United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P. O. Box 577
Yosemite, California 95389

IN REPLY REFER TO:
C6210 (YOSE-BRM/Y4-16)

	INITIAL	DATE
Supt./Dep.		
Admin.	(b) (6)	
BRM		
Interp.		
Fac. Mgmt.		
Planning		
Protection		
RMS		
Safety		
Branch Chief	(b) (6)	3/27

MAR 23 2017

(b) (6)
Vice President – Operations
Yosemite Hospitality
P.O. Box 306
Yosemite National Park, California 95389

Dear (b) (6)

Attached is the 2016 Annual Overall Rating (AOR) for Yosemite Hospitality, LLC (YH). Since this contract went into effect March 1, 2016, this AOR is a reflection of the contract effective date through December 31, 2016. The final AOR score is generated based on compliance and applicability of elements in each section. Please accept this letter as approval to receive a satisfactory overall rating on the YH 2016 AOR.

The National Park Service appreciates your continued commitment and effort to effectively serve both the public and the local community. We look forward to working with Yosemite Hospitality during the remainder of the contract.

If you have further questions, please contact Concessions Management Chief, (b) (6) at (b) (6)

Sincerely,

/s/ Palmer L. Jenkins

Palmer L. Jenkins
Acting Superintendent

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United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Year of Operation: **2016**

Park:	YOSE	**Contract Term Effective Dates:**	3-1-16 to 12-31-2031
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner Doing Business As:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		
Evaluator Name:	(b) (6)	**Date of Review:**	3/22/2017

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Auto Service Station	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food & Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2016

Park:	YOSE	**Contract Term Effective Dates:**	3-1-16 to 12-31-2031
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner DBA:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		

Table 1: AOR Score

Category	Score (0-100)	Rating
Administrative Compliance (10-ADM)	69.0	Marginal
Operational Performance (10-OPR)	88.0	Satisfactory
Public Health (10-PHP)	96.9	Satisfactory
Risk Management (10-RMP)	69.0	Marginal
Environmental Management (10-EMP)	92.9	Superior
Asset Management (10-AMP)	96.4	Superior

AOR Score	**85.4**
Adjusted AOR Score	**85.4**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.

Table 2: Superindendent Approval / Signature

Superintendent Approval / Signature

Instructions: 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. Please see Tab "Instructions and TOC" for instructions c signing AOR.

Superintendent Approved Rating **Satisfactory**

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature **Date** 3/23/17

Concessioner Signature (b) (6) **Date** 3/23/17

Table 3: Evaluation Narrative / Comments

Evaluation Narrative / Comments	
Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable. If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below. Note - To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph	
BIP / CFIP / Construction / Repair and Maintenance Reserve or rehab projects	The Degnan's Deli CFIP began on time. The project was plagued by abnormally wet winter weather and flooding that caused numerous road closures and contributed to construction delays. Despite two changes in concessioner construction managers, communication between the NPS and YH project staff was maintained and effective. The original planned completion date of March 1, 2017 was not met. As of the submission of this AOR, the project is in progress and a revised scheduled completion date has not been provided to the NPS. The RMR plan was submitted on time, but lacked sufficient detail. The concessioner has made significant progress correcting this and there are several RMR projects and YH funded projects properly reviewed and in progress. The lack of sufficient detail slowed down the review and approval process by the NPS, however recent submissions have been much more specific and have adequately detailed the changes to the physical environment and their impact to resources.
Leasehold Surrender Interest/Possessory Interest	This Contract transitioned from the previous concessioner on March 1, 2016 with $0 in Possessory Interest. No Leasehold Surrender Interest has been requested nor authorized in 2016.
Franchise Fees	Franchise fees were paid in accordance with the contract.
AFR	Due to this contract transitioning on March 1, 2017, no AFR was required during this period of review.
Insurance	MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they do not demonstrate that the insurance coverage meets all of YH's contractual insurance requirements. The discrepancies may be a matter of incomplete documentation, or an actual error in the insurance coverage. The discrepancies were provided YH in a letter enclosurer "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. Flood insurance, although listed, is not contractually required as the concessioner facilities are not found to be in a flood zone. NPS communicated this non-compliance in a letter to YH dated 11-3-16 and has not received a response.
Risk Management	The Risk Management Program Evaluation Report rating for 2016 is "Marginal" with an adjusted score of "69." The attached Risk Management Program Evaluation Report Form (10-RMP) contains further information about the concessioner's acitivities for the year.
Environmental Management	The Environemtnal Management Plan evaluation report rating for 2016 is "Superior" with an adjusted score of "92.86." The attached Environmental Managent Plan evaluation report form (10-EMP) contains further information about the concessioner's activities for the year.
Public Health	The Public Health Program Evaluation Report rating for 2016 is "Satisfactory" with a score of "96.88." The attached Public Health Program Evaluation Report Form (10-PHP) contains further information about the concessioner's acitivities for the year.
Asset Management	Several maintenance actions were submitted as Operation Proposals. Many of the proposals included changes to physical structures and they lacked sufficient detail. This slowed down the review and approval process by the NPS. Recent submissions and notifications have been much more specific and timely and have adequately detailed the changes to the physical environment and their impact to resources. This has resulted in a more responsive approach to proper asset management. Despite a deferred maintenance backlog, the Concessioner is developing corrective actions and increasing staffing to address the backlog. They have demonstrated a prioritized approach to raise overall asset conditions while protecting resource integrity.
Administrative Compliance Reporting	As noted above, Insurance complaince continues to be a concern for resolution. Please see above section on Insurance. The Administrative Compliance Report rating for 2016 is "Marginal" with an adjusted score of "69." The attached Administrative Compliance Report Form (10-ADM) contains further information about the concessioner's acitivities for the year.
Annual Visitor Use Statistics / Utilization Data	All required Visitor Use Statistics/Utilization Data has been provided to the Service; however, these reports were not consistently provided in a timely manner.

Problems/Issues and Resolution (include outstanding problems/issues and intended resolution)	Prior to transition, YH requested using different facility names in order to prevent liabilities incur in potential trademark violation with the previous concessioner. The names submitted and approved by the Park for use by YH are: Ahwahnee Hotel - The Majestic Yosemite Hotel, Wawona Hotel - Big Trees Lodge, Badger Pass - Yosemite Ski and Snowboard Area, Curry Village - Half Dome Village, and Yosemite Lodge - Yosemite Valley Lodge. Also, merchandise with "Yosemite National Park" was removed from inventory to prevent possible trademark violations with the prior concessioner. Transitioning the largest single concession contract within NPS with year-round visitor services is no simple task nor can an operator anticipate every challenge. During the March 1, 2017 transition YH encountered many difficulties. The complexity involving the installation of PCI-Compliant creditcard devices caused temporary interruption of the customer's ability to pay for services. This appeared to be limited to food and beverage outlets and retail, but was mitigated by appropriate guest recovery responses from staff. YH staff worked tirelessly to respond to this challenge and was able to process creditcard transaction in these outlets within 48 hours. YH is to be commended for the overall preparation and response to the transition, behaving promptly and professionally while maintaining all required visitor services. YH announced the Big Trees Golf Course was to open on May 12, 2016 though YH had not submitted a Golf Course Operating Plan as required in the contract. Due to NPS oversight of the wastewater leechfield associated with this course under permit with the CA Regional Water Control Board, YH was requested to provide an operating plan compliant to maintaining this permit. YH continued mowing the course but did not take control of water disbursement equipment until NPS, in working with YH, provided a Draft Operating Plan allowing full course turnover to YH and allowing public use. YH submitted two draft Golf Course Operating Plans for NPS review prior to receiving the NPS Draft Operating Plan. It was agreed by both NPS and YH that the NPS Draft Operating Plan would be utilized until such time as YH could submit a plan with comparable NPS components. On Nov. 30, 2016 YH submitted their third revised Golf Course Operating Plan to NPS for review. The Tuolumne Shuttle, an authorized for-fee service, opened on June 17, 2016. As the service opened without an approved rate, YH initially offered the service free. Once rates were approved , YH struggled to implement a for-fee service. This change was complicated by a the public's misunderstanding the basis of the change of free to a fee, and a Yosemite Guide issue stating this service was free. Though YH had received from the prior concessioner the visitor information for the High Sierra Camp Lottery in Jan 2016, YH did not notify visitors who had applied to the lottery until after April 2016, resulting in the public being unable to make definitve plans for HSC visitation. As a result, YH was unable to maximize occupancy to the HSCs, ending the season with an 82% occupancy rate for all HSCs. Also, YH began making meals-only reservations for Glen Aulin though the Contract specifically did not permit this service at GA. YH requested NPS to allow YH to honor this reservation but NPS declined, and required the concessioner to comply with the contract requirement. The Vogelsang High Sierra Camp opened on July 15, 2016 with a State of CA required "Boil Water Notice" in effect. YH cooperated with both NPS and USPH to develop operating plans for safe visitor services in response to this notice. Sunrise High Sierra Camp due to turbidity issues also received a "Boil Water Notice" on August 19, 2016 from the State. Due to the advance planning of the concessioner, both services were able to complete their season with safe public and employee services. The Park sent a letter dated September 2016 to YH requesting attention to contract reporting on the following topics which were either not provided, required greater clarity and/or not consistently provided as per the contract. The areas of concern identified are as follows: Monthly Profit and Loss Statements; Operational Statistics; Balance Sheets;Franchise Fee Funding Wire Advices; Visitor Transportation Services – Glacier Point Shuttle; Repair and Maintenance Reserve Activity; Visitor Transportation Services – Yosemite Valley Shuttle.
Accomplishments or Outstanding Work	YH successfully transitioned the largest single concession contract within the NPS. YH was able to establish sufficient employee labor agreements to provided uninterrupted services to the visitors of Yosemite. Also, they utilized the transition period to establish park partners and community member relationships. As mentioned above, the significance of YH's effort to affect a transition to active visitor services is unparalleled and to be commended. The concessioner submitted over forty Operations Proposals for NPS review ranging from proposed new services, changes in existing services, to changes in dates of services. The Service is appreciative of the concessioner's willingness to engage this contract mechanism to request review of proposed changes in visitor services. A Glacier Point Shuttle Service was initiated by YH at the temporary request of the Superintendent in order to prevent traffic issues at Glacier Point during peak summer visitation. This request was in response to the Mariposa Grove rehabilitation closure. The prior concessioner had offered this service during the 2015 summer season. The concessioner provided this service through the application of a 4% VTS add-on to food and beverage menus. The shuttle ran from May to September serving over 126K visitors.
Future Plans for Concession Operation(s)	The Concessioner has until March 1, 2018 to implement its proposed seasonal housing reduction from the Area as captured and required in Exhibit B-7: Employee Housing Operating Plan. The Concessioner continues to develop of the Grounds and Landscape Management Plan which was due 90 days after contract execution. By mutual agreement between the Service and YH, the concessioner will focus first on developing a plan specific to the Majestic Yosemite Hotel property after which the other properties will be developed. The concessioner has not submitted a Designated Staging and Storage Areas list as required in Exhibit H: Maintenance Plan, Part B, Section D)(5), but continues to work with the NPS to develop this list. The concessioner is encouraged to continue to provide all required reports in a timely and consistent manner. YH has formally requested to continue use of the General Office building with Yosemite Valley until such time as the General Office is scheduled for removal as provided for the in the Merced River Comprehensive Management Plan 2014. The Service has, at this time, not established a date for removal and has requested of YH formal confirmation that all administrative reductions required in the Operating Plan have been implemented. The concessioner will be provided appropriate notice in advance of the removal of the General Office.

Visitor Satisfaction	CONCESSIONER DATA For the period of March 1, 2016 to December 31, 2016 Yosemite Hospitality LLC (YH) collected 12412 surveys, with an average of 1,773 returned per month. A summary of the surveys has been submitted to the National Park Service (NPS) with the following results: - There is a five point difference in the five highest volume response concessioners: Half Dome Village 3,446 surveys - rating 75.2% overall customer satisfaction Yosemite Valley Lodge 2,344 surveys - rating 79.9% overall customer satisfaction Majestic Yosemite Hotel 1,134 surveys - rating 78.4% overall customer satisfaction Big trees lodge 979 surveys - rating 80.5% overall customer satisfaction Housekeeping Camp 948 surveys -rating 80.2% overall customer satisfaction - More than 80% (mean average) of the participants are likely to “return” (80.4%) to the concessioner or “recommend” (80.6%) the concessioner. When we compare the hotel (79.7%) and food service average scores (82.4%) to reference benchmarks by industry posted by ACSI (American Customer Satisfaction Index) we note that the YH ratings are competitive as a total population. However, relatively low outlier ratings are observed at Yosemite Valley Lodge Food Court (61.8% satisfied) and Village Grill (62.5% satisfaction). During the next 6 months we will target focused improvement efforts with these concessioners. PARK SERVICE DATA The Superintendent’s Office received 177 visitor comment letters involving YH operations during the period of March 1, 2016 to December 31, 2016. Comments received through social media sources (Facebook, Twitter, etc.) are not included in this report at this time. In these letters of correspondence there were 215 complaints and 8 compliments. Please note that many comments contained a combination of complaints, compliments, and/or suggestions about more than one facility or service. - The 8 compliments were almost all in reference to specific individual employees. These letters have been passed to YH. - The most complaints (75 out of 215 or 35%) were about the Tuolumne Meadows Shuttle. Chiefly visitors complained that there was a fee, that the fee system was complicated (sliding scale and per-use charges), that drivers could not easily make change and that there was insufficient signage or notice about the fee system to prepare visitors. - The second most complaints (41 out of 215 or 20%) were about customer service. Letters included examples of YH employees being rude, inattentive, apathetic or inadequately trained. Valley Shuttle Drivers garnered the most complaints (13) and Yosemite Valley Lodge staff the second most (12 including the front desk, tour desk, Food Court and Mountain Room). Note: The Valley Shuttle is free to visitors, which may account for more visitor comments than for-fee services. - The third most complaints (33 out of 215 or 15%) were about the reservations systems - particularly the website, reservations by phone, and the High Sierra Camp Lottery. The majority of these letters, however, were written earlier in the year which would indicate improvement in YH performance toward the end of the year. - NPS will continue to work with YH to improve the Tuolumne Meadows Shuttle operations, reservations for lodging, tours and High Sierra Camps, and customer service in Yosemite Valley.

