

PLANNING PROCEDURES

A. GENERAL NPS PLANNING PROCESS

Congress is sometimes quite specific when writing the enabling legislation for a park area, which is then utilized by NPS in preparing a general management plan (GMP). The GMP delineates necessary and appropriate visitor and commercial services based on reasons the park was established as described in the enabling legislation. In other cases, management has little specific legislative direction in making these decisions, and must rely on general planning guidelines and procedures.

1. Summary: Planning for Units of the National Park System

The following excerpt from NPS-2 gives a clear and concise summary of the general planning process used by NPS to guide the establishment of services and facilities within a park area. A basic understanding of this process is essential prior to a discussion of concessions planning since (1) concessions planning is based upon NPS planning procedures, and (2) general NPS planning and concessions planning ordinarily need to be closely coordinated and integrated.

Planning for Units of the National Park System

Public Law 95-625, the National Parks and Recreation Act of 1978, requires the preparation and timely revision of general management plans for each unit of the National Park System.

For recently authorized areas, planning is initiated after an activation memorandum is prepared and distributed by the Office of Legislation. For other units, plans are scheduled and prepared as needed. The purpose of each NPS area is usually defined in its enabling law, presidential proclamation, or executive order, and documented in the statement for management. Planning is to achieve the purpose of the park by providing specific guidance for preservation, use, and development.

Planning begins with the identification of issues, problems, and objectives to be addressed in the plan. This process is begun by the park superintendent who, with assistance from region and Denver Service Center personnel, prepares a statement for management (SFM). The SFM is updated and reviewed every two years to assure that it reflects a current view of the park in its regional context.

The statement for management gives a concise description of the park's purpose and the way it is currently being managed, operated, and utilized; an analysis of influences on management and use; a status report on plans and studies underway and completed; major issues and problems; and the management objectives to achieve the park's purpose. The SFM does not contain decisions or prescribe solutions. It does provide park management with an assessment of conditions from which it can determine the nature and extent of needed studies, plans, and design.

The statement for management leads directly to an analysis of the plans and tasks that must be done to resolve issues and achieve objectives. Park, regional, and DSC personnel bring an interdisciplinary expertise into this task analysis during the preparation of the Outline of Planning Requirements (OPR) and its related Development/Study Package Proposals, or 10-238s. The OPR is a priority listing of the studies and surveys needed to provide the information base for planning and compliance and the plans and designs needed for the park. The 10-238s request programming and funding for the tasks during the next five years, and provide the details and justifications for tasks accomplishment.

Once a task is programmed and funded a task directive is prepared. This is a written agreement between the regional director, the park superintendent, and the person assigned to accomplish a task. Based upon the requirements of the 10-238, it sets forth the focus and scope of work, methodology and products produced, opportunities for public participation, responsibilities and talents required, and a schedule of completion dates and costs. The task directive is prepared and kept up-to-date by the office assigned to accomplish the task.

The major planning document for all parks is the combination general management plan/environmental document. It sets forth the basic philosophy for a park and provides the strategies for resolving issues and achieving identified management objectives usually within a 5-10 year time frame. The strategies presented in the GMP are those required for resource management and visitor use. Based on those strategies, any necessary development for efficient park operation, protection and use are identified. The assessment of environmental impacts and other required compliance documentation are included in the document.

The specific contents and instructions for preparing the plan are contained in the GMP chapter of NPS-2. The GMP may be fairly general or very specific depending upon the nature of the park, the planning issues, available information, and time and funding. In complex planning efforts, development concept plans and other more detailed planning efforts and studies may flow out of the GMP. If the plan is not very detailed, it may lead directly to design drawings and implementing actions without intervening steps. (Emphasis supplied)

The draft document is circulated to the public and other agencies for review and comment. After a minimum review period of thirty days, the regional director reviews the environmental impacts, reassesses nonenvironmental factors, evaluates public and agency comments, and modifies the proposal as necessary. After NEPA and other compliance requirements have been met, the GMP is approved, printed, and distributed.

