

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



# Concessioner Chat

## Concessioner Review Program Updates

May 4, 2016

# Topics



- Introduce updated standards
- Introduce the new “AOR Workbook” and evaluations
- Address changes in:
  - Service Standards and Operational Performance Evaluation
  - Program Standards and Evaluations (e.g. Risk Management)
  - Administrative Compliance (formerly Contract Compliance)
  - Annual Overall Rating



# Why did we change?

- Standards, evaluation methods, and tools not fundamentally reviewed or changed in 30 years
- Changes requested to:
  - Reduce subjectivity
  - Better recognize performance
  - Address current industry practices
  - Address program gaps and changes
  - Increase use of current technologies



## How did we do it?

- Hospitality Consultants assisted
- NPS and industry practices reviewed and draft standards developed
- NPS workgroups rigorously commented
- Concessioners engaged through numerous tests of standards and evaluations
  - FIIS, GOGA, GLCA, GRCA, GRTE, NAMA, SHEN, WHIS, LAKE, YELL, YOSE, ZION
- Processes were used to validate continuity with existing standards scope and evaluation results



# UPDATED SERVICE STANDARDS



## Service Standards

- Significant multi-year effort Service-wide
- Defined both service type and classification  
(e.g., lodging-upscale, lodging-midscale)
- Removed “general” standards and cover those applicable in each service-specific standard
- Provide more detail but cover same basic elements  
(e.g., Exterior, Interior, Operations)
- Still Provide an A,B,C Rankings  
(i.e., Major, Moderate, Minor)
- Add primary focus areas  
(i.e., Life Safety/Health, Resource Protection, Visitor Satisfaction, Cleanliness/Condition, Accessibility/Legal)



# Service Standards

<b>Automobile Service Station (AUT)</b>	<b>Guided Fishing &amp; Hunting (GFH)</b>	<b>Marina (MAR)</b>
<b>Bathhouse (BAT)</b>	<b>Golf Course (GOL)</b>	<b>Medical Clinic (CLI)</b>
<b>Boat Rental - General (BOG)</b>	<b>Guided Air (GAI)</b>	<b>Parking Facilities (PAR)</b>
<b>Boat Rental – Houseboats (BOH)</b>	<b>Guided Land (GLA)</b>	<b>Public Laundry (LAU)</b>
<b>Campground (CAM)</b>	<b>Guided Mountaineering (GMO)</b>	<b>Public Showers (SHO)</b>
<b>Day Care (DAY)</b>	<b>Guided Water (GWA)</b>	<b>Rentals – Recreation Equipment (REN)</b>
<b>Employee Dining Room (EDR)</b>	<b>Horse and Mule Operations (HMO)</b>	<b>Retail (RET)</b>
<b>Employee Housing (EHO)</b>	<b>Ice Skating (ICE)</b>	<b>Ski Tows and Lifts (SKI)</b>
<b>F&amp;B – Backcountry (FBK)</b>	<b>Kennels (KEN)</b>	<b>Snorkel &amp; SCUBA (SNS)</b>
<b>F&amp;B – Bars and Cocktail Lounges (FBB)</b>	<b>Lodging - Basic (LGB)</b>	<b>Swimming Pool (SWI)</b>
<b>F&amp;B – Casual Dining (FBC)</b>	<b>Lodging - Hostels (LGH)</b>	<b>Tennis Courts (TEN)</b>
<b>F&amp;B – Fine Dining (FBF)</b>	<b>Lodging – Midscale (LGM)</b>	<b>Transportation – Vehicle (TVV)</b>
<b>F&amp;B – Temporary (FBT)</b>	<b>Lodging – Rustic (LGR)</b>	<b>Transportation – Vessel (TVF)</b>
	<b>Lodging – Upscale (LGU)</b>	<b>Water Taxi (WAT)</b>

\* Some standards contain further classification (e.g., Retail classification include convenience, grocery, gifts and souvenirs)

