

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



Standards, Evaluations, and Rate Approval (SERA) Update

Concessions Management Advisory Board
September 2010

SERA Scope and Strategy



- Continuing to concurrently address the three components of SERA
- Concluding Phase 1 Services
- Collaborating to obtain input and perspective
- Developing Implementation Plans

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Classifications and Standards

Classifications and Standards



- Work Completed
 - Benchmarked industry, NPS and concessioners
 - Conducted pilots and workgroups
 - Developed final draft classifications and standards
 - Prepared Pilot Park-level impact analyses
 - Began recommended strategy for implementation
 - Identified on challenges and needs

Classifications and Standards



■ Pilot Scope

Park	Lodging	Food and Beverage	Retail/Grocery
ZION	<ul style="list-style-type: none"> • ZION Lodge & Western Cabins 	<ul style="list-style-type: none"> • Zion Lodge Restaurant • Zion Lodge Snack Bar (not yet operating) 	<ul style="list-style-type: none"> • Zion Lodge Gift Shop
YOSE	<ul style="list-style-type: none"> • YOSE Lodge • Ahwahnee Rooms & Cottages • Wawona • Curry Village Lodge Rooms & Tent Cabins • Housekeeping Camp 	<ul style="list-style-type: none"> • Mountain Room Restaurant & Bar • Ahwahnee • Wawona Dining Room • Curry Village Pavillion • Degnan's Deli • Pizza Patio 	<ul style="list-style-type: none"> • YOSE Lodge Gift Shop • YOSE Lodge Nature Shop • YOSE Grocery (Prelim) • Curry Village Mtn. Shop • Ahwahnee Sweet Shop • Ahwahnee Gift Shop • Habitat Yosemite
GRTE/ YELL	<ul style="list-style-type: none"> • Jackson Lake Lodge & Cabins • Jenney Lake Lodge • Colter Bay Cabins • Colter Bay Tent Camp • Old Faithful Lodge • Lake Hotel and Cabins • Lake Lodge and Cabins 	<ul style="list-style-type: none"> • Jackson Lake Lodge Pioneer Grill & Mural Room, Bar & Coffee Cart • Jenney Lake Lodge • Colter Bay Ranch House Restaurant • Colter Bay Café Court • Jackson Lake Breakfast Cruise • Old Faithful Dining Room • Lake Hotel Dining Room • Roosevelt Cookout Temporary Food 	<ul style="list-style-type: none"> • Jackson Lake Lodge Shops (Sundries, Gifts and Souvenirs, Fine Gifts, Apparel) (Casual) • Colter Bay General Store & Gift Shop
GRCA	<ul style="list-style-type: none"> • GRCA El Tovar 	<ul style="list-style-type: none"> • GRCA El Tovar Dinning Room • GRCA Bright Angel Dinning Room 	

Classifications and Standards



■ Results

Lodging

- Upscale
- Midscale
- Basic
- Rustic



Food and Beverage

- Fine Dining
- Casual Dining
- Cafeteria/Snack Bar
- Mobile /Temp. Food Service
- Bars/Cocktail Lounges



Retail

- Souvenirs, Gifts, Specialty Retail
- Grocery/Convenience





Classifications and Standards

- Key Conclusions
 - More detailed classifications and standards will be useful
 - Classification process complexity will vary
 - Classification must be consistent with Park plan
 - A Luxury or “Grand Collection” is not appropriate
 - Historical status is valuable but should not be part of classification



Classifications and Standards

- Key Conclusions (Cont.)
 - Many standards are already being addressed
 - Some unique standards are necessary for the NPS
 - Some common standards challenges exist
 - Deviations should be considered as “exceptions”, not relaxed standards

Classifications and Standards



- Work Plan and Timeline
 - Finalize Phase 1 classifications and standards (Fall/Winter 2011)
 - Finalize Plan and guidance to classify properties (Winter 2011)
 - Pilot use of classifications and standards (Spring /Summer 2011)
 - Implement plan for Servicewide classifications (Fall 2011)
 - Begin Phase 2 Services Classifications and Standards (Winter 2011)
 - Implement updated classifications and standards (TBD)

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Concessioner Review Program

Concessioner Review Program



- Work Completed
 - Conducted industry benchmarking
 - Analyzed legal framework
 - Obtained input from NPS and concessioners
 - Assessed current processes and opportunities during pilot site visits
 - Identified several key implementation challenges and needs

Concessioner Review Program



- Key Conclusions
 - Move toward multiple attribute approach
 - Process should recognize “beyond satisfactory” performance and provide rewards when achieved - in consideration of legal and policy allowances
 - Tie classifications, performance and rates
 - New program will result in greater, not less complexity and may demand additional resources

Concessioner Review Program



- Work Plan and Timeline
 - Develop evaluation tools for Phase 1 services classifications and standards (Fall 2010)
 - Evaluate cost, logistical, legal and other factors for enhanced evaluation program (Fall/Winter 2010)
 - Develop Revised Concessioner Review Program Plan and Guidance (Winter 2011)
 - Pilot revised processes and tools (Spring/Summer 2011)
 - Update and Develop Revised Plan and Guidance (Fall/Winter 2011)

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Rate Administration

Rate Administration



- Work Completed
 - Administered and analyzed surveys
 - Conducted existing legal and policy analysis
 - Completed Industry benchmarking
 - Collected field data
 - Participated in workgroups
 - Developing Recommendations and Implementation Strategy

Rate Administration



■ Key Conclusions

- Current rate administration processes are burdensome and do not reflect industry
- Core menu for Food and beverage is an effective method but sometimes misapplied
- Mark-up sometimes does not reflect accurate industry pricing
- Structural and institutional challenges exist

Rate Administration Strategy



- Recommendations and Implementation Strategy
 - Start with Phase 1 Services (some approaches will translate to other services)
 - Implement new methods over time addressing infrastructure, park/concessioner orientation and other developmental needs
 - Develop advance guidance and pilot to test new methods strategies

Rate Administration Strategy



- Recommendations and Implementation Strategy

Service	2010	2011	2012	2014
Lodging	<i>Comparability/ CMD</i>	<i>Comparability/ CMD</i>	<i>Market Pricing/ Comparability</i>	<i>Market Pricing/ Standard Room/ Comparability</i>
Food and Beverage	<i>Core Menu/ Comparability</i>	<i>Core Menu/ Comparability</i>		
Retail	<i>Markup/CMD/MSRP/ Comparability</i>	<i>MSRP/CMD/ Markup/ Comparability</i>	<i>Market Pricing w/Core Necessities Markup/ Comparability</i>	

Work Plan and Timeline



■ Lodging

- Issue guidance to improve use of Comparability (Fall 2010)
- Develop guidance on use of Standard Room Method (Winter 2011)
- Develop guidance on Market Pricing criteria and process (Spring 2011)
- Conduct Standard Room and Market Pricing pilots (Spring/Summer 2011)
- Revise policy and procedures based on pilots (Fall 2011/Winter 2012)

Work Plan and Timeline



- Food and Beverage
 - Issued additional Core Menu guidance and training (Winter/Spring 2011)
- Merchandise
 - Develop guidance on “Core Necessities” method
 - Pilot core necessities method
 - Revise policy and procedures based on pilots (Fall 2011/Winter 2012)
- Other Services
 - Begin assessment of next set of services (2011)

Closing



- 2010 activities focused on data collection, analysis and identification of new strategies for 3 core services
- 2011 will focus on
 - developing guidance for and testing implementation of new process and procedures for these services for roll-out in 2012-2014
 - Expanding to the next set of services
- Looking to have completed all services by 2015