Final Remarks:

Yosemite Hospitality has been working diligently to improve current services and provide more opportunities to the visitor and they continue to collaborate well with the NPS regarding any issues and concerns. Furthermore, their efforts to make improvements to the assets and reduce or eliminate the backlog of deferred maintenance are commendable. They continue to consult closely with the NPS to develop programmatic ways to address treatment of historic structures and cultural landscapes while allowing for enhanced visitor enjoyment.

United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2016
Contract Number:	CC-YOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("n/a") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "remarks" box at the bottom of the form to provide an explanation.

Note - Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

Note - For 8.B. - use the concessioner's due date for their 2015 Annual Financial Report to complete the evaluation. If the 2015 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes,No,N/A)
1. Services and Operations	1.1	All services provided by the Concessioner were required or authorized by the Contract.	Yes
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	Yes
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to section 4.**	No
		i. Did the Concessioner inform the park superintendent?	
		ii. Did the Concessioner rectify the violation(s) in a timely manner?	
		iii. Was the violation resolved and closure documentation submitted to the park?	
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	Yes
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	Yes
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to section 6.**	Yes
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.	Yes
	5.4	The Concessioner started the project on time.	Yes
	5.5	The Concessioner completed the project on time.	No
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.	Yes
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	Yes
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes

7. Indemnification and Insurance	7.1*	The Concessioner provided the Superintendent with a current Certificate(s) of Insurance.	Yes
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	No
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	Yes
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	N/A
	8.3	The Concessioner submitted the AFR on time.	N/A
	8.3*	The AFR was audited by an independent licensed or certified public accountant, if required.	N/A
9. Other Reporting Requirements	9.1	The Superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.	
		i. Visitor Use Statistics/Operating Reports	Yes
		ii. Customer Comment Reports	Yes
		iii. Hours of Operation	Yes
		iv. Management Listing	Yes
		v. Inventory of Waste Streams	Yes
		vi. Employee Handbook	Yes
		vii. Add additional pertinent reports	
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A
	10.2	If the name of the business has changed in the past year, give new name below:	
11. Subconcessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:	
		No subconcessions have been requested nor authorized.	
	11.2	All subconcessions were approved by the Superintendent.	N/A
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes
13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	Yes
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	Yes
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the Operating and Maintenance Plans not otherwise addressed in the administrative compliance, service or program-specific reviews.	Yes

REMARKS
Use the space below to justify or explain any non-compliance or non-applicable elements indicated in the table above.
Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Element ID	Remark
7.2	MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they do not demonstrate that the insurance coverage meets all of YH's contractual insurance requirements. The discrepancies may be a matter of incomplete documentation, or an actual error in the insurance coverage. The discrepancies were provided YH in a letter enclosurer "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. Flood insurance, although listed, is not contractually required as the concessioner facilities are not found to be in a flood zone. NPS communicated this non-compliance in a letter to YH dated 11-3-16 and has not received a response.
9.1.vii	All required reports have been submitted for NPS review with the noted exception of the following required reports: Designated Staging and Storage Plan - No plan has been submitted for review. Landscape Management Plan - YH identified a contractor for development in December 2017 Housing Management Plan - YH has provided information regarding current assigned employee housing uses but has not articulate employee housing outside the Area and associated employee shuttle programs as required in Contract Exhibit B-7: Employee Housing Operating Plan. The concessioner has engaged in providing brief information through letter of its efforts to meet these requirements while asking for Service consideration of use of NPS land in El Portal. Operational statistics and financial reports were not submitted consistently and in a timely manner and were not accurate.
5.5	The NPS issued a notice to proceed (NTP) for personal property removal on 22 September 2016. Degnan's Deli closed as scheduled on 11 October and the concessioner began removal of personal property. YH hazardous material testing revealed asbestos requiring abatement on 12 October and abatement commenced the following week. The NPS Director's Advisory Board approval was received on November 16 and a NTP for construction was issued on November 17, 2016. The design documents did not address all the details to deal with every aspect of historic compliance. Therefore, continued consultation with the NPS Cultural Resource Management Division was required to mitigate any potential adverse effects to the historic structure. The project was plagued by abnormally wet winter weather and flooding in January and February 2017 that caused numerous road closures and contributed to construction delays. Despite two changes in concessioner construction managers, communication between the NPS and YH project staff was maintained and effective. The cumulative result of the above issues meant that the original planned completion date of March 1, 2017 could not be met. As of the submission of this AOR, the project is in progress and a revised scheduled completion date has not been provided to the NPS.

General Comments

As the Contract transitioned on March 1, 2016, no Annual Financial Report was required during the period of review.

All franchise fees paid on time.

In the future, when concessioner funded improvement projects are planned, the NPS would like to have a full-day workshop with the NPS subject matter specialists and the concessioner's design team. This will provide the NPS an opportunity to carefully examine design documents and identify design elements requiring additional detail prior to issuance of the final construction drawings. Additionally, this will facilitate gathering the necessary information for a streamlined Director's Advisory Board approval.

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Services and Operations	100.0%	9. Other Reporting Requirements	100.0%
2. Concessioner Personnel	100.0%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Subconcessions	n/a
4. Concession Facilities and Government Personal Property	100.0%	12. Special Provisions – Utilities	100.0%
5. Construction or Installation of Real Property Improvement	80.0%	13. Advertising and Promotional Materials	100.0%
6. Tracking and Payment of Required Fees	100.0%	14. Contract Transition	100.0%
7. Indemnification and Insurance	50.0%	15. Other Requirements	100.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
29	**2**	**1**	**9**	**31**

Administrative Compliance Score	**93.5**
Adjusted Administrative Compliance Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2016
Contract Number:	CC-YOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note - location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note - If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note - weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note - If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.

If you require more than 120 rows in Table 1, please contact commercial_services_waso@nps.gov for a new version of the AOR Workbook.

If you have completed more than four PE's during a given year, please contact commercial_services_waso@nps.gov for a revised 10-OPR form with additional columns

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note - If no periodic evaluations were completed, please explain why in the "comments" box below.

Table 1: Facility Evaluation

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**	
Big Trees Lodge/ Big Trees General Store	Retail - Grocery	3 - High	5				5.0	**15.0**
Big Trees Lodge/BTL BBQ	Food and Beverage – Temporary Food Services	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Dining Room and Bar	Food and Beverage – Family Casual Dining	3 - High	4	4			4.0	**12.0**
Big Trees Lodge/ BTL Employee Housing	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Golf Shop Snack	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Golf Shop, incl. tennis court (retail)	Retail - Merchandise, Recreation Specialty	3 - High	3				3.0	**9.0**
Big Trees Lodge/ BTL Stables	Horse and Mule Operations	3 - High	5				5.0	**15.0**
Crane Flat/ CF Store	Retail - Convenience	3 - High	5				5.0	**15.0**
Glen Aulin/ GA Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Glen Aulin/ GA Dining Room	Food and Beverage – Fast Casual Dining	3 - High	4				4.0	**12.0**
Glen Aulin/ GA Guests Tents	Lodging - Rustic	3 - High	3				3.0	**9.0**
Glen Aulin/ GA Store	Retail	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Bike Stand Rental	Land Transportation Rental – Bicycles	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Coffee Corner	Food and Beverage – Quick Service	3 - High	4	3			3.5	**10.5**
Half Dome Village/ HDV Cooks Tents	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Cooks WOBs	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/HDV Dorms and Wellness Center	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Grocery and Gift Shop/	Retail	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Guest Tents	Lodging – Rustic	3 - High	2				2.0	**6.0**
Half Dome Village/ HDV Huff Cabins and Rec Trailer	Employee Amenity – Housing	3 - High	5	4			4.5	**13.5**
Half Dome Village/ HDV Huff Tents	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Ice Rink	Ice Skating Rinks	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Meadow Grill	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Half Dome Village/ HDV Mountain Shop	Retail	3 - High	5	3			4.0	**12.0**
Half Dome Village/ HDV Mountaineering School	Mountaineering	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Pavillion	Food and Beverage – Fast Casual	3 - High	4	4			4.0	**12.0**
Half Dome Village/ HDV Pizza Deck	Food and Beverage – Quick Service	3 - High	3	4			3.5	**10.5**
Half Dome Village/ HDV Pool	Swimming Pools	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Raft Rental	Boat Rentals	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Stables Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Stable Tents	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Housekeeping Camp/ HC Laundry	Public Laundry	3 - High	3				3.0	**9.0**

Housekeeping Camp/ HC Lodging Units & Showers	Lodging - Rustic	3 - High	4				4.0	**12.0**
Housekeeping Camp/ HC Store	Retail	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Dining Room	Food and Beverage – Fine Dining	3 - High	3	4			3.5	**10.5**
Majestic Hotel/ MYH Employee Dorms	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Employee Tents	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Gift Shop	Retail	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Rooms and Cottages	Lodging - Upscale	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Sweet Shop	Retail	3 - High	5	5			5.0	**15.0**
May Lake/ May Lake Dining Room	Food and Beverage – Fast Casual Dining	3 - High	4				4.0	**12.0**
May Lake/ May Lake Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
May Lake/ May Lake Guest Tents	Lodging - Rustic	3 - High	5				5.0	**15.0**
May Lake/ May Lake Store	Retail	3 - High	5				5.0	**15.0**
Merced Lake/ Merced Lake Dining Room	Food and Beverage – Fast Casual Dining	3 - High	4				4.0	**12.0**
Merced Lake/ Merced Lake Employee Tents	Employee Amenity – Housing	3 - High	4				4.0	**12.0**
Merced Lake/ Merced Lake Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
Merced Lake/ Merced Lake Store	Retail	3 - High	4				4.0	**12.0**
Sunrise/ Sunrise Dining Room	Food and Beverage – Fast Casual Dining	3 - High	4				4.0	**12.0**
Sunrise/ Sunrise Employee Tents	Employee Amenity – Housing	3 - High	4				4.0	**12.0**
Sunrise/ Sunrise Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
Sunrise/ Sunrise Store	Retail	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Gift and Grocery	Retail	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Grill	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Tuolumne Meadows/ TM Housing, stables, store	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Lodge	Lodging - Rustic	3 - High	4				4.0	**12.0**
Tuolumne Meadows/ TM Lodge Dining	Food and Beverage – Family Casual Dining	3 - High	4				4.0	**12.0**
Tuolumne Meadows/ TM Lodge Retail	Retail	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Mountaineering School	Mountaineering	3 - High	4				4.0	**12.0**
Tuolumne Meadows/ TM Shuttle	Transportation - Shuttle Services	3 - High	3				3.0	**9.0**
Vogelsang/ Vog Dining Room	Food and Beverage – Backcountry Food Services	3 - High	5				5.0	**15.0**
Vogelsang/ Vog Employee Tents	Employee Amenity – Housing	3 - High	4				4.0	**12.0**
Vogelsang/ Vog Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
Vogelsang/ Vog Store	Retail	3 - High	5				5.0	**15.0**
White Wolf/ WW Cabins w Bath	Lodging – Basic	3 - High	4				4.0	**12.0**
White Wolf/ WW Dining Room	Food and Beverage – Fast Casual	3 - High	3				3.0	**9.0**
White Wolf/ WW Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
White Wolf/ WW Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
White Wolf/ WW Store	Retail	3 - High	3				3.0	**9.0**
Yosemite Valley/ YV Interpretive Programs	Guided Land Services	3 - High	5				5.0	**15.0**
Yosemite Valley/ YV Valley Shuttle	Transportation - Shuttle Services	3 - High	5	3			4.0	**12.0**
Yosemite Valley Lodge/ YVL 1000 Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Bike Stand Rentals	Recreational Equipment Rentals	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Food Court	Food and Beverage – Fast Casual	3 - High	3	3			3.0	**9.0**
Yosemite Valley Lodge/ YVL Gift and Grocery	Retail	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Highland Court	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Lodging	Lodging - Midscale	3 - High	4	4			4.0	**12.0**
Yosemite Valley Lodge/ YVL Mountain Room Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Mountain Room Restaurant	Food and Beverage – Upscale Dining	3 - High	5	4			4.5	**13.5**
Yosemite Valley Lodge/ YVL Pool	Swimming Pools	3 - High	4				4.0	**12.0**
Yosemite Village - Degnan's Café	Food and Beverage – Quick Service	3 - High	4	5			4.5	**13.5**
Yosemite Village - Degnan's Deli	Food and Beverage – Quick Service	3 - High	3	3			3.0	**9.0**
Yosemite Village/ Village- Degnan's Loft	Food and Beverage – Quick Service	3 - High	3	4			3.5	**10.5**
Yosemite Village - Yosemite Hair Care	Retail	3 - High	5				5.0	**15.0**
Yosemite Village - Lost Arrow Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Village - Lost Arrow Dorm	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Village - Tecoya Dorms	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Village - Village Grill	Food and Beverage – Quick Service	3 - High	3	3			3.0	**9.0**
Yosemite Village - Village Store	Retail	3 - High	5	5			5.0	**15.0**
Glacier Point - Summer Snack Shop	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Glacier Point - Summer Retail	Retail	3 - High	3				3.0	**9.0**
Big Trees Lodge - Midscale Lodging	Lodging – Midscale	3 - High	5				5.0	**15.0**
Glacier Point- Shuttle	Guided Land Services	3 - High	5				5.0	**15.0**
Big Trees Lodge -Pool		3 - High	5				5.0	**15.0**

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

No weighting system was utilized during this review period. All services were provided equal weight in this review. Any future weighting system will be discussed in advance with the concessioner prior to application.