# Service Standards



B. Retail – Interior			
13	<b>Entrance Area</b> - Store entrance and waiting areas are clean and well-maintained. Entrance furnishings are appropriate, clean, and well-maintained.	B	CC
14	<b>Windows, Doors, Walls, Ceilings, Floors, and Screens</b> - Floors, walls, and ceilings are clean and well-maintained. Doors, windows, and screens are clean, operational, and fit adequately to exclude rodents and insects. Windows and doors do not have excessive signage.	B	CC
15	<b>Aisles</b> - Aisles are sufficiently wide to accommodate 2-way foot traffic and carts in grocery areas. Aisles are uncluttered and free from obstructions and tripping hazards. Aisle signs are visible, accurate, and numbered.	A	CC
16	<b>Public Restrooms</b> - Restrooms are clean, ventilated, well illuminated, and well-maintained. Restrooms have hot and cold running water. Toilets, sinks, and urinals are clean, free of stains and chips, and operational. Toilet tissue and disposable towels or hand dryers are available. Soap is provided in bulk dispensers. Women's or unisex restrooms have a covered waste receptacle in every stall. The disposal containers are clean and emptied at least daily. A cleaning inspection log is maintained and posted.	A	CC
17	<b>Public Signs</b> - Public signs are appropriately located, accurate, and well-maintained. Permanent signs are consistent with NPS standards, and were approved prior to installation. Temporary signs are professional in appearance. Signage is neatly arranged.	B	VS
18	<b>Illumination</b> - Lighting is adequate and appropriate for the retail type. Light fixtures are clean and operational, with no empty sockets or burned out bulbs.	B	VS
19	<b>Ventilation/Climite Control</b> - Public spaces are adequately ventilated and maintained at a temperature consistent with visitor comfort.	B	VS
20	<b>Drinking Fountains</b> - Water fountains are clean and operational.	B	CC
21	<b>Noise Level</b> - Background music and intercom systems are operational. Music is played at an appropriate level for customers and cannot be heard in adjoining areas.	C	VS
22	<b>Store Merchandise Shelving and Displays</b> - Shelving and display fixtures are clean, well-maintained, and suitable to the retail type. Shelving has rounded or beveled edges in areas of visitor contact. Displays are secure and adequately balanced.	B	CC
23	<b>Fitting Rooms</b> - Fitting rooms have doors, curtains or other means of assuring privacy, adequate mirrors, clothes hooks, and appropriate seating. Fitting rooms are neat, clean, and well-maintained. Abandoned items are promptly restocked.	B	VS
24	<b>Merchandise Carts and Shopping Baskets</b> - A sufficient number of shopping carts, baskets or bags are provided. Carts and baskets are clean, well-maintained, and well-organized in designated areas.	B	VS
25	<b>Produce Section Amenities</b> - Grocery produce sections have clean, operational, and calibrated scales. Produce bag dispensers are well stocked.	B	VS
26	<b>Checkout Area</b> - Checkout areas are marked or easily identifiable. Checkout	B	VS

## OPERATING STANDARDS FOR MERCHANDISING OPERATIONS - NO. V

### A. FACILITY EXTERIOR

1. **Structure Condition.** Refer to General Standard, Element No. 1. (B)
2. **Grounds.** Refer to General Standard, Element No. 2. (B)
3. **Public Signs.** Refer to General Standard, Element No. 3. (C)
4. **Garbage and Trash.** Refer to General Standard, Element No. 4. (B)

### B. FACILITY INTERIOR

5. **Public Restrooms.** Refer to General Standard, Element No. 5. (A)
6. **Public Signs.** Refer to General Standard, Element No. 6. (C)
7. **Display/Sales and Other Areas.** In addition to General Standard, Element No. 7, the following shall apply. Display areas and aisles shall not be cluttered or crowded. Shelving and other display fixtures may be rustic, if appropriate but must be of high quality, good taste and appearance, and be suitably finished as to be easily cleaned and maintained. Professionally manufactured display equipment is recommended. Hanging or displaying of a variety of merchandise from rafters, ceilings ropes, chains, over windows, in doorways or in the aisles, etc., is not acceptable, unless normally hung that way in ordinary use. Overall, the shops shall have an uncluttered appearance. (B)

### C. OPERATIONAL

8. **Employee Performance.** Refer to General Standard, Element No. 8. (A)