Implementing plans are prepared for subjects that may not be adequately covered in the GMP or that are prepared subsequent to it. Examples are:

- development concept plans, for more detailed planning guidance in a specific area of the park
- wilderness plans, where specifically required or where such plans are consistent with general guidance for wilderness studies contained in the Wilderness Act of 1964
- land resource protection plans, prepared for parks which contain land not owned or directly administered by the National Park Service, identifying methods by which these lands will be protected (less-than-fee and fee)
- concessions management plans
- interpretive prospectuses
- special planning efforts or studies that may be required to resolve major issues (Emphasis supplied)

## 2. Visitor Use and Concessions Operations

The following excerpt is from the chapter on general management plans, concerning the visitor use element of a GMP and subsequent implementing plans.

The visitor element of the GMP includes decisions on issues relating to the desired visitor experience and on the activi-

ties and levels of use that will be accommodated. Visitor use strategies address, as necessary, such topics as access and circulation, information and orientation, interpretation of resources, recreational and cultural activities, and visitor services, including those provided by concessioners or entities outside of park boundaries. Existing visitor activities and services to be retained, expanded, restricted, or phased out are described, as well as new activities to be provided.

Appropriate use and facility capacities are established in this discussion, based on resource limitations, desired park experiences, and energy and safety considerations. The determination of acceptable levels and types of uses and the means of accommodating them should draw heavily on the capacity analysis for natural and cultural resources.

The anticipated visitor experience and the types of activities and services that will be accommodated are described in this narrative, generally by geographic area. Strategies to ensure public health and safety are determined. In a GMP for a large or complex park, a chart may be useful to summarize existing uses and services to be retained in each park area, new uses and services to be added, and uses and services to be restricted or eliminated.

The GMP may address issues regarding the provisions of necessary visitor services by the private sector, either outside the park or through adjustments in existing concession operations. Such planning may require information on existing operations, length and terms of contracts, ability to provide contracted services, availability of interested profit and nonprofit corporations, and potential for development outside of the park by the agencies or the private sector. Any decision for an increase or decrease in services by the private sector or concessioners must be realistically obtainable and supported by sufficient economic analysis to show that there is reasonable opportunity to realize a profit. The need for economic analysis is particularly important when a decision calls for substantial investment by the concessioner or for a reduction in the scope of services that would reduce the concessioner's economic base. The GMP should call for a concessions management plan (along with development concept plans) when the park requires more detailed decisions to tie the concessions strategies of the GMP to the legal and practical considerations involved in obtaining needed visitor services from private enterprise. (Emphasis supplied)

## B. ROLE OF PLANNING IN CONCESSION CONTRACTING

### 1. The Planning Phase

The process which results in the execution of a concession contract or permit can be divided into two phases: (1) the planning (and operations review for renewal considerations) phase, and (2) the contracting phase. In the first phase, a rationale is developed for determining whether a concession should or should not be authorized (or renewed). If it is decided it should, the second phase begins with the development of a Prospectus or Fact Sheet leading to the execution of a contract or permit.

In the planning phase, it must be determined if a concession operation is (or continues to be) necessary and appropriate to the mission of the park. The planning sequence as outlined in Chapter 2, must be well thought out and documented, with this process starting well before the proposed implementation date. If capital investments are proposed, an economic feasibility study must be prepared. If a renewal of an existing contract or permit is being examined, a review of the existing operation is also required. Simply stated, the planning phase presents a case for authorizing or renewing a contract/permit, or documents why the proposal is unnecessary, inappropriate, and/or infeasible.

### 2. Concession Planning/Contracting Flow Chart

Exhibit 1 is a flow chart that provides a general "macro" view of the requirements, procedures and responsibilities for both the planning and the contracting phases of the concession contracting process. As such, it can serve as a handout when explaining the process to interested parties. More detailed check lists are provided in Chapter 4.

