to successful management of concession facilities
- Understanding, documenting, and communicating facility management requirements is a vital step in ensuring concession facilities are managed appropriately

# Pilot Close-Out



- Contractors and pilot park staff participated in a panel at the Asset Management Advisory Group meeting in October 2008
- The Advisory Group convened a workgroup to review the deliverables from each pilot for the purposes of recommending next steps

# Recommendations and Actions



- Educate Superintendents
  - Superintendents Training curriculum doubled
- Implement work order tracking tool
  - GRSM and GRCA implemented
  - CRLA currently piloting
- Implement leasehold surrender interest and concession facilities improvement program tool
  - Tool used in seven leasehold surrender interest determinations and concession facilities improvement program audits

# Recommendations and Actions



- Develop Concession Facilities Management Training
  - Deliverables being used to develop Concessions Facility Management 101 curriculum
  - First training course to be held August 2010
  - Concessions Facility Management 201 curriculum will be developed next
- Draft a standard scope of services that parks can use to contract for oversight services if desired
  - Advisory Group is drafting
- Draft RM 48A chapters
  - Construction
  - Asset management

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