# Service Standards

## ■ Implementation

- Standards and classifications embedded in new contracts
  - Operating plans identify exceptions
  - Standards not applicable for existing contracts can be N/A
- Beginning to be used in 2016
- Current plan is for voluntary adoption in existing contract
- Standards undergoing final editorial/consistency reviews
- Final standards being posted on Toolkits on Internal SharePoint and External Web Site



# PROGRAM STANDARDS



# Risk Management Program

- All contracts require a written RMP that meets standards.
- 1998 Standards
  - The park superintendent selects the elements/standards
  - Priority A elements cannot be waived. B and C Priority are based upon size and complexity
- 2016 Standards
  - Consistent with 1998
  - Defines common requirements for all operations; no A,B,C; size and complexity is reflected in detail within the RMP; some “Special Attention” items
  - Some indicators of performance in service standards
- Use beginning in 2016



# Risk Management Program

## 1998 Standard

### B. Inspections

1. Inspection schedule has been developed. (B)
2. Inspections are conducted as scheduled or required. (A)
3. Inspections conducted by trained and capable person. (B)
4. Inspection records kept for a minimum of three years. (C)

### C. Deficiency Classification and Abatement Schedules

1. Imminent danger deficiencies abated and action plans developed within time limits. (A)
2. Serious “hazard” deficiencies abated or action plans developed within time limits. (B)
3. “Non-serious hazard” deficiencies abated or action plans developed within time limits. (C)

## 2016 Standard

### 7 Inspection and Corrective Action

- 7.1 Safety inspections are conducted as specified in the contract and RMP or as otherwise necessary to effectively manage operations safely. Formal and routine inspections are scheduled, conducted, and documented. The inspections are conducted by qualified personnel as described in the RMP.

- 7.2 Imminent danger, serious, and non-serious hazard deficiencies (see definitions) identified by internal or external inspections are analyzed, corrected, or mitigated within the contract or RMP required timeframes. Any deviations from these timeframes are accepted by the park and documented.

### 8 Emergency Incident Investigation and Abatement

- 8.1 Accidents/incidents are responded to in a timely and effective manner.
- 8.2 An investigation is conducted for every accident/incident.
  - The investigation includes an analysis to determine the cause.
  - Corrective action is taken to mitigate recurrences of the accident/incident.



# Environmental Management Program

- All concessions should have an “EMP”
- Cat I and II Contracts require a written EMP; ISO 104001 not required
- 2005 Criteria
  - Draft evaluation criteria based on contract (Sec 6 or Sec 4)
- 2016 Standards
  - Formalize criteria from draft
  - Continue to be based on contract requirements
    - Documented and implemented EMP
    - Other Standard Contract requirements (e.g., reporting, notification, clean-up)
- Some indicators of performance in service standards
- Use beginning in 2016

# Environmental Management Program



## Contract Requirements

## 2016 Standards

EMP (Cat I, Cat II, Cat III if specified):

- 1.1 Policy
- 1.2 Goals and Targets
- 1.3 Responsibility and Accountability
- 1.4 Documentation and Document Control
- 1.5 Reporting
- 1.6 Communication
- 1.7 Training
- 1.8 Monitoring, Measurement, and Corrective Action

Environmental Data, Notifications, Reports and Approvals

Corrective Action (i.e., Remediation)

Natural, Cultural and Archeological Resource Management (e.g. IPM)

1. Environmental Management Program Scope
  - 1.1 The concessioner's EMP scope (whether documented or undocumented) covers the environmental objectives and environmental management aspects applicable to the operation...
  - 1.2# The EMP is documented
  - 1.3 The EMP establishes the concessioner's environmental policy...
2. Responsibility and Accountability
3. Training
4. Documentation and Documentation Controls
5. Communications
6. Reporting
  - 6.1\* All documents, reports, monitoring data, manifests, notices and other documentation required to be submitted to regulatory agencies are submitted on time and in accordance with Applicable Laws. ....
  - 6.2 \* Notices of any discharges, release or threatened release of hazardous or toxic substance, material or waste are reported in a timely manner to the NPS in accordance with the contract.
  - 6.3\* Any written, threatened or actual notices of violation of Applicable Law from any environmental regulatory agency are reported in a timely manner to the NPS in accordance with the contract.
7. Monitoring, Measurement and Corrective Action
8. Other Contract Requirements