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score (0-100)	**88.0**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

ADDITIONAL NOTES / COMMENTS

YH is to be commended for providing satisfactory visitor and employee services to a large range of services in Yosemite in 2016. Except where noted below, the concessioner was responsive to deficiencies noted on periodic evaluations resulting in YH maintaining the assigned initial score. NPS utilized the 1986 standards and forms through the 2016 concessioner review period. NPS advised the concessioner through Superintendent letter dated 12-23-16 of its intent to utilize the recently released 2016 revised standards and forms for CY2017.
The following services were not evaluated in 2016: Half Dome Village Basic Accomodations, Majestic Yosemite Hotel Pool, Glacier Point Winter Overnight Accomodations, Hiker's Bus, Tuolumne Meadow Lodge Retail, and Big Trees Lodge Golf Course.
Services which resulted in the evaluator downgrading the initial rating upon follow up evaluation were Yosemite Valley Lodge Midscale Lodging and Half Dome Village Rustic Lodging. Of particular concern was Half Dome Village Rustic Lodging as this evaluation resulted in the only unsatisfactory periodic evaluation score in 2016. To prevent future periodic evaluation intial score downgrades, it is recommended the concessioner encourage management staff to be active in following up on all deficiencies assigned by NPS in periodic evaluations prior to stated "correct by" dates and NPS follow up evaluations. The concessioner is encouraged to communicate with NPS staff when "correct by" dates cannot be achieved regardless of reason.
Due to operating plan specific amenity requirements, certain periodic evaluations conducted by the service remarked on certain non-compliance issues such as plastic hangers in rustic accommodations at Tuolumne Meadow Lodge and payphone locations at Big Trees Lodge. As a result of these remarks, the concessioner submitted Operations Proposals to the Service to request Operating Plan changes. The concesssioner is encouraged to continue submitting requests for changes through this contract mechanism for Service review.

United States Department of the Interior - National Park Service

Form 10-PHP - Public Health Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2016
Contract Number:	CC-YOSE004-16		

Instructions:

Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	14	Majestic Hotel Dining, Majestic Bar, Half Dome Village Pavillion, Half Dome Village Pizza Deck, Degnans Loft, Mountain Room, Tuolumne Lodge, Big Trees Hotel, Yosemite Valley Lodge Food Court, Employee Loft, White Wolf, Carabiner Half Dome Village, Mountain Room Bar, Degnans Deli	
Snack Bars	9	Half Dome Village Coffee Corner, YSSA Ski Lodge Snack Bar and Grill, Degnans Café, Glacier Point Snack Bar, Big Trees Pro Shop, Tuolumne Meadows Grill, Village Grill, YSSA Snowflake Room, Meadow Grill	
Grocery	7	Crane Flat, Housekeeping, Tuolumne Store, Village Store, Big Trees Grocery Store, Yosemite Valley Lodge Gift and Grocery, Half Dome Village Gift and Grocery	
Pre-Packaged	3	YH Warehouse, Majestic Sweet Shop, YSSA Sport Shop	
Bar	1	Half Dome Village Bar,	
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	
Temporary (Identify)	1	Big Trees BBQ	
Vending			
Mobile			
Other1	4	Wawona Tank Pool, Curry Pool, Ahwahnee Hotel Pool, Yosemite Lodge Pool	There are four swimming pools.
Other2			

ADDITIONAL NOTES / COMMENTS

CDR (b) (6) [redacted], MPH and a Registered Environmental Health Specialist (REHS), Yosemite Public Health Consultant (PHC) and Program Manager conducted all food establishment and recreational water public health inspections and assessments at all Yosemite Hospitality (YH) establishments. Overall, there was good food safety and recreational water safety practices implemented by YH in CY2016. YH has earned an overall "satisfactory" rating on the CY2016 Year End Summary Food Facility Report. The following written report focuses on three public health areas: food program, vectorborne disease program, and the recreational water program (i.e. swimming pools).

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	75	7500
# Marginal	5	250
# Unsatisfactory		
Total	80	7750

Public Health Score (0-100)	**96.88**	Satisfactory = 85 – 100*
Rating	**Satisfactory**	Marginal = 50 – 84 Unsatisfactory = ≤ 49

Note - If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal.

Version 1.4.2017

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2016
Contract Number:	CC-YOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "yes" indicates that the concessioner is compliant with an element and a "no" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	Policy is posted at every employee time clock station. Concessionaire has set a goal to achieve OSHA Voluntary Protection Plan (VPP) status in three years.
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	Policy is signed and accompanied by a video from the CEO.
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	Job descriptions outline responsibilities
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	Additional resources are available through corportae's Global Safety and Control Team
3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	Yes	Safety Manager has a degree in EHS combined with 15 years' experience in managing EHS programs
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	The company has implemented an employee training academy composed of 9 modules with online training, instructor led training and hands on application. A first of its kind in the service industry.
	3.3	The concessioner has conducted and documented all training.	Yes	Concessionaire uses an web based learning management system.

4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • Procedures for the safe storage and handling of chemicals • Procedures for embarking and disembarking visitors • Procedures for safe equipment use • Procedures for managing wildlife interactions • Procedures for cancelling operations due to weather	Yes	
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • Natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • Motor vehicle incidents • Medical emergencies (visitors and employees) • Fire (structural, motor vehicles, wildfires, etc.) • Terrorism and law enforcement activities • Accidents and fatalities (visitors and employees within park boundaries)	Yes	Very detailed
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	Through a weekly safety call. Hazards addressed were high water, mountian lion, and hantavirus.
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	Yes	
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	
7. Inspections 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.	Yes	Completed through a customized web based application called Global Metric Monitoring (GMM) that provides real time data on inspection compliance and generates work orders for abatement tracking.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	Yes	Intergrated in their GMM application
8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	No	Several fire alarm incidents have resulted in slow or no notification to the NPS Fire Department. On a few occasions concession employees have silenced fire alarms without notifying the Fire Department or evacuating the building. Fire Department personnel have responded to alarms and were unable to gain access to concessioner assigned facilities to investigate. This appears to stem from a lack of concessioner security/maintenance staff available after hours. The fire alarm programming requires correction, since several locations do not match resulting in the Fire Department responding to an incorrect location. The concessioner has submitted an RMR project to correct this last issue, but has not commenced work.

	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.	Yes	A module or tab in the GMM application
9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	
	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	N/A	

**Special Attention Item*

Table 2: Operating Plan

Review plan, identify unique risk management requirements and assess compliance. (Insert additional lines as necessary.)

Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Section, Page #	Requirement	In Compliance? (Yes,No,N/A)	Observation / Comment
Exhibit B, B-61	Hantavirus Risk Reduction Protocols	Yes	Submitted 4/27/2016
Exhibit B, B-61	Risk Management Plan	Yes	Submitted 7/13/2016
Exhibit B, B-61	Emergency Response Plan & Hazard Communication Plan	Yes	Submitted 7/13/2016
Exhibit B, B-61	Safety Representative	Yes	Submitted 7/13/2016
Exhibit B, B-61	Acknowledgement of Risk	Yes	Submitted 7/13/2016
Exhibit B, B-19	Concessioner must employ one staff member with a Certified Fire Inspector II certification from the NFPA.	No	Discussions with the NPS on this requirement continue, but the employee hasn't been hired.
Exhibit B, B-61	Fire Prevention, Protection, Suppression Inspections	Yes	

Table 3: Maintenance Plan

Review plan, identify unique risk management requirements and assess compliance. (Insert additional lines as necessary.)

Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Section, Page #	Requirement	In Compliance? (Yes,No,N/A)	Observation / Comment
			Intergrated into their GMM application
Exhibit H, H-24	Inventory of Hazardous Substance	Yes	
Exhibit H, H-24	Designated Staging and Storage Areas	No	
Exhibit H, H-24	Pesticide Use Report	No	Annually; January 15
Exhibit H, H-24	Pesticide Use Approval(s)	No	Annually; February 15
Exhibit H, H-24	Concession Cross-Connection Control Program	Yes	

ADDITIONAL NOTES / COMMENTS

The concessioner is to be commended on their proactive Risk Management Program. The company actively demonstrates their concern for the safety of their staff and their customers at every level of the organization. Their resources and management tools are top notch especially their Training Academy and the Global Metrics Monitoring application. However, poor fire alarm management and response issues have occurred during this AOR period. The concessioner should continue to work with the NPS to improve this facet of the Risk Management Program. Additionally, the failure to hire a Certified Fire Inspector II should be addressed.

Table 4: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	100.00%
2. Responsibility and Accountability	100.0%	8. Hazard Incident Investigations and Abatement	50.00%
3. Training	100.0%	9. Management Review	100.00%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	
5. Communications	100.0%	Operating Plan	85.71%
6. Reporting	100.00%	Maintenance Plan	40.00%

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs
30	**5**	**1**	**1**	**35**

Risk Management Score	**85.71**
Adjusted Risk Management Score	**69.00**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2016
Contract Number:	CC-YOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	Concessioner's EMP scope leans more heavily towards natural resource protection and is less robust in terms of cultural resource protection. However, legal obligations to protect cultural resources are referenced throughout the documented EMP.
	1.2#	The EMP is documented.	Yes	
	1.3#	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	
3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.		

4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • Procedures for the storage and handling of chemicals • Procedures for the management and maintenance of fuel • Procedures for pesticide use • Procedures for hazardous and solid waste disposal • Procedures for weed and pest management • Procedures for the protection of cultural and archeological resources	Yes	
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • Hazardous substance spill response • Leaks from fuel storage tanks or other chemical storage areas • Storm water contamination	Yes	
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	
	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.	N/A	
	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.	N/A	
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	N/A	

	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	Yes	
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	N/A	
7. Monitoring, Measurement and Corrective Action	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	No	Following a potential asbestos release on April 15, 2016 at the HDV Pavilion occurring when a maintenance worker cut into a wall panel, the only notification the Park received came in the form of a text message sent by the YH Director of Facilities to the Facility Operations Specialist in Concessions. The concessioner was advised in an email on April 18, 2016 that this did not constitute proper notification and the NPS expected either a letter or formal email outlining the incident, how this specific incident will be handled, and what planned measures YH had in place to avoid such incidents in the future, Additionally, YH mentioned in a conversation that followed the text, that they were following Delaware North protocols for handling the asbestos discovery. The NPS requested that the formal incident letter/email indicate the process being following and whether it meets Aramark's protocols. No formal letter regarding this incident was received. Fortunately, no additional incidents occurred during the period of this AOR
	7.4*#	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	
	7.5#	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	Yes	

** indicates a Special Attention Item*

 # indicates item is not applicable to Cat III contracts

Table 2: Operating Plan

Review plan, identify unique risk management requirements and assess compliance. (Insert additional lines as necessary.)

Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Section, Page #	Requirement	In Compliance? (Yes,No,N/A)	Observation / Comment
Ex B.6, Pg B-16	The Concessioner must prepare, with guidance from the Service, an Environmental Management Program (" EMP") In accordance With Section 6 of the Contract and updates submitted annually by November 30.	Yes	
Ex B.6, Pg B-16	No later than the Contract effective date, the Concessioner must designate an Environmental Program Manager with full documented responsibility and authority for all environmental matters, including implementation of the environmental management system.	Yes	
Ex B.6, Pg B-16	The Concessioner must conduct a comprehensive environmental and safety compliance audit of all areas and activities within the first 60 days of the Contract effective date and annually thereafter.	Yes	
Ex B.6, Pg B-16	The Concessioner must develop an Energy Conservation Plan within 120 days of the Contract effective date.	Yes	
Ex B.6, Pg B-17	Within 60 days of the Contract effective date, the Concessioner must submit its request to eliminate plastic water bottles from its retail operations throughout the Area for Service approval. The Concessloner must eliminate the use of plastic water bottles within one year of approval.	Yes	

Table 3: Maintenance Plan

Review plan, identify unique risk management requirements and assess compliance. (Insert additional lines as necessary.)

Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Section, Page #	Requirement	In Compliance? (Yes,No,N/A)	Observation / Comment
Ex H. Part C, Pg H-22	The concessioner must develop a Stationary Combustion Source Management Plan within 60 days of the contract effective date.	Yes	

Ex H. Part C, Pg H-23	The Concessioner must maintain assigned wastewater treatment systems on a frequency adequate to ensure proper operation to maintain wastewater quality. The Concessloner must maintain maintenance log for this wastewater treatment equipment which must be submitted annually to the Service by October 31.	Yes	
Exhibit H, Pg H-24	Wastewater Collection and Transmission Program	No	Initial; within 90 days of Contract effective date. Should be a separate report from the FOG.
Exhibit H, Pg H-24	Opening/Closing Concession Facilities Winter Protection Plan	Yes	

ADDITIONAL NOTES / COMMENTS

Yosemite Hospitality (YH) has demonstrated a sufficient commitment to achieving the environmental management requirements of the concessions contract. Only contract requirements with due dates within 2016 are shown on this form. An environmental audit is scheduled for 2017, which should provide further information for future years. YH management have made commitments to their Environmental Management Plan.

Table 4: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.00%
2. Responsibility and Accountability	100.0%	7. Monitoring, Measurement and Corrective Action	75.00%
3. Training	100.0%	8. Other Contract Requirements	100.00%
4. Documentation and Operational Controls	100.0%	Operating Plan	100.00%
5. Communications	100.0%	Maintenance Plan	75.00%

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs
26	**2**	**0**	**4**	**28**

Environmental Management Score	**92.86**
Adjusted Environmental Management Score	**92.86**
Rating	**Superior**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

Version 1.4.2017

United States Department of the Interior - National Park Service

Form 10-AMP - Asset Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2016
Contract Number:	CC-YOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Table 1: Program Area Evaluation

Program Area	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	Yes	
	1.2	All maintenance actions and associated expenditures provided on schedule	Yes	
	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	Yes	The concessioner continues to refine the CMMS. Their progress in the first year of the contract has been satisfactory and they continue to improve the system in response to their own observations and those of the NPS. The CMMS is tracking the concession assigned assets by FMSS and is capturing maintenance actions accurately.
2. Inspections	2.1	Concessioner annual inspection of facilities completed	Yes	
	2.2	Prior Service annual site inspection findings have been addressed	Yes	The concessioner has completed approximately one quarter of the deferred maintenance items required to be completed by the fourth anniversary of the contract.
	2.3	Service periodic evaluations findings associated with asset management of facilities have been addressed	Yes	Those repairs/corrections that could be completed quickly were addressed. Others requiring compliance review or more detailed planning are in progress with plans to complete them within 2017. Several actions are weather dependent and must be scheduled to coincide with access. The higher than normal snowfall in the backcountry may hamper maintenance actions at many High Sierra Camp locations this season.
3. Annual Concessioner Maintenance Plan (ACMP)	3.1	The ACMP was submitted on time and addresses all required components including:		
		Preventative Maintenance	Yes	Several maintenance actions were listed with poorly defined start dates (i.e. numerous listed as 1/1/2017). This front loads all of the actions and fails to depict a realistic schedule that is resource leveled.
		Recurring Maintenance	Yes	Several maintenance actions were listed with poorly defined start dates (i.e. exterior painting start dates listed as 1/1/2017).
		Scheduled Repairs	Yes	Several maintenance actions were listed with poorly defined start dates (i.e. numerous listed as 1/1/2017). This front loads all of the actions and fails to depict a realistic schedule that is resource leveled.
		Unscheduled Repairs	Yes	
		Component Renewal/Replacement	Yes	
		Deferred Maintenance	Yes	
		Inspection Plans and Procedures	Yes	
	3.2	Projected maintenance expenditures provided	Yes	
4. Annual Concessioner Maintenance Reporting (ACMR)	4.1	The ACMR was submitted on time and addresses all required components including:		
		Maintenance actions	Yes	
		Maintenance expenditures	Yes	
5. Repair and Maintenance Reserve (RMR) Plans and Reports	5.1	Multiyear RMR Plan submitted for Service review and approval	Yes	The RMR plan was submitted on time, but it lacked sufficient detail in the areas of Intent-to-proceed Date, Scope of Work, Project Description, and the NEPA and Section 106 Planning and Compliance. The concessioner is revising the plan to correct these issues. A few projects were submitted as RMR expense when they were actually personal property. The concessioner requested notice to proceed on some of these and was told that they must be YH funded vice RMR.
	5.2	Repair and Maintenance Reserve status reports submitted	Yes	A letter was received outlining the status.
6. Personal Property Report	6.1	Planned personal property replacement, rehabilitation, and repair schedule submitted for Service review and approval	Yes	A few projects submitted as RMR expense were actually personal property replacement. The concessioner was told that personal property replacement must be YH funded.

Table 2: Operating Plan

Review plan, identify unique risk management requirements and assess compliance. (Insert additional lines as necessary.)

Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Section, Page #	Requirement	In Compliance? (Yes,No,N/A)	Observation / Comment
Exhibit B, B-61	Operating Standard's for Degnan's	Yes	

Table 3: Maintenance Plan

Review plan, identify unique risk management requirements and assess compliance. (Insert additional lines as necessary.)

Hint: To merge any locked cells, click "View" on the toolbar above, then click "Macros," select "MergeLockedCells," and then click "Run."

Section, Page #	Requirement	In Compliance? (Yes,No,N/A)	Observation / Comment
Exhibit H, Pg H-24	Computerized Maintenance Management System (CMMS)	Yes	
Exhibit H, Pg H-24	Annual Concessioner Maintenance Plan (ACMP)	Yes	
Exhibit H, Pg H-24	Annual Concessioner Maintenance Reporting (ACMR)	Yes	
Exhibit H, Pg H-24	Multiyear Repair and Maintenance Reserve Plan	Yes	
Exhibit H, Pg H-24	Repair and Maintenance Reserve Status Reports	No	Requirement is to submit on the 15th of each month.
Exhibit H, Pg H-24	Grounds and Landscaping Management Plan	Yes	
Exhibit H, Pg H-24	Personal Property Report	Yes	

Exhibit H, Pg H-24	ACMP Quarterly Reporting	Yes	

ADDITIONAL NOTES / COMMENTS
The ACMP and RMR plans were submitted on time, but they lacked sufficient detail in the areas of Intent-to-proceed Date, Scope of Work, Project Description, cost estimstes, and NEPA and Section 106 Planning and Compliance. The concessioner has made significant progress correcting these short comings and there are several RMR projects and YH funded projects properly reviewed and in progress at the time of this AOR. Early in the contract, several maintenance actions were submitted as Operation Proposals. Many of the proposals included changes to physical structures and they lacked sufficient detail in the areas of Scope of Work, and NEPA and Section 106 Planning and Compliance. This slowed down the review and approval process by the NPS. The concessioner had to revise proposals and arrange for site visits to gather the necessary information for the NPS to make informed decisions on project impacts especially in the area of Tribal Consultation, resource impact, and historic preservation. Recent submissions have been much more specific and have adequately detailed the changes to the physical environment and their impact to resources.

Table 4: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Computerized Maintenance Management System (CMMS)	100.0%	5. Repair and Maintenance Reserve (RMR) Plans and Reports	100.00%
2. Inspections	100.0%	6. Personal Property Report	100.00%
3. Annual Concessioner Maintenance Plan (ACMP)	100.0%	Operating Plan	100.00%
4. Annual Concessioner Maintenance Reporting (ACMR)	100.0%	Maintenance Plan	87.50%

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# N/A	# Applicable Reqs
27	**1**	**0**	**28**

Asset Management Score	**96.43**
Rating	**Superior**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P. O. Box 577
Yosemite, California 95389

IN REPLY REFER TO:
C6210 (YOSE-BRM/Y4-16)

APR 17 2018

(b) (6)

Vice President -- Operations
Yosemite Hospitality
P.O. Box 306
Yosemite National Park, California 95389

Dear Mr. (b) (6)

Attached is the 2017 Annual Overall Rating (AOR) for Yosemite Hospitality, LLC (YH). This AOR is a reflection of January 1, 2017 through December 31, 2017. The final AOR score is generated based on compliance and applicability of elements in each section. Please accept this letter as approval to receive a Satisfactory overall rating on the YH 2017 AOR.

The National Park Service appreciates your continued commitment and effort to effectively serve both the public and the local community. We look forward to working with Yosemite Hospitality during the remainder of the contract.

If you have further questions, please contact Concessions Management Specialist, (b) (6) (b) (6)

Sincerely,

Michael T. Reynolds
Superintendent

Department of the Interior
National Park Service - Commercial Services Program (CSP)

Annual Overall Rating Workbook

Version 12.19.2017

Purpose/Description

The CSP conducts annual evaluations of each concession operation to ensure that concessioners are complying with their contracts and meet all NPS operational performance, environmental management, asset management, risk management, public health and administrative compliance standards. This workbook provides forms for the evaluation process, and automatically calculates an Annual Overall Rating (AOR) score that reflects the concessioner's current performance.

Workbook Instructions

Concession specialists should fill in the yellow highlighted cells on all applicable forms. For example, Public Health may not apply if the contract does not include Food and Beverage, Bathhouses, or Swimming Pools; and Asset Management may not apply if there are no NPS facilities assigned to the concessioner. Once all applicable forms are completed, the tool will automatically calculate an AOR score in the 10-AOR Tab.

Note: The user must complete tab "Contract Information" in order to activate automatic scoring throughout the Workbook.

If you have an issue with your AOR Workbook or need any assistance in completing the AOR, please contact: cs_cm_helpdesk@nps.gov.

Additional Instructions

Printing and Signing AOR
When all tabs of the this workbook are completed, the Annual Overall Rating page (10-AOR) must be printed out and signed by both the superintendent and concessioner. To do this:
1) Navigate to the 10-AOR tab.
2) Print the page:
   a) Select File > Print on the top left of the screen
   b) Under Print Settings, select it to "Print Active Sheet", and print Pages 1 to 1
   c) Click Print
3) Once the form is printed, manually sign the appropriate signature blocks on the page.
4) Once signed, scan the document as a PDF and save to your desktop.
5) Insert the signed PDF page as an image into this workbook:
   a) Open the PDF in Adobe or a similar PDF viewer
   b) Copy the PDF page as an image using one of the following methods:
      i) Take a screenshot
      ii) Use the "Snapshot" tool under the "View" tab (Adobe)
      III) Save the PDF as a image file
   c) Navigate to the "Signed AOR" tab in this workbook and select Cell B2
   d) Paste the PDF image onto the page

If you wish to print all pages of this workbook, use the following instructions:
1) Select File > Print on the top left of the screen.
2) Under Print Settings, select it to "Print Entire Workbook".
3) Click Print.

Alternatively, you can print each page individually using the following instructions:
1) Select File > Print on the top left of the screen.
2) Under Print Settings, select it to "Print Active Sheet".
3) Click Print.

Inserting a PDF or External Document into the AOR
1) Select the desired location (or cell) to insert the document.
2) Go to the Insert tab at the top of the ribbon toolbar.
3) Click Object, which is listed under the "Text" options.
4) Choose the specific document format that you want to insert.
5) Select the desired document from your computer files.
6) Click Open.

Table of Contents

No. / Form	Page	Description/Responsibility
0	Instructions and Table of Contents	Current Page
1	Contract Information	Background information on the concessioner and the evaluation criteria. **This form must be filled out prior to any of the other forms.**
10-AOR	Annual Overall Rating	Final AOR Results Summary Page.
10-ADM	Administrative Compliance	Assessment of whether the concessioner is meeting all of the standards and clauses outlined in their contract.
10-OPR	Operational Performance	Based on periodic evaluations of services offered by the concessioner.

10-PHP	Public Health	Completion of the Year-End Summary for Public Health Program Rating
10-RMP	Risk Management Program	Evaluation of concessioner's current Risk Management Program
10-EMP	Environmental Management Program	Evaluation of concessioner's current Environmental Program
10-AMP	Asset Management Program	Evaluation of concessioner's current Asset Management Program

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation:	**2017**

Park:	YOSE	**Contract Term Effective Dates:**	3-1-16 to 12-31-2031
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner Doing Business As:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		
Evaluator Name:	(b) (6)	**Date of Review:**	3/22/2018

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Automobile Services	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food and Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

United States Department of the Interior - National Park Service
Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2017

Park: YOSE

Contract Term Effective Dates: 3-1-16 to 12-31-2031

Concessioner Name: Yosemite Hospitality, LLC

Concessioner DBA: Yosemite Hospitality, LLC

Contract Number: CC-YOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	78.1	69.0	Marginal
Operational Performance (10-OPR)	85.2	85.2	Satisfactory
Public Health (10-PHP)	100.0	100.0	Satisfactory
Risk Management (10-RMP)	100.0	100.0	Superior
Environmental Management (10-EMP)	100.0	100.0	Superior
Asset Management (10-AMP)	85.0	85.0	Satisfactory

AOR Score	**91.4**
Adjusted AOR Score	**89.0**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature Michael S Reckel **Date** 4/4/18

Concessioner Signature (to signify receipt of rating) (b) (6) **Date** 5/3/18

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2017

Park: YOSE

Contract Term Effective Dates: 3-1-16 to 12-31-2031

Concessioner Name: Yosemite Hospitality, LLC

Concessioner DBA: Yosemite Hospitality, LLC

Contract Number: CC-YOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	78.1	69.0	**Marginal**
Operational Performance (10-OPR)	85.2	85.2	**Satisfactory**
Public Health (10-PHP)	100.0	100.0	**Satisfactory**
Risk Management (10-RMP)	100.0	100.0	**Superior**
Environmental Management (10-EMP)	100.0	100.0	**Superior**
Asset Management (10-AMP)	85.0	85.0	**Satisfactory**

AOR Score	**91.4**
Adjusted AOR Score	**89.0**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature **Date**

Concessioner Signature **Date**
(to signify receipt of rating)

Table 3: Evaluation Narratives

Evaluation Narratives

Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable.