## C. CONCESSIONER PARTICIPATION IN PLANNING

Input by a concessioner into NPS planning efforts should be in the form of assistance in basic data collection and in review as a member of the public. Concessioners provide visitor services at our request. Whenever NPS considers making changes in the services to be provided, it is valuable as part of the data collection effort to be able to deal openly with concessioners to determine possible effects and to explore alternatives for mitigation of adverse effects. As an example, working with a concessioner when removing and replacing facilities could lead to alternatives which would not otherwise be considered. It must be clear that NPS makes the decisions, and that those decisions are based on more than economic reasons.

In redefining the concessioner's role in planning, great care must be taken to define the extent of participation. A concessioner needs to be able to

discuss, plan, argue, provide information, and suggest alternatives freely and openly . . . this is a part of data collection. They must, however, be excluded from the actual decision-making process. They should have only the responsibility to participate in data collecting, not the authority to participate in decision making.

#### D. CONCESSION PLANNING SUMMARY

##### 1. Elements in the Concession Planning Process

Concessions planning may be performed at any level. For example, planning for a simple permit renewal can and should be done at the park level, while planning for a controversial, complex and/or major concession contract should be carried out by professional planners and concession analysts in the regional office and/or Denver Service Center (DSC).

The elements of a concessions planning effort can include a number of actions and products, in different combinations depending upon the problem, proposal or contract action to be studied, and what prior planning has been completed.

These elements may include:

- general management plan
- development concept plan
- park-wide concessions management plan
- developed area concessions management plan
- market analysis (visitor use studies)
- economic feasibility study
  - market analysis
  - location/site analysis
  - financial analysis
- operational reviews
- historic structures review
- design review

From this list, it can be seen that "planning," as considered in this guideline, potentially includes several financial, operational and design oriented studies, as well as broader planning efforts in the development of "plans." These tools can also be used as independent means to assist in resolving problems or developing proposals.

##### 2. Task Directives

A task directive should be prepared as the first step of any planning effort. All concerned must be in agreement as to what the problem or proposal

is, what steps will be taken, and which planning tools will be used in resolving the question at hand. Task directives can be prepared by park, regional or DSC personnel, and are usually approved by the regional director. A considerable amount of time may be devoted to developing and reviewing the task directive. However, this effort is a useful exercise in and of itself in understanding the problem and how to approach it. It will also help in avoiding misunderstandings, and as such, contribute considerably towards a successful planning effort.

#### E. CONCESSIONS PLANS

A concessions plan is an action document to provide a park further direction not specified in a GMP for the management of its concession activity. A concessions plan may be done independently or as a component of other plans (i.e., GMPs and DCPS). It may be park-wide in scope, or a separate plan may be prepared for each developed area, perhaps as a means of implementing the concession activity portion of a DCP. In the latter case, a park-wide plan should be prepared to provide consistency in concessions planning for the park.

When a concession plan is prepared independently of another planning effort, an integrated process must be pursued which considers those planning requirements outlined in NPS-2 and NPS Management Policies. Integrating and coordinating concessions policies and procedures with established NPS planning guidelines and goals and park planning documents is fundamental to the formulation of a comprehensive concessions plan.

In the GMP portion of NPS-2 it states that the "GMP should call for a concessions management plan (along with development concept plans) when the park requires more detailed decisions to tie the concessions strategies of the GMP to the legal and practical considerations involved in obtaining needed visitor services from private enterprise." This would also be possible when a park is developing DCPs.

There is no set format for a concessions plan. However, the following elements should be considered:

- A statement covering the historic perspective of concessions activities in the park.
- A statement of purpose of each major service.
- A statement identifying the role of concessions services in relation to other services within the park.
- A statement covering an analysis of existing, planned or potential visitor services and facilities outside the park area.

- A statement explicitly covering the rationale for the recommendations required under the fundamental criteria (necessary and appropriate).
- A statement describing how proposed new/expanded/reduced/altered concessions programs will be implemented (description, timetable, cost factors, effect, etc.). This element should include any relevant information useful in documenting proposed actions for all interested parties.
- A statement describing contracting methods and timetable, and identifying need for policy exception, if applicable.