# Asset Management and Public Health Programs



- Asset Management Standards
  - Requirements are defined in the Maintenance Plan for Cat I and II contracts - no “stand-alone” standards
  - Some indicators of maintenance performance in service standards
  - No new implementation (already required as Maintenance Plan requirements)
- Public Health Standards
  - NPS Public Health Service oversees
  - Requirements contained in Current Food Code, Model Aquatic Health Code (MAHC)<sup>1</sup> and International Swimming Pool and Spa Code (ISPSC)<sup>2</sup>, USEPA Regulations for water and wastewater, Etc.
  - No new implementation



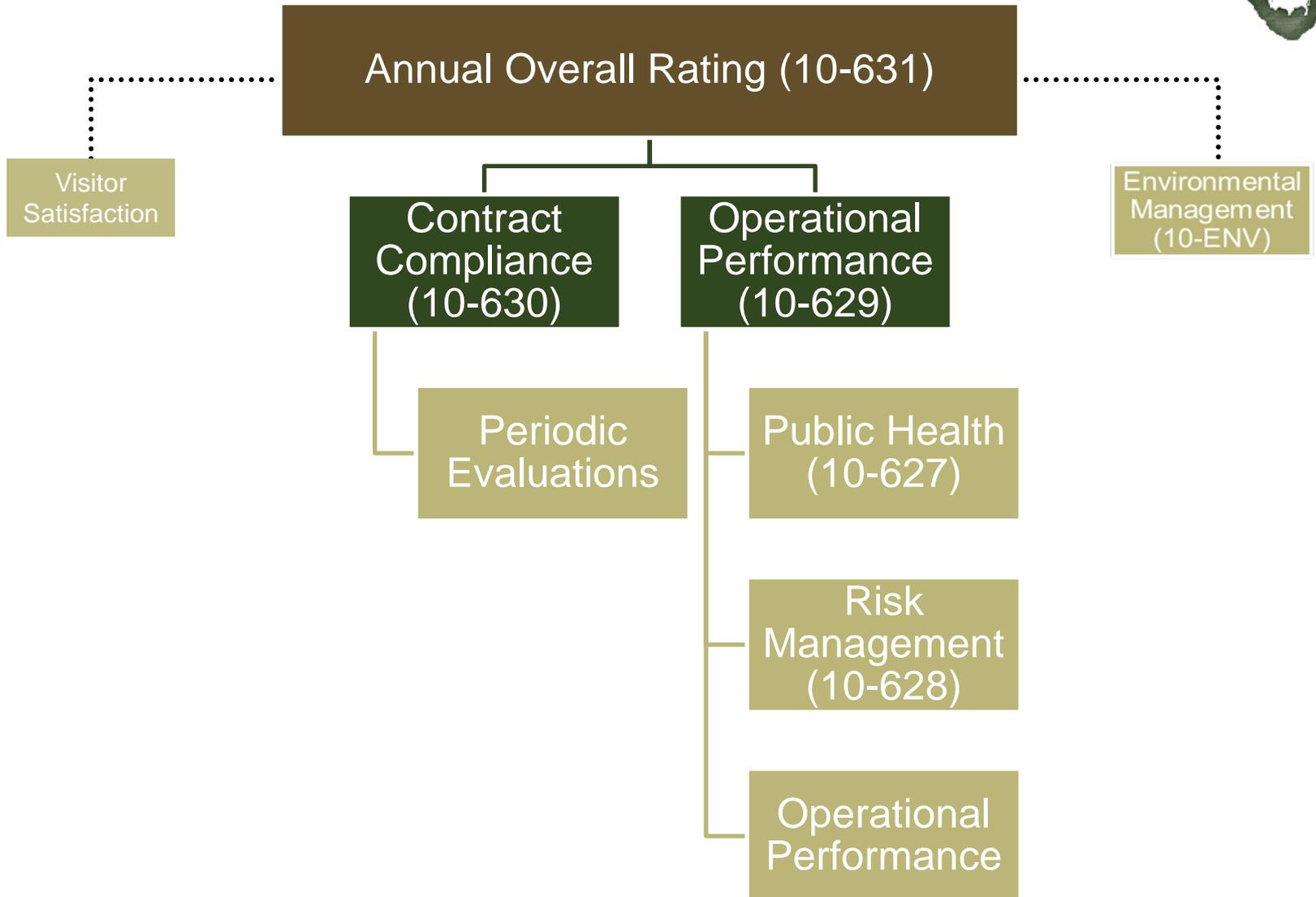
# UPDATED EVALUATION PROCESSES



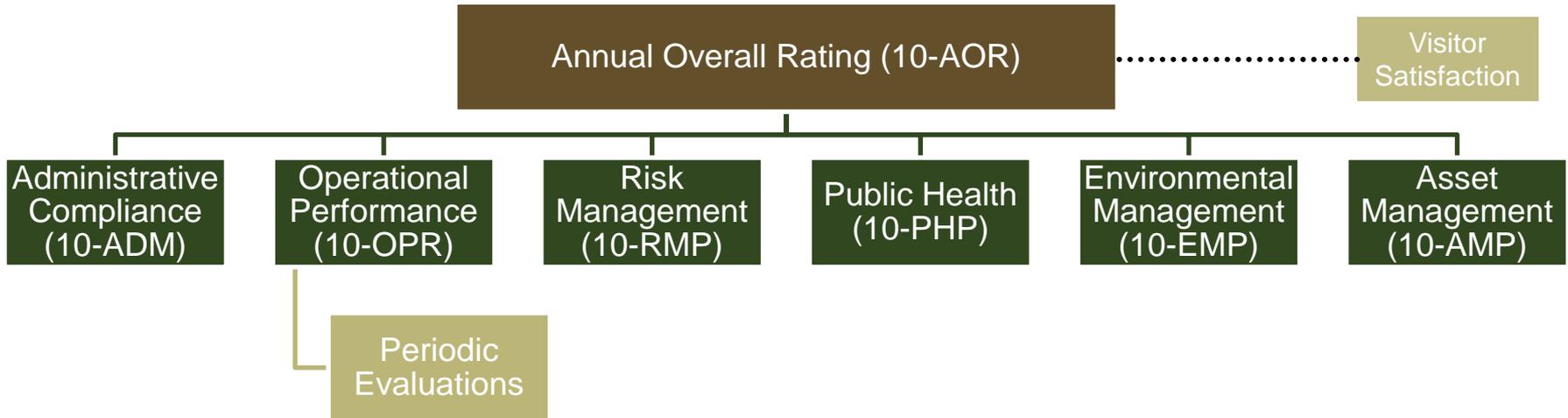
# Evaluation Key Changes

- Reorganized
- Addressed revised standards
- Modified the scoring methodologies
  - Generally built on 0 to 100 scale with some special/critical attention items
- Created a new “superior” rating
- Developed an Excel-based AOR Workbook

# Evaluation Organization Prior



# Evaluation Organization New



# AOR Workbook



Three overlapping Microsoft Excel workbooks are shown, each titled "Concessioner AOR Evaluation".

**Workbook 1 (Left):** "United States Department of the Interior - National Park Service Form 10-631 - Annual Overall Rating". It includes fields for Park, Concessioner Name, Contract Number, and Contract Term Effective Date. A table lists categories like Public Health, Risk Management, and Administrative Compliance. A "FINAL SCORE" section is visible at the bottom.

**Workbook 2 (Middle):** "United States Department of the Interior - National Park Service Periodic Concession Evaluation Report Form 10-630 - Administrative Compliance Report". It includes fields for Park, Concessioner Name, Contract Number, Concessioner DBA, 1965 Lease Contract (Y/N), and Year of Operation. It contains an "Instructions" section and a table with columns for Element Type, ID, and Element.