If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below.

Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	The Degnan's building renovation project continued as scheduled into 2017. The project was plagued by abnormally wet winter weather and flooding that caused numerous road closures and contributed to construction delays. Despite two changes in concessioner construction managers, communication between the NPS and YH project staff was maintained and effective. The original planned completion date of March 1, 2017 was not met, nor the rescheduled completion date of before Memorial Day weekend. Yosemite Hospitality finished the Degnan's building rehabilitation in June resulting in the new Degnan's Kitchen and Degnan's Loft. Besides a new updated look to both the Kitchen and the Loft, there was a significant capacity gain in the indoor seating area, which was badly needed. The Yosemite Valley Lodge (YVL) Food Court closed in mid-October to begin an extensive rehabilitation. The renovated space is scheduled to reopen March 15, 2018. YH and NPS began to plan for the Half Dome Village Pavilion (HDV) renovation, which is scheduled for 2019. Winter weather caused facility damage, and YH made various unplanned repairs on facilities that suffered damage due to heavy snowfall, tree falls, and flooding. The Big Trees Lodge Golf Course suffered severe damage requiring many repairs in 2017. Many of the tent cabins throughout the Park suffered damage all requiring repair this year, and many Tuolumne Meadows facilities required extensive repair before opening. YH developed and installed informational kiosks in various locations in the Park using concessioner funds. YH replaced the HDV Pavilion Fire Systems Components using RMR funds. YH returned the El Portal Gas Station to on-site service using RMR funds. YH replaced select flooring at Village Store Cashier Stations using RMR funds.
Leasehold Surrender Interest / Possessory Interest	No Leasehold Surrender Interest was requested nor authorized in 2017.
Franchise Fees	Franchise fees were paid in accordance with the contract.
AFR	The AFR was submitted on time for 2017.
Insurance	MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC (YH) regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they did not demonstrate that the insurance coverage met all of the contractual insurance requirements. The discrepancies may be a matter of incomplete documentation or an actual error in the insurance coverage. The discrepancies were provided to YH in a letter enclosure "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. YH worked with MFL Consulting to develop a solution to the insurance lack including posting a surety bond to cover the difference between the contract insurance deductible requirements and YH's actual coverage.
Risk Management	The Risk Management Program evaluation report rating for 2017 was "Superior" with an adjusted score of "100.0." The attached Risk Management Program evaluation report form (10-RMP) contains further information about the concessioner's 2017 activities.
Environmental Management	The Environmental Management Plan evaluation report rating for 2017 was "Superior" with an adjusted score of "100.0." The attached Environmental Management Plan evaluation report form (10-EMP) contains further information about the concessioner's 2017 activities.
Public Health	The Public Health Program evaluation report rating for 2017 was "Satisfactory" with an adjusted score of "100.0." The attached Public Health Program evaluation report form (10-PHP) contains further information about the concessioner's 2017 activities.
Asset Management	The Asset Management Program evaluation report rating for 2017 was "Satisfactory" with an adjusted score of "85.0." The attached Asset Management Program evaluation report form (10-AMP) contains further information about the concessioner's 2017 activities.
Administrative Compliance Reporting	As noted above, insurance compliance continues to be a concern for resolution. Please see above section on insurance. The Administrative Compliance Report rating for 2017 was "Marginal" with an adjusted score of "69." The attached Administrative Compliance Report Form (10-ADM) contains further information about the concessioner's activities for the year.
Annual Visitor Use Statistics / Utilization Data	All required Visitor Use Statistics/Utilization Data were provided to NPS, except the Valley Shuttles' Visitor Use Statistics Data to the Park Transportation Manager. Also, the provided reports were not consistently provided in a timely manner.
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	See Problems, Issues and Resolution Tab
Accomplishments or Outstanding Work	Yosemite Hospitality finished the Degnan's building renovation in June resulting in the new Degnan's Kitchen and Degnan's Loft and over one million dollars in deferred maintenance was cured. Besides a new updated look to both the Kitchen and the Loft, this has resulted in a significant gain in inside eating which was badly needed. YH also began an extensive rehabilitation of the Yosemite Valley Lodge Food Court in Oct 2017, with a reopening scheduled for March 2018. YH began redecoration of 97 guest rooms at the Majestic Yosemite Hotel (concessioner funds) YH is also to be commended for the work from their Interpretation Department. They have created many enjoyable programs that are well done and managed. Additionally this department is willing to "think outside the box" to create new programs. YH is also to be commended for their Employee Housing facilities, as all had scores of "5", with only Tecoya Dorms having a score of "4." The Employee Housing staff should also be commended for prompt responses to any remarks that would be future deficiencies, and keeping communications open and responsive between themselves and the Service, whether concerning status or providing other information.

Future Plans for Concession Operation(s)	Yosemite Hospitality has begun an extensive renovation of the Yosemite Valley Lodge (YVL) Food Court, which is scheduled to reopen March 15, 2018. YH has begun planning for a Half Dome Village Pavilion rehabilitation, which is scheduled to begin construction in 2019. YH will also begin a project in 2019 to repair the kitchen floor at the Majestic Yosemite Hotel.
Visitor Satisfaction	See Conc & Park Service Data Tab, and Visitor Comment Tab

Final Remarks:

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United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2017
Contract Number:	CC-YOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:

- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

- For 8.B., use the concessioner's due date for their 2016 Annual Financial Report to complete the evaluation. If the 2016 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	
	1.2*	All services provided by the Concessioner were authorized by the Contract.	Yes	
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	Yes	
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	No	Yosemite Hospitality failed to keep NPS informed about changes in reserved property locations.
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	Yes	
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.	Yes	
	5.4	The Concessioner started the project on time.	Yes	
	5.5	The Concessioner completed the project on time.	No	The concessioner construction on Degnan's Kitchen and Degnan's Loft were delayed, causing these facilities to open late, and not be open for the busy Memorial Day weekend as scheduled.
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.	Yes	
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	Yes	

	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	
7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	No	The initially submitted certificates were not in compliance to the insurance requirements. MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC (YH) regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they did not demonstrate that the insurance coverage met all of YH's contractual insurance requirements. (The discrepancies may be a matter of incomplete documentation, or an actual error in the insurance coverage.) The discrepancies were provided to YH in a letter enclosure "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. YH worked with MFL Consulting to develop a solution to the insurance lack including YH posting a surety bond to cover the difference between the contract insurance deductible requirements and YH's actual coverage. YH did eventually post a surety bond to cover the requirement.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	
	8.3*	The Concessioner submitted the AFR on time.	Yes	
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	No	The concessioner did not submit the visitor use data for the government owned shuttles to the Park Transportation Manager as required.
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	
		iv. Management Listing	Yes	
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	N/A	
		vii. *Any additional pertinent reports*	No	The following reports which were either not provided, required greater clarity and/or not consistently provided as per the contract are as follows: Monthly Profit and Loss Statements; Operational Statistics; Balance Sheets;Franchise Fee Funding Wire Advices; Visitor Transportation Services – Glacier Point Shuttle; Repair and Maintenance Reserve Activity; Monthly Government-owned Vehicle Mileage Reports; Monthly Ridership Usage Data.
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes	

13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	No	In the first months of 2017, there were severe problems with the Yosemite Hospitality website and reservation system. Additionally, there were ongoing problems with correct rates, although the rates displayed on the website matched the incorrect rates changed by the concessioner. There were also problems with the concessioner operating under incorrect dates or hours, and the website had these errors posted too.
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	The Concessioner was not compliant with all terms of the contract: - As per the contract Exh. B-7 Employee Housing Operating Plan, "The Concessioner must move the seasonal employees out of the Area no later than the second anniversary of the Contract effective date." Yosemite Hospitality (YH) has not accomplished this, although the Park has consulted with YH about it many times. - YH had continuing problems with providing authorized rates and shuttle service. ment. - Raft Rentals had issues as it was discovered that YH was requiring visitors to pay for the price of four occupants per raft rental regardless of how many visitors were actually using the raft. For example, if two visitors wanted to rent a raft, they were charged the cost of four visitors. Additionally, if the raft renters did not want to pay for more than their party's number, YH would force sharing the raft with others. The Service directed YH to charge for the actual number of the raft occupants, i.e. two visitors would pay for two visitors. YH was also no longer allowed to force sharing a raft with others. - There were issues with the Valley Floor Tour. It was discovered that not all the concessioner employees conducting the tour were Certified Interpreter Guide (CIG) compliant, which is a contract requirement.

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Services and Operations	100.0%	9. Other Reporting Requirements	66.7%
2. Concessioner Personnel	100.0%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	50.0%	12. Special Provisions – Utilities	100.0%
5. Construction or Installation of Real Property Improvement	75.0%	13. Advertising and Promotional Materials	66.7%
6. Tracking and Payment of Required Fees	100.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	50.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
25	7	1	10	32

Administrative Compliance Score	**78.1**
Adjusted Administrative Compliance Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

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Form 10-OPR - Concession Operational Performance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2017
Contract Number:	CC-YOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
Big Trees Lodge/ Big Trees General Store	Retail - Grocery	3 - High	5	5			5.0	**15.0**
Big Trees Lodge/BTL Gas Station	Automobile Services	3 - High	3				3.0	**9.0**
Big Trees Lodge/ BTL Dining Room and Bar	Food and Beverage – Family Casual Dining	3 - High	4	3			3.5	**10.5**
Big Trees Lodge/ BTL Employee Housing	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Golf Shop Café	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Golf Shop (retail) &	Retail - Merchandise, Recreation Specialty	3 - High	5	5			5.0	**15.0**
Big Trees Lodge/ BTL Stables	Horse and Mule Operations	3 - High	3				3.0	**9.0**
Big Trees Lodge/BTL Golf Course	Golf Courses	3 - High	4				4.0	**12.0**
Big Trees Lodge / BTL Hotel	Lodging – Midscale	3 - High	4				4.0	**12.0**
Big Trees Lodge/ BTL Pool	Swimming Pools	3 - High	5				5.0	**15.0**
Big Trees Lodge/BTL Tennis Court	Tennis Courts	3 - High	5				5.0	**15.0**
Crane Flat/Gas Station	Automobile Services	3 - High	3				3.0	**9.0**
Crane Flat/ CF Store	Retail - Convenience	3 - High	4				4.0	**12.0**
El Portal Service Station	Automobile Services	3 - High	3	5			4.0	**12.0**
Half Dome Village/ HDV Coffee Corner	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Half Dome Village/ HDV Cooks Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Cooks WOBs	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/HDV Dorms and Wellness Center	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Grocery and Gift Shop/	Retail	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Guest Tents	Lodging – Rustic	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Huff Cabins and Rec Trailer	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Huff Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
HDV Guest Cabins w/ Bath (plus 819)	Lodging – Basic	3 - High	4				4.0	**12.0**
Half Dome Village/ HDV Meadow Grill	Food and Beverage – Quick Service	3 - High	4				4.0	**12.0**
Half Dome Village/ HDV Mountain Shop	Retail	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Mountaineering School	Mountaineering	3 - High	5				5.0	**15.0**

Half Dome Village/ HDV Pavillion	Food and Beverage – Fast Casual	3 - High	2				2.0	**6.0**
Half Dome Village/ HDV Pizza Deck	Food and Beverage – Quick Service	3 - High	5	3			4.0	**12.0**
Half Dome Village/ HDV Bike Stand	Rentals – Recreational Equipment	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Raft Rental Mobile	Boat Rentals	3 - High	4				4.0	**12.0**
Half Dome Village/ HDV Stables Cabins	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Stable Tents	Employee Amenity – Housing	3 - High	5	4			4.5	**13.5**
Housekeeping Camp/ HC Laundry	Public Laundry	3 - High	3				3.0	**9.0**
Housekeeping Camp/ HC Lodging Units & Showers	Lodging - Rustic	3 - High	5				5.0	**15.0**
Housekeeping Camp/ HC Store	Retail	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Dining Room	Food and Beverage – Fine Dining	3 - High	3				3.0	**9.0**
Majestic Hotel/ MYH Employee Dorms	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Gift Shop	Retail	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Rooms and Cottages	Lodging - Upscale	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Sweet Shop	Retail	3 - High	5	5			5.0	**15.0**
Majestic Hotel Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3				3.0	**9.0**
YSSA Operations	Ski Services	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Gift and Grocery	Retail	3 - High	3				3.0	**9.0**
Tuolumne Meadows/ TM Grill	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Tuolumne Meadows/ TM Housing, Stables, store	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Lodge	Lodging - Rustic	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Lodge Dining	Food and Beverage – Family Casual Dining	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Lodge Retail	Retail	3 - High	5				5.0	**15.0**
Yosemite Valley/ YV Interpretive Programs	Guided Land Services	3 - High	3	5			4.0	**12.0**
Yosemite Valley/ YV Valley Shuttle	Transportation - Shuttle Services	3 - High	3	4			3.5	**10.5**
Yosemite Valley Lodge/ YVL 1000 Cabins	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Yosemite Valley Lodge/ YVL Food Court	Food and Beverage – Fast Casual	3 - High	5	3			4.0	**12.0**
Yosemite Valley Lodge/ YVL Gift and Grocery	Retail	3 - High	5				5.0	**15.0**
Yosemite Valley Lodge/ YVL Highland Court	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Yosemite Valley Lodge/ YVL Lodging	Lodging - Midscale	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Mountain Room Bar		3 - High	3				3.0	**9.0**
Yosemite Valley Lodge/ YVL Mountain Room Restaurant	Food and Beverage – Upscale Dining	3 - High	3				3.0	**9.0**
Yosemite Village - Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	3	2			2.5	**7.5**
Yosemite Village/ Yosemite Hair Care		3 - High	5				5.0	**15.0**
Yosemite Village/ Village- Degnan's Loft	Food and Beverage – Quick Service	3 - High	3	3			3.0	**9.0**
Yosemite Village - Lost Arrow Cabins	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Yosemite Village - Lost Arrow Dorm	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Yosemite Village - Tecoya Dorms	Employee Amenity – Housing	3 - High	4				4.0	**12.0**
Yosemite Village - Village Grill	Food and Beverage – Quick Service	3 - High	3	3			3.0	**9.0**
Yosemite Village - Village Store	Retail	3 - High	5	3			4.0	**12.0**
Glacier Point - Summer Snack Shop	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Glacier Point - Summer Retail	Retail	3 - High	3				3.0	**9.0**

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

All services offered by Yosemite Hospitility are considered critical to the visitor experience. If a service is not offered to the visitor as expected, it may be the occasion that ruins their visit. This importance includes employee housing as it has been demonstrated that if the concessioner employees are not satified with their housing, it will reflect in their attitudes on the jobs and to the visitor.