In support of such statements, visitor use, demand and/or market studies may be required. In all cases where a capital investment is to be considered, a financial feasibility study should be done as a part of the CMP.

In summary, a concessions plan may be necessary to implement a GMP or DCP, or to provide a rationale for other concessions management decisions within a park. Concessions plans are usually prepared on a park-wide basis, however, in very large parks, the plan may include sections on separate areas within a park, or the park may choose to prepare separate implementing concessions plans, perhaps in conjunction with the development of DCPs. A concessions plan is an action plan -- an implementation plan. As such, it must be useful, understandable to all concerned, realistic in its course, and complementary to the park GMP and DCPs.

#### F. FEASIBILITY ANALYSIS

Once a concession facility or service concept is developed, it is necessary to analyze the feasibility of the concept before approving it. It may be an attractive idea, but will it work financially? Is it capable of producing a quality service and at the same time provide the concessioner with a reasonable opportunity to make a profit? These answers are important to the park manager, because if the "profit line" suffers, the concessioner's ability to service his/her debt, replace furnishings and equipment, and subsequently provide an acceptable level of service will also suffer.

To better estimate a concessioner's opportunity for profit, an economic feasibility study or a financial analysis of each proposed new concession operation must be accomplished before a prospectus or fact sheet may be issued. (This applies to contracts only.) If such a study is not warranted, the record must show the reason why it is not needed. If the concessioner has performed a similar study, (and do not automatically assume that it has), request a copy for comparison purposes.

Feasibility studies include an analysis of the concessioner's potential market, the effect of location/site considerations, and a financial analysis.

It may be a relatively simple study, or a very lengthy one depending upon the complexity of the proposed concession operation.

1. Market Study

The purpose of a market study is sometimes misconstrued as solely being a sales effort to increase a concessioner's business. "Marketing" studies for this purpose are conducted by marketing and sales directors of hotels and resort areas. The primary use of "market" studies by the Service is to determine visitor needs from the perspective of supply/demand and competition. It provides a definition of the market in terms of numbers and types of visitors to the area (demographics), latent demand, occupancies, competition, local market indicators and trends, etc. From this information, one can develop a better understanding of how a specific type of service may be received by a park's visitors.

2. Economic Feasibility Study

An economic feasibility study, as considered in this guideline, has several components:

- a market study, as discussed above
- a location/site analysis
- concept refinement
- financial analysis

Outside a park, location/site analyses are conducted by businesses in search of a general location or specific site for a new facility. Inside a park, such an analysis is useful in determining the best site within a designated development area for a specific facility. Considerations include accessibility from primary roads, visibility, traffic flow, parking, signage, availability of utilities, park zoning requirements and restrictions, etc.

Following the market study and location/site analysis, it may be necessary or desirable to refine the original development proposal. For example, it may be determined that the style, type or level of service to be offered should be changed, or that the long-term viability of the proposed service is seriously questionable. This step in the process allows for a second look at the original idea before proceeding to the financial analysis.

The financial analysis portion of the study generally includes the development of pro forma financial statements, with supporting cash flow, return on investment (ROI), break-even, etc., analyses. A pro forma is a projection based on income and expense assumptions. It provides management an idea of how viable a concession operation would be under various business conditions. The pro forma is accompanied by a list of notes detailing the assumptions used in developing the pro forma. From this information, proposals can be evaluated to

determine which combination of factors will lead to a concession operation which will serve the public, and also provide the concessioner with a reasonable profit. A word of caution -- a pro forma is only as good as the validity of the assumptions used to prepare it, and as such, the entire document requires careful, critical scrutiny by all reviewers.

The pro forma, together with the market location, and other financial data included in the study, are then analyzed to determine a recommended course of action.

### 3. Cost-Effectiveness

The NPS Planning Process Guideline (NPS-2) requires "innovative, practical, and truly cost-effective solutions to the issues" contained in general management plan proposals and alternatives. Emphasis must be placed upon consideration of development costs and economic feasibility in selecting from alternative proposals those which are economically viable and defensible. The evaluation of concession proposals should include construction cost estimates for NPS support services, as well as concessioner construction. NPS operating costs should also be estimated as well as any other costs resulting from natural resource, pollution, noise or other considerations. This overall cost analysis is an important element in the final consideration of a concession proposal.