**Workbook 3 (Right):** "United States Department of the Interior - National Park Service Periodic Concession Evaluation Report Form 10-622 - Concession Operational Performance Report". It includes fields for Park, Concessioner Name, Contract Number, Concessioner DBA, 1965 Lease Contract (Y/N), and Year of Operation. It contains an "Instructions" section and a large table for "Periodic Evaluation Scores" with columns for Location/Facility, Service Type, Weighting, and Periodic Evaluation Scores (PERI, PERE, PERI, PERE, Average - PE Score), and Weighted Score.

The workbooks are displayed in a layered view, showing the top ribbon and menu bar of each. The taskbar at the bottom shows various application icons including Windows Explorer, Internet Explorer, and Microsoft Word.



# Periodic Evaluations

- Review of service-specific performance
- Field approach is unchanged (frequency, methods)
- New Excel-based forms reflect new standards
- Scoring is modified to address expanded standards set and to clarify thresholds
  - Still 1 to 5 rating
  - A rated standards based on number
  - B and C thresholds as a percent
- Forms undergoing final tweaks and testing
- Can use existing forms and scoring until new forms are launched



# Operational Performance Evaluation and Report (10-OPR)



- Annual roll-up of periodic evaluations
- New weighting approach; established jointly by park and concessioner

Location / Facility	Service Type	Weighting	Periodic Evaluation Score(s)					Weighted Score
			PE #1	PE #2 (if app)	PE #3 (if app)	PE #4 (if app)	Average PE Score	
Wonderfalls Lodge	Lodging - Midscale	3 - High	5	4	5		4.7	14.0
Wonderfalls Grill	Food and Beverage – Fast Casual	3 - High	5	5			5.0	15.0
Greater Falls Gift Shop	Retail - Merchandise, Recreation Specialty	3 - High	4	5			4.5	13.5
Hotel Shuttle	Transportation - Shuttle Services	1 - Low	3	4			3.5	3.5

Operational Performance Score (0-100)	92.0	Superior = 90 - 100 Satisfactory = 70 - 89 Marginal = 50 - 69 Unsatisfactory = ≤49
Rating	Superior	

- Must provide justification for weighting

Use the space below to justify/explain the weighting system adopted in the table above

The Wonderfalls lodging, restaurant and gift shop are very popular operations and receive the majority of the visitor use and revenue so these three services have a weighting of 3 (high). The concessioner also operates a shuttle service to one of the park trailheads, which was given a weighting of 1 (low) because this service is rarely used by visitors.

# Administrative Compliance Evaluation and Report (10-ADM)



- Formerly “Contract Compliance”
- Tool for verifying a concessioner’s compliance with the contract’s administrative terms
  - Includes services, fees, insurance, reporting requirements, etc
  - Also includes operating and maintenance plans
- No fundamental change in process
- Identifies special attention items
  - Maximum score of “marginal”

# Administrative Compliance Evaluation and Report (10-ADM)



Element Type	ID	Element	In Compliance? (Yes, No, N/A)
1. Services and Operations	1.1	All services provided by the Concessioner are required or authorized.	Yes
2. Concessioner Personnel	2.1	The Concessioner has established and implemented policies and procedures for pre-employment screening, hiring, training, employment, review of employee conduct, and termination of employees in accordance with the Contract.	Yes
	2.2	The Concessioner is in compliance with Applicable Laws relating to employment and employment conditions including those in the Non-Discrimination Exhibit of the Contract.	Yes
	2.3	The Concessioner has developed and implemented appropriate training programs for employees in accordance with the Contract.	No
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? <b>If no, move to section 4.</b>	No
		i. Did the Concessioner inform the park superintendent?	
		ii. Did the Concessioner rectify the violation(s) in a timely manner?	
		iii. Was violation closure documentation submitted to the park?	
4. Concession Facilities and Government Personal Property	4.1	The Concessioner only operated within the Assigned Land and Concession Facilities as identified in the Contract.	Yes
	4.2	Government personal property assigned to the Concessioner is maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	Yes
	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of Exhibit A of the Contract.	Yes
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? If yes, answer the following questions. <b>If no, move to section 6.</b>	Yes

