

**NATIONAL PARK SERVICE**

Since 1998 the NPS has restructured its processes for acquiring construction design and construction project supervision. While Government personnel previously provided these services, the transformation of the processes now has all construction supervision and 90% of all design requirements satisfied through support contracts.

By shifting from a project-focused activity to a project management and standards activity the NPS has experienced new successes and achievements. NPS has established more meaningful and professional associations with the design community on both a national and local level. Greater emphasis on the development of common construction specifications is helping to standardize the facilities maintenance and support function. These efforts are foundational to increasing the authority of superintendents to execute projects at the local level, within the standards and specifications developed. This transformation has simplified the funding of the entire construction program, providing for base funding of the Denver Service Center activities within established funding metrics developed to reflect significant major projects components and cost drivers.

**OFFICE OF AIRCRAFT SERVICES**

The Office of Aircraft Services (OAS) serves as the Department's central contracting office for the acquisition of aviation services. In this role OAS has been instrumental in facilitating the evaluation of cost effective alternatives to the delivery of the needed services and equipment to support bureau missions and priorities.

OAS has developed an understanding of the discreet factors that differentiate inherently governmental and commercial type aircraft services activities in the Federal government. Building on this awareness they have been able to fashion a competitive acquisition process that allows comparison of solutions on a best value basis. The use of best value contracting techniques has provided for more cost effective delivery of services while raising safety standards and promoting the economical operation of aircraft. At the same time, the discernment used to select the best value contractor also allows the OAS staff to objectively determine when the performance of work duties is either inherently government or representative of a core commercial functionality that needs to be retained. It has allowed them to determine when equipment needs to be government-owned and when complete divestiture is more appropriate. Decisions reflecting this more business-like approach have changed the lead plan requirements for the fire fighting missions, smokejumper aircraft requirements and fleet aircraft maintenance needs in Alaska.