## G. OPERATIONAL ANALYSIS

An in-depth review of a concessioner's operation would be useful prior to the renewal of its contract or when serious operational problems appear to be evident. This can be accomplished through use of WASO or regional concessions personnel, field concessions analysts with particular types of expertise, the DSC Concessions Branch, or an outside consultant. Through such a review, information can be gathered for use in determining future visitor needs, the effectiveness of existing programs, and future contract requirements. It may also be possible to determine if changes in operating procedures might enhance the concessioner's financial health.

## H. USE OF HISTORIC STRUCTURES AND SITES

### 1. NPS-28 PROVISIONS

Any request by a concessioner for improvement, modification, or extensive maintenance on a structure or site that is considered of historic value should be processed within the compliance provisions of Section 106 of the National Historic Preservation Act. Additionally, NPS-28 requires that all structures or structural remains over fifty years old shall be afforded the same considerations that are required for recognized historic structures. The above compliance is generally completed concurrently with the compliance procedures of the National Environmental Policy Act of 1969 (NEPA).

The following provisions from NPS-28 address concession agreements and the management of concessions in historic structures:

Concession Agreements

The Concessions Management Act (P.L. 89-249) establishes a system for providing for public accommodations, facilities, and services that are necessary and appropriate for public use and enjoyment of the park. Under these provisions, the Secretary is authorized to contract for those services he deems desirable for park visitors. These contracts could permit concessioner use of historic structures. Further, improvements may be eligible for tax relief under the provisions of the Economic Recovery Tax Act of 1981. The concessioner should be advised to seek legal counsel on specific application for tax relief.

Management of Concessions in Historic Structures

Many concessions within the park system operate in historic structures. Those structures that are under the jurisdiction and control of the National Park Service, or in which the Service has a legal interest, shall be located, inventoried, evaluated, and nominated to the National Register in accordance with Section 110 of the National Historic Preservation Act (amended 1980).

In general, such structures shall be managed in accordance with the mandates found in chapter 5 of the "Management Policies" and with the guidelines presented in NPS-28. The following specific precautions with respect to these structures are required:

- Design compatibility criteria found in NPS-28 apply to additions and alterations to existing historic structures and to construction of new facilities adjacent to them or within a historic district.
- Interior finishes, elements, and fixtures are to be evaluated for their significance. If they are significant and are to be preserved, a preservation program will be developed.
- NPS-owned furnishings must be evaluated for their historic significance; if found to be significant they will be accessioned and catalogued into the park's museum collection and preserved as required. Adequate

storage and curation are to be provided if they are left in a historic structure or if it is necessary to remove them.

- Maintenance agreements that account for any special needs of the historic structure should be incorporated in the contractual arrangement between the National Park Service and the concessioner.

- Fire detection/suppression and security systems required for public and structural safety shall be designed to be as unobtrusive as possible and located to result in minimum impact or alteration upon the structure while still meeting applicable codes and being effective.

- All proposals for concessioner projects, whether initiated by the concessioner or the Service, are to be submitted to regional cultural resources specialists and concessions management specialists for review.

NPS-28 permits construction of contemporary structures in historic zones, provided that:

The construction of contemporary structures, including additions to historic structures, in historic zones, or adjacent to or in visual or physical association with historic structures shall be in harmony with the existing historic structures. The contemporary structures shall be of modern design that neither duplicates nor mimics the adjacent or associated historic structures but rather blends with the historic structures.

In addition to the above considerations, it should be recognized that in some instances, too much may be required in terms of maintaining or restoring the historic integrity in a structure, to the point of precluding a concessioner's ability to make a profit. The alternatives are to modify the operation or to relocate or abandon the project.

