

National Park Service



**Update on Standards, Evaluation and
Rate Approval**

**Concession Advisory Board Meeting
August 25, 2005**

WASO Concessions Program



Agenda

- Introduction
- Background
- Focus Group Research Review
- YELL and GRTE SERA Pilot Test Review
- Next Steps

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Why SERA?

- **Goal of Operational Evaluation Program:**

“Ensure park visitors are provided quality facilities and services which are safe, sanitary and attractive at levels they would expect from the private sector operating outside NPS areas” -Draft Concession Operating Manual

- **Implementation Objectives**

-The NPSCP processes reflect industry best practice, are easy to understand, consistently implemented and have a positive impact on the visitors, the NPS and the concessioners.

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Background

- Initiative commenced in 2001 with establishment of SERA working group
- PwC delivered report in Summer 2002 outlining need for change
- PwC commenced work in Fall 2002 on classifications and standards for lodging, food and beverage, retail and marina
- Draft classifications piloted in Summer 2003 at YELL and GRTE
- Focus group research commenced in Summer 2003
- Fall 03/Winter 04 Classifications and standards updated based on focus group findings

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Yellowstone and Grand Teton National Park SERA Pilot Test Review

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YELL and GRTE Test Pilot

- *July 2003 – Yellowstone and Grand Teton Concessions Management staff met with PricewaterhouseCoopers to test draft asset classifications, operating standards, and facility standards.*



The Test Pilot was to “reality-check” the classifications and standards that had been developed by the Standards and Evaluation Working Group.

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Summary of Pilot Findings

Issue

Findings

CLASSIFICATIONS

Do the assets at the test Parks fit into the current classifications?

Most assets in the pilot could be categorized by the draft asset classifications

Are these classifications applicable to all assets?

Some Park areas may require multiple classifications to accurately describe the services and facilities offered.

STANDARDS

Are these standards realistic to implement in the field? Are they too onerous on the staff?

The majority were already adhered to or the Concessioner was aware of them and did not feel that they were overly onerous, with the exception of the marina standards.

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Pilot Findings – Potential Obstacles



Obstacle	Example / Description
Capital	Marina decking standards are reasonable; the question is whether it is worth the additional investment (and possible LSI).
Staffing, Seasonality, and Volume	Many service deficiencies (particularly in food and beverage) are not intentional; they are merely a by-product of high volume and inadequate staff training.
Existing Conditions and Infrastructure	Ability to put hair dryers in hotel rooms may be tested due to electrical infrastructure of the facility; existing store size and location may limit aisle-width and location of check-out stations.

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Next Steps

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Next Steps

- Task 1: Draft Standards and Classification for Lodging, Food/Beverage (F&B) and Retail
- Task 2: Develop Maintenance Standards and Classifications for Lodging, Food/Beverage (F&B), and Retail
- Task 3: Coordinate review of the existing General Standards for Risk Management and Public Health and the proposed new draft General Standard for Environmental Management
- Task 4: Pilot Test classifications and standards for Lodging, Food/Beverage (F&B), and Retail Asset categories
- Task 5: Complete Development of Draft C&S for Marinas
- Task 6: Operational Performance Review Program Update
- Task 7: Rate Approval Program Review

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Task 1: Draft Standards and Classification for Lodging, Food/Beverage (F&B) and Retail

- Review and resolve the remaining comments received from the NPSCP and the SERA working group
- Develop general definitions for “operational standard” and “facility standard”
- Develop definitions for classifications recommended for Lodging, F&B and Retail
- Review the existing evaluation forms (e.g., Form 10-628, 10-629, 10-630) currently used by the NPSCP Concessioner Review Program

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Task 2: Develop Maintenance Standards and Classifications for Lodging, Food/Beverage (F&B), and Retail

- Review the existing maintenance standards and provide recommendations
- Compile the maintenance standards that have been incorporated into new concession contracts for Lodging, F&B and Retail
- Identify stakeholders and review preliminary recommendations
- Develop a general definition for “maintenance standard”

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Task 3: Coordinate Review of the Existing General Standards For Risk Management and Public Health and the Proposed New Draft General Standard for Environmental Management

- Review the existing Risk Management and Public Health Standards and evaluation forms
- Review the existing Draft Environmental Standards
- Identify and develop recommendations in coordination with representatives from each of the Program areas
- Update and prepare the Draft standards for Risk Management, Public Health and Environmental Management and evaluation forms

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Task 4: Pilot Test Classifications and Standards (C&S) for Lodging, Food/Beverage (F&B), and Retail Asset Categories

- Test Version 1.0 of the Draft C&S
 - Minimum of 2 parks, including a large park and a medium-sized park with a representative sample of the asset categories
 - Each pilot will include park management, park concession staff and/or concessioners
 - Each pilot will begin with a 3-5 day on-site introductory and implementation session and a close-out session
- Develop a summary of the pilot results

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Task 5: Complete Development of Draft C&S for Marinas

- Review existing maintenance standards for Marinas
- Compile the maintenance standards that have been incorporated into new concession contracts for Marinas
- Review the Draft NPS Clean Marina Guidebook for possible inclusion into the standards
- Identify stakeholders and review preliminary recommendations
- Update and prepare draft maintenance, operating and facility standards for Marina classifications

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Task 6: Operational Performance Review Program Update

- Review existing Operational Performance Review Program policies, guidelines and processes
- Evaluate existing rating system as identified in NPS-48
- Identify and detail the types of skills and knowledge needed by park, region and WASO staff to implement an updated NPSCP Operational Performance Review Program
- Present proposed recommendations to the SERA working group
- Revised and update recommendations

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Task 7: Rate Approval Program Review

- Research and document existing rate methods used by all parks with concession contracts
- Review and develop recommendations for updating the NPSCP Rate Approval Program
- Identify and detail the types of skills and knowledge needed by park, regional and WASO staff to implement an updated Rate Approval Program and identify what will be required to professionally analyze and conduct rate analysis/approvals
- Compile the Core Asset utilization data used in new concession contracts
- Review recommendations with SERA working group and identified stakeholders
- Revised and update recommendations