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score	**85.2**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

ADDITIONAL NOTES / COMMENTS

YH is to be commended for providing satisfactory visitor and employee services to a large range of services in Yosemite in 2017. Except where noted below, the concessioner was responsive to deficiencies noted on periodic evaluations resulting in YH maintaining the assigned initial score.

The following services were not evaluated in 2017: Big Trees Lodge (BTL) Barbeque, HDV Bar, HDV Employee Carabiner, HDV Pool & Shower House, Majestic Yosemite Hotel Pool, Tuolumne Meadows Mountaineering School, TM Shuttle, TM Hikers Bus, YSSA Shuttle, El Cap Shuttle, YV Kennel, YVL Brunch, YV Garage. The HDV Ice Rink was not evaluated due to extensive problems with the new temporary rink at its location near the HDV apple orchard parking area. White Wolf facilities and the High Sierra Camps remained closed for summer due to the heavy winter snowfall that severely shortened any possible season.

The following services' evaluation scores dropped in their follow-ops: BTL Stables dropped from a score of "4" to "3"; the HDV Pavilion Restaurant dropped from a score of "3" to a "2"; the Degans' Kitchen second evaluation dropped from a score of "3" to "2.". Of particular concern is Degnan's Kitchen, as it is a newly opened renovation. To prevent future periodic evaluation initial score downgrades, it is recommended the concessioner encourage management staff to be active in following up on all deficiencies assigned by NPS in periodic evaluations prior to stated "correct by" dates and NPS follow up evaluations. The concessioner is encouraged to communicate with NPS staff when "correct by" dates cannot be achieved regardless of reason.

Raft Rentals had issues as it was discovered that YH was requiring visitors to pay for the price of four occupants per raft rental regardless of how many visitors were actually using the raft. For example, if two visitors wanted to rent a raft, they were charged the cost of four visitors. Additionally, if the raft renters did not want to pay for more than their party's number, YH would force sharing the raft with others. The Service directed YH to charge for the actual number of the raft occupants, i.e. two visitors would pay for two visitors. YH was also no longer allowed to force sharing a raft with others.

YH is also to be commended for their Employee Housing facilities, as all had scores of "5", with only Tecoya Dorms having a score of "4." The Employee Housing staff should also be commended for prompt responses to any remarks that would be future deficiencies, and keeping communications open and responsive between themselves and NPS, whether concerning status or providing other information.

YH is also to be commended for the work from their Interpretation Department. They have created many enjoyable programs that are well done and managed. Additionally this department is willing to "think outside the box" to create new programs.

United States Department of the Interior - National Park Service
Form 10-PHP - Public Health Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2017
Contract Number:	CC-YOSE004-16		

Instructions:
Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	12	Majestic Yosemite Hotel Dining Room, Majestic Yosemite Hotel Bar, Half Dome Village Pavilion, Half Dome Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Big Trees Hotel, Yosemite Valley Lodge Food Court, White Wolf	White Wolf and the Mountain Room Bar were not assessed during 2017. (White Wolf did not for for 2017 season.)
Snack Bars	8	Half Dome Village Coffee Corner, YSSA Ski Snack Bar and Grill, Glacier Point Snack Bar, Big Trees Pro Shop, Tuolumne Meadows Grill, Village Grill, YSSA Snowflake Room, Meadow Grill	Half Dome Village Coffee Corner, YSSA Snowflake Room, YSSA Ski Snack Bar and Grill were not assessed during 2017. A pre-operational food safety assessment was conducted of the Glacier Point Snack Bar, however the facility's kitchen did not become operational in 2017.
Grocery	7	Crane Flat Grocery Store, Housekeeping Camp Store, Tuolumne Store, Village Store, Big Trees Grocery Store, Yosemite Valley Lodge Gift and Grocery, Half Dome Village Gift and Grocery	
Pre-Packaged	3	YH Warehouse, Majestic Sweet Shop, YSSA Sport Shop	YSSA Sport Shop was not assessed in 2017.
Bar	1	Half Dome Village Bar	Half Dome Village Bar was not assessed in 2017.
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Sunrise, Vogelsang	All backcountry facilities were not assessed in 2017.
Temporary (Identify)	1	Big Trees BBQ	Big Trees BBQ operation was not assessed in 2017.
Vending			
Mobile			
Other1	4	Majestic Yosemite Hotel Pool, Half Dome Village Pool, Yosemite Valley Lodge Pool, Big Trees Pool	Four swimming pools were assessed using the CDC's Model Aquatic Health Code as a reference.
Other2			
Total Number of Facilities:	42		

ADDITIONAL NOTES / COMMENTS

All environmental health assessments of Yosemite Hospitality (YH) facilities beginning March 2017 were conducted by LT (b) (6) [redacted] (MPH, REHS/RS, CPO), Environmental Health Specialist, NPS Office of Public Health. Specific focus areas were food safety, recreational water, infection control, and zoonotic disease prevention. Facilities assessed for food safety received an overall "Satisfactory" rating for CY2017. YH continues implementation of their integrated pest management program to address risks of zoonotic and vector-borne disaease.

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	32	3200
# Marginal		
# Unsatisfactory		
Total	32	3200

Public Health Score	**100.0**	Satisfactory = 85 – 100*
Adjusted Public Health Score	**100.0**	Marginal = 50 – 84
Rating	**Satisfactory**	Unsatisfactory = ≤ 49

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

Version 12.19.2017

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2017
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	The RMP was updated on 2/1/2018 to include new contact information and addressing high wind events procedures. The RMP is present at every employee information station. Concessionaire is progressing on their goal to achieve OSHA Voluntary Protection Plan (VPP) status in three years.
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	Policy is signed and accompanied by a video from the CEO. Staff responsibilities for safety are printed on the backs of ID card holders.
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	(b) (6) [redacted] and (b) (6) [redacted]
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	Job descriptions of safety sensitive positions outline responsibilities
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	Additional resources are available through corporte's Global Safety and Control Team. This team interacts with YH management though bi-weekly teleconferencing and quaterly on site audits.
3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	Yes	Safety Manager has a degree in EHS combined with 15 years' experience in managing EHS programs. He seeks out continuing education opprotunities and attend the recent NPS sponsored 40-hour OSHA Construction Safety Course.
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	The company has implemented an employee orientaion training call YH University. A first of its kind in the service industry. The two sessions have been completed with instructoin from managers in safety, environment, and food safety.
	3.3	The concessioner has conducted and documented all training.	Yes	Concessionaire uses an web based learning management system.

4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	YH has over 40 SOPs available to all emloyees by locating them with the RMP at employee information stations.
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	Very detailed and meets alll appicable laws.
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	Same as 1.1 and email out as well.
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	Through a weekly safety call. Hazards addressed were high water, mountian lion, and hantavirus. Table rounds provde guests with information regarding wildlife hazards as well as videos on a loop at all guest check in stations.
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	TH work hand-in-hand with NPS staff during local emergencies.
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	YH now complies with the new OSHA electronic injury reporting requirements.
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	Yes	Through the GM to NPS.
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	
7. Inspections 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.	Yes	Completed through a customized web based application called Global Metric Monitoring (GMM) that provides real time data on manager weekly inspection compliance. Work orders for identified hazard abatement and tracking is managed by their CMMS aplication.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	Yes	Intergrated in their GMM application
8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	Through a form and injury hotline.
	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.	Yes	A module or tab in the GMM application
9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	Their RMP is reviewed evey June and December recently updated on 2/1/2018. Implementation of the RMP is audited by a third party annually.

	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	N/A	

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS
The concessionaire is to be commended on their very proactive Risk Management Program. The company actively demonstrates their concern for the safety of their staff and their customers at every level of the organizations. Their resources and management tools are top notch especially their Training Academy and the Global Metrics Monitoring application.

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	100.0%
2. Responsibility and Accountability	100.0%	8. Hazard Incident Investigations and Abatement	100.0%
3. Training	100.0%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	
5. Communications	100.0%		
6. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
23	**0**	**0**	**1**	**23**

Risk Management Score	**100.0**
Adjusted Risk Management Score	**100.0**
Rating	**Superior**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2017
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	Concessioner's EMP scope leans more heavily towards natural resource protection and is less robust in terms of cultural resource protection. However, legal obligations to protect cultural resources are referenced throughout the documented EMP.
	1.2**	The EMP is documented.	Yes	
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	
3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	Yes	
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	
	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.	N/A	
	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.	N/A	
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	N/A	
7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	Yes	
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	N/A	
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	
	7.4*,**	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	

	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	Yes	

** indicates a Special Attention Item*

*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS

An Environmental Audit was conducted in 2017 by WASO contractors. Some deficiencies were found and corrected in a timely manner by Yosemite Hospitality.

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.0%
2. Responsibility and Accountability	100.0%	7. Monitoring, Measurement and Corrective Action	100.0%
3. Training	100.0%	8. Other Contract Requirements	100.0%
4. Documentation and Operational Controls	100.0%		
5. Communications	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
20	**0**	**0**	**4**	**20**

Environmental Management Score	**100.0**
Adjusted Environmental Management Score	**100.0**
Rating	**Superior**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service
Form 10-AMP - Asset Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2017
Contract Number:	CC-YOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	Yes	
	1.3	Projected maintenance expenditures are provided.	No	Yosemite Hospitality failed to submit monthly expenditure reports and only provided a letter that stated a single figure expenditure for 2017.
2. Inspections	2.1	Inspections were performed on schedule.	Yes	
	2.2	Inspection findings were addressed in a timely manner.	Yes	Where Yosemite Hospitality could not accomplish the corrective action due in most part to seasonal maintenance activites, they notified the NPS and asked for an extension.
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	Yes	Where Yosemite Hospitality could not accomplish the corrective action due in most part to seasonal maintenance activites, they notified the NPS and asked for an extension.
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	Yes	
	3.2*	Recurring Maintenance	Yes	
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	Yes	
	3.5*	Component Renewal/Replacement	Yes	
	3.6*	Deferred Maintenance	Yes	
4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	Yes	
	4.3	Fixture Replacement Report	No	A report specifically addressing fixture replacement was not submitted
	4.4	Component Renewal Report	No	A report specifically addressing component renewal was not submitted
	4.5	Personal Property Report	Yes	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	Yes	

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 4: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Annual Concessioner Maintenance Plan (ACMP)	66.7%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	100.0%	6. Other Contract Requirements	100.0%
3. Maintenance	100.0%		
4. Reporting	60.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
17	**3**	**0**	**0**	**20**

Asset Management Score	**85.0**
Adjusted Asset Management Score	**85.0**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

Version 12.19.2017

Problems, Issues and Resolution

There were various problems/issues that arose with Yosemite Hospitality (YH) in 2017. Some of the issues are addressed in other narratives on this page including the YH website and reservation system, the Valley Shuttle,and the Degnans' Kitchen renovation.