## 2. Historic Preservation Investment Tax Credits

The Economic Recovery Tax Act of 1981 revised earlier authorizations of tax incentives for the rehabilitation of historic buildings. Special investment tax credits (ITC) are now possible for qualified rehabilitation of certified historic structures.

Rehabilitation costs must exceed the greater of \$5,000 or the adjusted basis of the property (cost of the building plus capital improvements less

accumulated depreciation). Concessioners are considered lessees, who are qualified to receive the tax credit, if the remaining term of the lease (concession contract) on the date the rehabilitation is completed, is at least 15 years.

A building may be certified by the Secretary of the Interior as historic if (1) it is located in the National Register of Historic Places, or (2) it is located in a registered historic district and the Secretary certifies that the building is of historic significance to the district. Many concessioner buildings fall within one of the three age categories, and if renovation is contemplated, could benefit greatly from the ITC program.

Regional National Register Programs offices and chiefs of concessions, or the DSC Concessions Branch, can provide additional information on this program.

### 3. Leases and Exchanges of Historic Property

Title 36 CFR 18, "Leases and Exchanges of Historic Property", Special Directive 82-12, "Policy on Historic Property Leases and Exchanges", and NPS-38, Historic Property Leasing Guideline, provide regulation, management policy, and guideline in offering National Park Service historic property for lease and for proposals for negotiated leases, and for exchange of property.

See NPS-38, for a discussion of factors to consider when determining which type of authorization, concession or historic property, is applicable to retail commercial activities which might be located in historic properties. Generally speaking, historic properties will not be leased if "it is determined that the use(s) proposed are 'necessary and appropriate for public use and enjoyment of the national park area' under the Concessions Policy Act of 1965 (16 U.S.C.20)." Refer to the Associate Solicitor's memorandum and accompanying discussion found in NPS-38 for situations involving existing preferential rights.

## I. DSC CONCESSIONS BRANCH

### 1. Concessions Assistance Requests

Concessions-related planning performed by the DSC Concessions Branch will generally focus on either (1) concessions plans, (2) planning for new commercial visitor services and facilities, or (3) planning for renewal (including expansion or reduction) of existing authorizations. The Branch will prepare a planning document, or a technical (i.e., feasibility analysis, market study, operations review) report to be used in a planning effort. Requests for assistance originate at a park, a regional office, the Washington Office (WASO) or one of the DSC teams.

Requests from regions and parks are usually initiated through an informal Concessions Assistance Request (Exhibit 2) from the regional office to the Chief, DSC Concessions Branch. This informal request may be a result of a 10-238 planning effort. Other times it is a direct response to concessions contracting, operational or planning need. A task directive is then developed including legislative and planning history, documents relevant to the proposed study, a problem statement, proposed products, methods and responsibilities, programmed funding, and participants in the study. The directive may be drafted by either the regional office or the DSC Concessions Branch. It is finalized by the Branch, formally reviewed by the DSC Chief of Professional Support, park superintendent, and the WASO Concessions Division, and approved by the regional director.

Requests from DSC teams are usually initiated on a more informal basis because of the proximity of the teams, and finalized by a memorandum from the appropriate assistant manager. Regional chiefs of concessions are kept advised by the DSC Concessions Branch of these projects.

Funding of Branch participants in these studies normally comes from the Branch (which is WASO base funded), or as part of a larger planning effort (GMP, DCP, etc.). Regions and parks pay only for their direct participation in the study.

## 2. Priorities

Requests may conflict between the General Management Plan/Development Concept Plan (GMP/DCP) priority system established by WASO, and the concession contract renewal process. Therefore, it becomes incumbent to establish a procedure for integrating these two systems of priorities.

The establishment of priorities for scheduling concessions-related planning will be based upon the following guidelines:

(1) General management plans, development concept plans, and new area studies requiring concessions planning input will be in accordance with the Servicewide priority sequence established by WASO and scheduled by the Manager, DSC.