# Administrative Compliance Evaluation and Report (10-ADM)



- Special Attention Items:
  - Tracking and Payment of Required Fees
  - Indemnification and Insurance
  - Accounting Records and Reports
  - Utilities
  
- Effects on Rating
  - 1-2 Special Attention Items not in compliance = 10-ADM rating capped at Marginal
  - 3+ Special Attention Items not in compliance = 10-ADM rating capped at Unsatisfactory

# Risk Management Program Evaluation and Report (10-RMP)



- This is still an administrative review of the concessioner's documented program and its implementation
  - Includes record reviews, interviews with staff, and periodics.
- Special Attention Items- Reporting, Inspections and Corrective Actions, Hazard Incident Investigations and Abatement, and Management Review

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Risk Management Program (RMP) Scope	1.1	The RMP is documented, and its scope covers the ten risk management elements. Furthermore, the RMP scope addresses the risk management objectives and aspects applicable to the operation, including: <ul style="list-style-type: none"> <li>• legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices</li> <li>• employee and visitor hazards</li> <li>• operational, facility and natural hazards</li> </ul>		
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: <ul style="list-style-type: none"> <li>• compliance with Applicable Laws</li> <li>• providing a safe and healthful environment for employees, park staff and visitors to the extent possible</li> <li>• assigning responsibilities</li> <li>• providing staff and resources</li> <li>• monitoring performance</li> </ul>		
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.		
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.		
		RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: <ul style="list-style-type: none"> <li>• personnel (e.g., number of staff, experience and skills)</li> </ul>		

# Environmental Management Program Evaluation and Report (10-ENV)



- Still a review of the concessioner's program and its implementation
- Formalizes process begun in 2005 and previously considered in AOR narrative
- Some criteria (i.e., standards) apply for all; others only Cat I and II
- Special Attention Items: Reporting and Monitoring, Measurement, and Corrective Action

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Environmental Management Program (EMP) Scope	1.1	The concessioner's EMP scope (whether documented or undocumented) covers the environmental objectives and environmental management aspects applicable to the operation including: <ul style="list-style-type: none"> <li>• legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices</li> <li>• facilities and operations</li> <li>• natural and cultural resources</li> </ul>		
	1.2#	The EMP is documented.		
	1.3#	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: <ul style="list-style-type: none"> <li>• compliance with Applicable Laws</li> <li>• protecting and conserving park resources and human health</li> <li>• assigning responsibilities</li> <li>• providing staff and resources</li> <li>• monitoring performance</li> </ul>		
	2.1#	The concessioner must identify an environmental officer and/or program manager and document this assignment in the EMP. The environmental officer must meet the contract		

# Public Health Program Evaluation and Report (10-PHP)



- Required if your concession contract has food and beverage operations.
  - May include Guide and Outfitters, Pools and Bath Houses
- Public Health Consultant provides the 10-622 to the park in addition to the individual public health inspections.

FACILITY INFORMATION			
Facility Type	Number of Facilities	Facility Name(s)	Comments / Notes / Remarks
Restaurants/Cafeteria			
Snack Bars			
Grocery			
Pre-Pack			
Bar			
Backcountry			
Temporary (Identify)			
Temporary (Identify)			
Temporary (Identify)			
Vending			
Mobile			
Other1			
Other2			
Other3			
Other4			
Other5			
Total # Facilities:			

INSPECTION INFORMATION		
<b>Instructions:</b> Fill in the yellow cells below with the number of Public Health inspections that achieved the corresponding rating (e.g. for the first box, enter the number of inspections where the concessioner achieved a "Satisfactory" rating).		
	# Inspections	Points
# Satisfactory		
# Marginal		
# Unsatisfactory		
Total		

Final Score (0-100)

Rating


Satisfactory = 85 – 100\*  
 Marginal = 50 – 84  
 Unsatisfactory = ≤ 49

\* If the final rating falls within the Satisfactory numerical range but there is one or more Unsatisfactory inspections, the final rating is Marginal.