- The Concessioner was not compliant with all terms of the contract. As per the contract Exh. B-7 Employee Housing Operating Plan, "The Concessioner must move the seasonal employees out of the Area no later than the second anniversary of the Contract effective date." NPS requested several times throughout 2017 of Yosemite Hospitality (YH) to provide information and plans, but responses were inconclusive and incomplete to the requirement.
- A continuing issue in 2017 was not receiving contractually required reports and documentation. Visitor Transportation Services – Yosemite Valley Shuttle Monthly Vehicle Mileage Reports were frequently provided late and/or sporadically. NPS sent email reminders to the YH point of contact regarding the late reports. This same situation was repeated with the Valley Shuttle Visitor Use Statistics Data not being submitted to the NPS Park Transportation Manager. NPS has frequently contacted YH but the problems continue.
- Retail invoices are required to determine proper pricing. YH did not send requested invoices in a timely manner. Only after a formal letter was sent from the Park Superintendent requiring a deadline for invoices to be submitted, did the problem get resolved.
- The following reports were either not provided, required greater clarity, and/or were not consistently provided as per the contract: Monthly Profit and Loss Statements; Operational Statistics; Balance Sheets; Franchise Fee Funding Wire Advices; Visitor Transportation Services – Glacier Point Shuttle; Repair and Maintenance Reserve Activity.
- There were continuing problems concerning rates. These errors were discovered while conducting formal and informal evaluations. Rate discrepancies occurred in Food & Beverage and Retail operations. Retail services had many incorrect convenience item mark-ups on merchandise and prices were higher than the approved rates. Errors were discovered at the following services: The Glacier Point Snack Stand, Tuolumne Store, the Village Store, Half Dome Village Gift and Grocery, and the Majestic Sweet Shop.
- Rate discrepancies of core menu items were identified in the following services: Degnan’s Kitchen, Half Dome Village Pizza Deck, Village Grill, Big Trees Lodge Dining Room, Yosemite Valley Lodge Food Court, Tuolumne Grill, and The Majestic Yosemite Hotel Bar. Several core menu items were incorrect, and rates were higher than those approved by the Superintendent. This occurred at such a high level that the Superintendent submitted letters to YH denying acceptance of any Rate Review Requests for some services for the remainder of the calendar year and until a history of compliance with the approved rates was developed. These letters were sent in response to consistently incorrect rates at Big Trees Lodge and The Majestic Yosemite Hotel Bar. NPS continues to closely monitor rates in all services and work with the concessioner to eliminate this situation.
- Raft Rentals had issues as it was discovered that YH was requiring visitors to pay for the price of four occupants per raft rental regardless of how many visitors were actually using the raft. For example, if two visitors wanted to rent a raft, they were charged the cost of four visitors. Additionally, if the raft renters did not want to pay for more than their party's number, YH would force sharing the raft with others. The Service directed YH to charge for the actual number of the raft occupants, i.e. two visitors would pay for two visitors. YH was also no longer allowed to force sharing a raft with others.
- There were issues with the quality of the Valley Floor Tour. It was discovered that not all the concessioner employees conducting the tour were Certified Interpreter Guide (CIG) compliant, which is a contract requirement.

CONCESSIONER DATA

For the period of January 1, 2017 to December 31, 2017 Yosemite Hospitality LLC (YH) collected 18,635 surveys. A summary of the surveys has been submitted to the National Park Service (NPS) with the following results:

- There is a 5.5 point difference in the five highest volume response concessioners:

Half Dome Village 5,714 surveys - rating 77.3% overall customer satisfaction
Yosemite Valley Lodge 5,459 surveys - rating 79.8% overall customer satisfaction
Majestic Yosemite Hotel 3,470 surveys - rating 80.7% overall customer satisfaction
Big Trees Lodge 1,563 surveys - rating 80.3% overall customer satisfaction
Housekeeping Camp 1,418 surveys -rating 82.8% overall customer satisfaction

- More than 80% (mean average) of the participants are likely to "return" (80.2%) to the concessioner or "recommend" (80.1%) the concessioner. When we compare the hotel (80.3%) and food service average scores (79.1%) to reference benchmarks by industry posted by ACSI (American Customer Satisfaction Index) we note that the YH ratings are competitive as a total population. However, the Yosemite Valley Lodge Food Court with a score of 53.2% satisfaction, has been closed since mid-October for renovation, so we look forward for improvement after reopening in March 2018. The Degnan's Kitchen and Degnan's Loft, which were reopened in June 2017 after an extensive renovation, had satisfaction scores of 51.8% for the Kitchen, and 60.2% for the Loft. There is more information above about these two facilities.The Meadow Grill had a satisfaction score of 50.0%. During the next 6 months we will target focused improvement efforts with these three facilities.

PARK SERVICE DATA

The Superintendent's Office received 132 visitor comment letters involving YH operations during the period of January 1, 2017 to December 31, 2017. Comments received through social media sources (Facebook, Twitter, etc.) are not included in this report at this time. In these letters of correspondence there were 126 complaints, 2 suggestions, 2 questions, and 2 compliments. Please note that many comments contained a combination of complaints, compliments, and/or suggestions about more than one facility or service. Breaking out by type of service there were: Shuttle Service - 44; Food & Beverage - 21; Reservation and Website - 26; Lodging - 20; Retail - 10; Recreation - 5.

- The 2 compliments were almost all in reference to specific individual employees. These letters have been passed to YH.
- Most complaints were about the Valley Shuttle. Visitors chiefly complained about overcrowding, skipped stops, rude drivers, and not following schedules. Of specific concern were the number of complaints about rude shuttle drivers, which increased noticeably from previous years. NPS will continue to work with YH to improve the Valley Shuttle.

Note: The Valley Shuttle is free to visitors, which may account for more visitor comments than for-fee services.

- The second most complaints were about Food and Beverage. The complaints ranged from complaints about food costs to variety of food; however a significant proportion was about the Degnans' Kitchen operations. Complaints were about the general confusion in food ordering and pickup, but primarily about wait times.

The Superintendent's Office received 12 employee complaint letters in 2017. These ranged from complaints about employee housing and treatment, to complaints about staffing and perceived wasteful vendor packaging. Although NPS cannot interfere with concessioner internal business practices, specific employee complaints regarding NPS standards being unfulfilled were investigated thoroughly by NPS and resolved. All complaints were submitted to YH for their internal investigations (all employee names were recused unless employee gave permission).

Visitor Comments

There were two notable incidents that caused extensive negative input from visitors.

For the first few months of 2017, NPS received many visitor complaints on a daily basis concerning the Yosemite Hospitality (YH) website and reservations system. These complaints came by letter, email, phone, and the Yosemite NPS website. There were serious issues, such as the website had incorrect information concerning concessions availability, dates, pricing, specials, phone numbers, and general information about the facilities. Also, the reservation process itself was not functioning properly, causing visitors to be unable to make reservations correctly if at all. Additionally, reservation associates were causing many of the same problems. NPS was in contact with the local YH marketing department, their local reservation site managers, and their regional and national managers. After long and extensive rework of the system and the reservation associates training by YH, the issues were resolved by approximately April and visitor complaints declined.

Throughout the 2017 summer season, NPS received many visitor complaints on a daily basis concerning the Yosemite Hospitality (YH) free Valley shuttle service. These complaints came by letter. email, phone, and the Yosemite NPS website. There were complaints about rude shuttle drivers, shuttle drivers skipping stops, overcrowded buses, long waits at stops, unclear shuttle information, confusion at stops about how to line up, and general overall dissatisfaction with the service. NPS had particular concerns about complaints concerning the shuttle divers actions, as there were extremely inappropriate remarks stated by some drivers to visitors, among general overall rudeness and lack of helpfulness. At the beginning of the season the YH had difficulties getting a sufficient number of drivers as many of their drivers work for school districts during the rest of the year which contributed to some of the waits and overcrowding of available shuttles. Additionally, the YH Transportation Manager position was vacant, which may have contributed to the overall situation as the management of the system was being handled as an extra duty by another YH manager. YH worked with the drivers, meeting with them to discuss their concerns and developing more training. YH hired a Transportation Manager mid-season who could devote his time to the operation. Two additional shuttles were added to the inventory. YH and NPS have been working extensively on developing additional solutions to the overcrowding problem, although overcrowding is a problem for the Park as a whole, especially in the peak visitation season. The Park is a factor to the overcrowded shuttles, as the existing fleet is inadequate for the need, but NPS does not currently have a budget to purchase additional shuttles.

An additional significant concern of visitors in 2017 was the Degnan's Kitchen renovation. These complaints came by letter, email, phone, and the Yosemite NPS website. These concerned the new ordering and queue system. There were complaints involving the wait times, problems using the kiosks for ordering, when to pay, and a lack of any direction as to where to line up to receive their food. However the summarization of the overall problem was the lack of direction and queue organization. These problems caused chaotic overcrowding, and due to no directional guidance, visitors waited in large groups causing visitors to have no way of discerning what the overall wait would be as they had no way to tell how many visitors had already ordered ahead of them. This frequently resulted in visitors having 45-60 minute waits, or if they had not paid yet, walking out without canceling their orders causing unneeded delays. Although YH did do a short trial period of instituting actual line queuing that appeared successful in eliminating much of the problems, YH made the decision to retain the current configuration, so the problems remain.

In December, NPS began to receive significant amount of complaints concerning YH's decision to install a licensed Starbucks coffee area in the Yosemite Valley Lodge (YVL) Foodcourt Basecamp renovation. These complaints came by email, phone, and the Yosemite NPS website. As the YVL Foodcourt is still under renovation, we wait to see the visitors' final response.

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P.O. Box 577
Yosemite, California 95389

IN REPLY REFER TO:
C6210 (YOSE-BRM/Y4-16)

MAR 0 4 2019

Mr. (b) (6)
Vice President – Operations
Yosemite Hospitality
P.O. Box 306
Yosemite National Park, California 95389

Dear Mr. (b) (6)

Your 2018 Annual Overall Rating (AOR) is enclosed with this letter. This AOR is a reflection of your activities from January 1, 2018 through December 31, 2018. Your final AOR score for the 2018 season is 69.0, which translates to a "marginal" rating.

As you are aware, concessioners should not receive approval for a rate increase if they have an AOR score of marginal or unsatisfactory. Such scores represent failure for the concessioner to substantially meet visitor service standards and/or administrative requirements. While your score merits withholding rate approvals for the 2019 operating season, we are willing to allow conditional rate approvals to proceed given the following stipulations.

The Visitor Transportation System (VTS) must operate with a high degree of service and reliability going forward. As you are aware, we have received a substantial number of complaints related to the VTS in 2018, with visitors reaching a point of frustration that would compel unsafe behavior in the form of human chains and other angry behavior towards your shuttle drivers and fellow visitors. This cannot happen anymore. You must provide sufficient staff to operate and maintain a working VTS to the satisfaction of the National Park Service as reflected in the approved 2019 VTS budget.

You must adhere to the contract compliance items specified in your contract including submission of required reports and deliverables, charging correct rates, appropriate staffing, and providing required and authorized services on agreed opening and closing schedules and hours of operation.

While some degree of visitor complaints are to be expected, we expect your visitor satisfaction scores to remain above 60 percent. As we have discussed in previous settings, if scores fall below 60 percent, we will require detailed visitor comments, and may require you to implement a paper comment card system.

You must meet visitor service standards and administrative requirements for the remainder of 2019.

All rate approvals issued from the date of this letter for the remainder of the 2019 operating season will be conditional based upon the stipulations mentioned above. If the National Park Service determines that the stipulations are not being met by June 1, 2019, rate approvals issued from the date of this letter may be rescinded and additional rate increase requests will not be considered for the remainder of 2019. If the stipulations are met as of June 1, 2019, but do not continue throughout the year, rate approvals issued from the date of this letter may be rescinded and additional rate increase requests will not be considered for the remainder of 2019. All rescinded rate approvals will revert to 2018 amounts.

The National Park Service appreciates your continued commitment and effort to effectively serve both the public and the local community. We are choosing to allow this grace period because of the great partnership demonstrated by you and your staff. Your efforts during the Ferguson Fire and recent storms at the beginning of 2019 give us hope that you can turn operations around, and that we will not need to withhold rate increase approvals in 2019 nor in the future. We look forward to your improved performance this year, and to you receiving a superior score in 2019. If you have questions, please contact Concessions Management Chief (b) (6)

Sincerely,

Michael T. Reynolds
Superintendent

Department of the Interior
National Park Service - Commercial Services Program (CSP)

Annual Overall Rating Workbook

Version 12.19.2017

Purpose/Description

The CSP conducts annual evaluations of each concession operation to ensure that concessioners are complying with their contracts and meet all NPS operational performance, environmental management, asset management, risk management, public health and administrative compliance standards. This workbook provides forms for the evaluation process, and automatically calculates an Annual Overall Rating (AOR) score that reflects the concessioner's current performance.

Workbook Instructions

Concession specialists should fill in the yellow highlighted cells on all applicable forms. For example, Public Health may not apply if the contract does not include Food and Beverage, Bathhouses, or Swimming Pools; and Asset Management may not apply if there are no NPS facilities assigned to the concessioner. Once all applicable forms are completed, the tool will automatically calculate an AOR score in the 10-AOR Tab.

Note: The user must complete tab "Contract Information" in order to activate automatic scoring throughout the Workbook.

If you have an issue with your AOR Workbook or need any assistance in completing the AOR, please contact: cs_cm_helpdesk@nps.gov.

Additional Instructions

Printing and Signing AOR
When all tabs of the this workbook are completed, the Annual Overall Rating page (10-AOR) must be printed out and signed by both the superintendent and concessioner. To do this:
1) Navigate to the 10-AOR tab.
2) Print the page:
   a) Select File > Print on the top left of the screen
   b) Under Print Settings, select it to "Print Active Sheet", and print Pages 1 to 1
   c) Click Print
3) Once the form is printed, manually sign the appropriate signature blocks on the page.
4) Once signed, scan the document as a PDF and save to your desktop.
5) Insert the signed PDF page as an image into this workbook:
   a) Open the PDF in Adobe or a similar PDF viewer
   b) Copy the PDF page as an image using one of the following methods:
      i) Take a screenshot
      ii) Use the "Snapshot" tool under the "View" tab (Adobe)
      III) Save the PDF as a image file
   c) Navigate to the "Signed AOR" tab in this workbook and select Cell B2
   d) Paste the PDF image onto the page

If you wish to print all pages of this workbook, use the following instructions:
1) Select File > Print on the top left of the screen.
2) Under Print Settings, select it to "Print Entire Workbook".
3) Click Print.