(2) Requests for concessions contract-related planning or analysis may be originated by regions or the WASO Concessions Office and submitted to the Chief, Concessions Branch, DSC, with copy to WASO Concessions. In cases of potential conflict with other contract-related planning, the assignment will be discussed by the Branch chief with the WASO Concessions Division and the regional concessions chief, with priorities established by WASO Concessions.

(3) Requests for review of architectural plans and drawings prepared by a concessioner will be submitted by the regional director to the

DSC manager. The appropriate DSC assistant manager will include the DSC Concessions Branch in the review of the plans and drawings.

(4) When conflicts arise between planning priorities established by the GMP/DCP process and those established by the DSC Concessions Branch, resolution of said conflicts will be by the Chief, Concessions Division, WASO, after appropriate consultation with the Associate Director, Planning and Development.

### 3. Design Review

The DSC Concessions Branch participates in the DSC review of designs prepared by concessioners or their architects and submitted by regional offices to DSC for review and comment. The process for submitting designs for DSC review is found in Section III Chapter 17.

CONCESSIONS PLANNING/CONTRACTING FLOW SCHEDULE

Example Dates (Hypothetical)

- January 1, 1983      1. Planning phase is initiated as a result of:  
General Management Plan (GMP) or other planning effort for a park; or an independent concessions planning effort, or  
Planning effort in advance of expiration of an existing authorization (concession contract or permit)
2. Concessions planning criteria (legal, policy, planning, environmental, cultural, demand, feasibility, etc.) are considered, and  
In instances involving potential renewals, an in-depth review of the concessioner's previous years' performance is conducted; and a written intention to renew is requested from the concessioner.
3. Planning generally commences about two years prior to new authorization (one year if involving expiration of short-term permit; perhaps longer than two years if part of GMP process), and  
Is the responsibility of the park, with assistance of regional office (and Denver Service Center in some instances).
- October 1, 1983      The above tasks and an environmental assessment are completed. For a renewal, a large amount of background information must be assembled. See Section II Chapter 6.
- December 1, 1983      Decision is made to authorize concession activity. (See Chapter 5, ¶D for decision authority)
- January 1, 1984      The development of a Prospectus (New Authorizations) or a Fact Sheet (Renewals) begins.
- April 1, 1984      A public notice announcing proposed concession operation is published in local newspapers or the "Federal Register" for 60 or 90 days for interested parties to submit offers.
- (Following dates based on 90-day period.)
- July 1, 1984      Evaluation of offers begins.
- August 1, 1984      Regional director notifies applicants in writing as to the selection, and negotiations begin with successful applicant.

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September 1, 1984	Proposed contract is finalized and sent to successful applicant.
October 15, 1984	Contract is sent to Congressional committees for 60-day review period.
December 15, 1984	Regional director signs contract.
January 1, 1985	Contract in effect.

\_\_\_\_\_ Date

CONCESSIONS ASSISTANCE REQUEST

Concessions Branch, DSC

1. Park or Subject: \_\_\_\_\_
2. Proposed Task(s): Feasibility Study \_\_\_\_\_ Market Study \_\_\_\_\_  
Design Review \_\_\_\_\_ Other \_\_\_\_\_
3. Target Completion Date \_\_\_\_\_
4. (a) Concessioner \_\_\_\_\_ Location \_\_\_\_\_  
Contract Requirement? \_\_\_\_\_ Contract Expiration Date \_\_\_\_\_  
  
(b) GMP/DCP Project? \_\_\_\_\_ Planning Deadlines \_\_\_\_\_  
Concessions project must: precede \_\_\_\_, follow \_\_\_\_, be conducted  
concurrently \_\_\_\_\_

5. Region/Park will provide the following data and assistance:

6. Scope of Work Required (Provide enough information to permit WASO and DSC to understand nature and complexity of project. You need not submit a detailed or final task statement. A task directive will be prepared later.)

7. Other Comments

\_\_\_\_\_ Requester

Send request to:  
Chief, Concessions Branch  
Denver Service Center/PC

\_\_\_\_\_ Title

cc: WASO Concessions

\_\_\_\_\_ Park/Office