# Asset Management Program Evaluation and Report (10-AMP)

- This is an administrative review of the concessioner's asset management responsibilities defined in Maintenance Plan
- Applies to CAT I and II contracts
- Considers things like RMP plans and reports, requires inspections
- Augments former single check box on 10-ADM

Element Type	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Computerized Maintenance Management System (CMMS)	1.1	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format	No	
	1.2	All maintenance actions and associated expenditures provided on schedule	No	
	1.3	Computerized maintenance management system (CMMS) is developed, implemented and administered within the first year of the contract and is current every subsequent year of the contract	No	
2. Inspections	2.1	Concessioner annual inspection of facilities completed	Yes	
	2.2	Prior Service annual site inspection findings have been addressed	Yes	
	2.3	Service periodic evaluations findings associated with asset management of facilities have been addressed	Yes	
3. Annual Concessioner Maintenance Plan (ACMP)	3.1	The ACMP was submitted on time and addresses all required components including:		
		Preventative Maintenance	Yes	
		Recurring Maintenance	Yes	
		Scheduled Repairs	Yes	
		Unscheduled Repairs	Yes	
		Component Renewal/Replacement	Yes	
		Deferred Maintenance	Yes	
	Inspection Plans and Procedures	Yes		
3.2	Projected maintenance expenditures provided	Yes		



# Annual Overall Rating (10-AOR)

- Roll up of all the individual forms

Category	Score (0-100)	Rating
Administrative Compliance (10-ADM)		
Operational Performance (10-OPR)		
Public Health (10-PHP)		
Risk Management (10-RMP)		
Environmental Management (10-EMP)		
Asset Management (10-AMP)		

Final AOR Score	92.1	Superior = 90 – 100 Satisfactory = 70 – 89 Marginal = 50 – 69 Unsatisfactory = ≤49
Adjusted Final AOR Score	89.0	
Rating	Satisfactory	

- Opportunity for Superintendent to adjust score up or down with justification.
- Narrative Report supports the rating

Final Superintendent Approval / Signature	
<p><b>Instructions:</b> The park superintendent has the authority to adjust the final concessioner AOR score. Please use the space below to enter the final superintendent-approved score. If the score has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred.</p>	
Final Superintendent Approved Rating	<input type="text"/>
<p><b>Narrative</b> (explain reasoning for any changes made by the superintendent)</p>	
<p> </p>	



## Annual Overall Rating (10-AOR)

- Scores are Superior, Satisfactory, Marginal and Unsatisfactory
- If any given evaluation (form) score is marginal, highest AOR score possible is satisfactory
- If any give form score is unsatisfactory, highest AOR score possible is marginal



# AOR Workbook Implementation

- Voluntarily adopted in 2015
- Required to use beginning 2016 AOR reporting year
- “Soft-rollout”; processes are new after 30 years; we anticipate need to tweak
- Updates will be considered based on field use and feedback
- Parks and concessioners are urged to work together and give consideration during transition

# Where to Find

<https://www.nps.gov/commercialservices/>



## Helpful Links

- [Annual Financial Reporting](#)
- [Concessions Management Advisory Board](#)
- [GreenLine](#)
- [Evaluation & Pricing](#)

## Concessioner Tools and Information

Concessioner Tools and Information provides guidance materials for concessioners on a number of concessions operational issues. Information is grouped by topic area. Click to select the item of interest. Also visit the [Regulations](#) tab for the NPS policy.

### Environmental Management

- Healthy Foods

  - [CDC-NPS Healthy Foods Evaluation](#)

  - [Food for the Parks: Cases Studies of Sustainable Food](#)

  - [Food for the Parks: A Roadmap to Success Toolkit](#)

  - [Using Non-Approved Foods and Produce Sources](#)

  - [Backcountry Healthy and Sustainable Food Choices](#)

### Standards and Evaluations

- [Annual Overall Ratings Quick Guide](#)
- [Annual Overall Rating Workbook User Guide](#)
- [Annual Overall Rating Evaluation Workbook](#)
- [Asset Management Program Standards and Evaluation](#)
- [Environmental Management Program Standards](#)
- [Environmental Management Program Sample](#)
- [Risk Management Program Standards](#)
- [Risk Management Program Sample](#)

### Other Contract Management Tools

- [Accessibility](#)





# QUESTIONS