Alternatively, you can print each page individually using the following instructions:
1) Select File > Print on the top left of the screen.
2) Under Print Settings, select it to "Print Active Sheet".
3) Click Print.

Inserting a PDF or External Document into the AOR
1) Select the desired location (or cell) to insert the document.
2) Go to the Insert tab at the top of the ribbon toolbar.
3) Click Object, which is listed under the "Text" options.
4) Choose the specific document format that you want to insert.
5) Select the desired document from your computer files.
6) Click Open.

Table of Contents

No. / Form	Page	Description/Responsibility
0	Instructions and Table of Contents	Current Page
1	Contract Information	Background information on the concessioner and the evaluation criteria. **This form must be filled out prior to any of the other forms.**
10-AOR	Annual Overall Rating	Final AOR Results Summary Page.
10-ADM	Administrative Compliance	Assessment of whether the concessioner is meeting all of the standards and clauses outlined in their contract.
10-OPR	Operational Performance	Based on periodic evaluations of services offered by the concessioner.

10-PHP	Public Health	Completion of the Year-End Summary for Public Health Program Rating
10-RMP	Risk Management Program	Evaluation of concessioner's current Risk Management Program
10-EMP	Environmental Management Program	Evaluation of concessioner's current Environmental Program
10-AMP	Asset Management Program	Evaluation of concessioner's current Asset Management Program

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation:	**2018**

Park:	YOSE	**Contract Term Effective Dates:**	3-1-16 TO 12-31-2031
Concessioner Name:	Yosemite Hospitality L.L.C.	**Concessioner Doing Business As:**	Yosemite Hospitality L.L.C.
Contract Number:	CCYOSE004-16		
Evaluator Name:	(b) (6) [redacted]	**Date of Review:**	2/13/2019

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Automobile Services	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food and Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

Please see ***Tab "Instructions and TOC"*** *for instructions on inserting a signed AOR.*

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2018

Park: YOSE

Contract Term Effective Dates: 3-1-16 TO 12-31-2031

Concessioner Name: Yosemite Hospitality L.L.C.

Concessioner DBA: Yosemite Hospitality L.L.C.

Contract Number: CCYOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	67.7	49.0	Unsatisfactory
Operational Performance (10-OPR)	88.4	88.4	Satisfactory
Public Health (10-PHP)	95.2	95.2	Satisfactory
Risk Management (10-RMP)	91.7	91.7	Superior
Environmental Management (10-EMP)	100.0	100.0	Superior
Asset Management (10-AMP)	89.5	89.5	Satisfactory

AOR Score	**88.7**
Adjusted AOR Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating 69.0

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature [signature] **Date** 3/4/19

Concessioner Signature (to signify receipt of rating) (b) (6) [redacted] **Date** 3/7/19

Table 3: Evaluation Narratives

Evaluation Narratives	
Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable. If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below. *Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.*	
CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	Yosemite Valley Lodge Food Court (Basecamp) was completed on March 15, 2018, which was 15 days past the contract established deadline of February 28, 2018.
Leasehold Surrender Interest / Possessory Interest	No Leasehold Surrender Interest was requested nor authorized in 2018.
Franchise Fees	Franchise fees were paid in accordance with the contract.
AFR	The AFR was submitted on time for 2018.
Insurance	The initially submitted certificates were not in compliance to the insurance requirements. MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC (YH) regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they did not demonstrate that the insurance coverage met all of YH's contractual insurance requirements. (The discrepancies may be a matter of incomplete documentation, or an actual error in the insurance coverage.) The discrepancies were provided to YH in a letter enclosure "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. YH worked with MFL Consulting and WASO to develop a solution to the lacking insurance including YH posting a surety bond to cover the difference between the contract insurance deductible requirements and YH's actual coverage. YH was allowed to do this in 2017. As other concessioners wish to do this, WASO is going to make this a formal change allowed for concessioners, but the official change has yet to be processed. Due to this delay, WASO is still allowing this bond action to count as a non-discrepency.
Risk Management	The Risk Management Program evaluation report rating for 2018 was "Superior" with an adjusted score of "95.8." The attached Risk Management Program evaluation report form (10-RMP) contains further information about the concessioner's 2018 activities.
Environmental Management	The Environmental Management Plan evaluation report rating for 2018 was "Superior" with an adjusted score of "100.0." The attached Environmental Management Plan evaluation report form (10-EMP) contains further information about the concessioner's 2018 activities.
Public Health	The Public Health Program evaluation report rating for 2018 was "Satisfactory" with an adjusted score of "95.2" The attached Public Health Program evaluation report form (10-PHP) contains further information about the concessioner's 2018 activities.
Asset Management	The Asset Management Program evaluation report rating for 2018 was "Satisfactory" with an adjusted score of "89.5." The attached Asset Management Program evaluation report form (10-AMP) contains further information about the concessioner's 2018 activities.
Administrative Compliance Reporting	The Administrative Compliance Report rating for 2018 was "Marginal" with an adjusted score of "69." The attached Administrative Compliance Report Form (10-ADM) contains further information about the concessioner's activities for the year
Annual Visitor Use Statistics / Utilization Data	The required Visitor Use Statistics/Utilization Data for shuttles were only provided to the Park Transportation Director for one month. Other visitor use statistics were provided to the Concessions Management office on time.
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	See Problems, Issues and Resolution Tabs
Accomplishments or Outstanding Work	YH is recognized for the onsite management of the High Sierra Camps. Camps were organized, clean, and generally well maintained. Customer service at the camps was excellent. Food and beverage quality was outstanding. YH is recognized for the Yosemite Mountaineering School operation. Guides were evaluated as having wonderful customer service, an astute sense of safety and risk management, and truly cared about visitors' wellbeing. YH is to be commended for the work from their Interpretation Department. They have created many enjoyable programs that are well done and managed. Additionally this department is willing to "think outside the box" to create new programs. SEE 10-OPR ADDITIONAL NOTES TAB 2. YH is recognized for their actions during the Ferguson Fire evacuations, and the support they offered the Yosemite community as a whole. This included: Wired El Portal Community Center for generator power Provided 28 refrigeration trailer for El Portal Community to use for food storage if power is lost. Wired and the EP gas station with for generator power and installed and maintained gen during outages. YH has let the day care use the Cliff Room as an extension of the day care. EP kids displaced by the evac put the day care over the limit in the valley and YH stepped up with letting them use the Cliff Room. The YH employees are to be commended for their efforts in getting "back-to-business" once the Park reopened after the Ferguson Fire, even though there were shortages of staff after the evacuations.

Future Plans for Concession Operation(s)	The Half Dome Village Pavilion was scheduled for rehab in 2018, but due to unavoidable assorted delays will begin in 2019.
Visitor Satisfaction	See Conc & Park Service Data Tab, and Visitor Comment Tab

Final Remarks:

Version 12.19.2017

United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2018
Contract Number:	CCYOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:

- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

- For 8.B., use the concessioner's due date for their 2017 Annual Financial Report to complete the evaluation. If the 2017 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	
	1.2*	All services provided by the Concessioner were authorized by the Contract.	No	Special Event Portraits were being offered at the Majestic without approval or authorized rate
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	No	Non-Compliance of Contractual Required Training: Training Academy: located at Support Facility; for training & required certifications Preservation Academy: at Support Facility; for all Maintenance employees (new and refresher). Job-Specific Training: Concessions Management; Customer Service/Hospitality; Alcoholic Beverage; Sanitation; Environmental & Risk Management; ServSafe/TiPS Provide English as a Second Language Class
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	No	Yosemite Hospitality failed to keep NPS informed about changes in reserved property locations.
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	Yes	Yosemite Valley Lodge Food Court (Basecamp); Half Dome Village Pavilion was originally scheduled to begin work in 2018, Upon detailed inspection in 2018, the engineers found a couple of structural flaws in the current design of the Pavillion which will result in a much larger scope of work for the project and, of course, more capital than originally planned. The new information required a new plan, and so a new deadline.
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.	Yes	

	5.4	The Concessioner started the project on time.	N/A	YVL Basecamp began in 2017. HDV Pavilion due to unavoidable delays, will now start in 2019
	5.5	The Concessioner completed the project on time.	No	YVL Basecamp completed on March 15, 2018, which was 15 days past the contract established deadline of February 28, 2018.
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.	Yes	
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	No	Franchise Fee Wire Report not submitted
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	

7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	The initially submitted certificates were not in compliance to the insurance requirements. MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC (YH) regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they did not demonstrate that the insurance coverage met all of YH's contractual insurance requirements. (The discrepancies may be a matter of incomplete documentation, or an actual error in the insurance coverage.) The discrepancies were provided to YH in a letter enclosure "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. YH worked with MFL Consulting and WASO to develop a solution to the insurance lack including YH posting a surety bond to cover the difference between the contract insurance deductible requirements and YH's actual coverage. YH was allowed to do this in 2017. As other concessioner wish to do this, WASO is going to make this a formal change allowed for concessioners, but the official change has yet to be processed. Due to this delay, WASO is still allowing this bond action to count as a non-discrepency.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	
	8.3*	The Concessioner submitted the AFR on time.	Yes	
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	No	The concessioner did not submit the Monthly Gov-owned Shuttle Mileage Reports as required without NPS reminders. Even with reminders they were sometimes late. Without reminders, they were not submitted until the new Transportation Director was hired in Fall. The concessioner did not submit the visitor use data for the government owned shuttles to the Park Transportation Manager as required.
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	
		iv. Management Listing	Yes	
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	N/A	
		vii. *Any additional pertinent reports*	No	SEE PROBLEMS, ISSUES & RESOLUTION TAB 5 FOR ADDITIONAL DETAILS.
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	No	SEE PROBLEMS, ISSUES & RESOLUTION TAB 5 FOR ADDITIONAL DETAILS.

13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	No	There were ongoing problems with correct rates, although the rates displayed on the website matched the incorrect rates changed by the concessioner. There were also problems with the concessioner operating under incorrect dates or hours, and the website had these errors posted too.
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	The Concessioner was not compliant with all terms of the contract: - YH had continuing problems with: Unauthorized rates, incorrect operating schedules, reservation site services, offering unauthorized service, and shuttle service. - Unapproved Cancelled Valley Trams Tours: It was discovered that Valley tram tours were being cancelled without NPS approval if there were 15 people or less. Various excuses were given by YH, but ultimately it was found to be concessioner policy. The concessioner was directed by NPS to discontinue this. - The red entry carpet at the Majestic Yosemite Hotel was removed without NPS approval. -The 2018 Rafting Season started out with a discussion regarding the 2017 operation concerns, and the NPS expectations for the 2018 season including that YH would not force rafting participants to share rafts, nor would they force un-willing participants to pay for empty seats. YH stated that they understood this. However, when NPS conducted the evaluation, they were told by the ticket booth that if they only had 2 people in their rafting party that they would be paired up with 2 other people. When NPS arrived at the raft launch site, they were not forced to ride with other participants. NPS asked the raft manager about this contradiction and was assured that YH was not forcing participants to ride together. The manager believed the ticket booth information was a miscommunication and stated that he would re-train all staff to understand and communicate the correct policy information. SEE PROBLEMS, ISSUES & RESOLUTION TABS

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Services and Operations	50.0%	9. Other Reporting Requirements	66.7%
2. Concessioner Personnel	66.7%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	50.0%	12. Special Provisions – Utilities	50.0%
5. Construction or Installation of Real Property Improvement	66.7%	13. Advertising and Promotional Materials	66.7%
6. Tracking and Payment of Required Fees	75.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
21	10	3	11	31

Administrative Compliance Score	**67.7**
Adjusted Administrative Compliance Score	**49.0**
Rating	**Unsatisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

Version 12.19.2017

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2018
Contract Number:	CCYOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
Big Trees Lodge/ Big Trees General Store	Retail - Grocery	3 - High	3	5			4.0	**12.0**
Big Trees Lodge/ BTL Dining Room and Bar	Food and Beverage – Family Casual Dining	3 - High	5				5.0	**15.0**
Big Trees Lodge / BTL Hotel	Lodging – Midscale	3 - High	5	5			5.0	**15.0**
Big Trees Lodge/ BTL Employee Housing	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Golf Shop Café	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Golf Shop (retail) &	Retail - Merchandise, Recreation Specialty	3 - High	5				5.0	**15.0**
Big Trees Lodge/ BTL Stables	Horse and Mule Operations	3 - High	3				3.0	**9.0**
Big Trees Lodge/BTL Golf Course	Golf Courses	3 - High	3				3.0	**9.0**
Big Trees Lodge/ BTL Pool	Swimming Pools	3 - High	4				4.0	**12.0**
Big Trees Lodge/BTL Tennis Court	Tennis Courts	3 - High	5				5.0	**15.0**
Crane Flat/Gas Station	Automobile Services	3 - High	3				3.0	**9.0**
Crane Flat/ CF Store	Retail - Convenience	3 - High	4				4.0	**12.0**
Half Dome Village/ HDV Coffee Corner	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Half Dome Village/ HDV Cooks Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Cooks WOBs	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/HDV Dorms and Wellness Center	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Grocery and Gift Shop/	Retail	3 - High	3	5			4.0	**12.0**
Half Dome Village/ HDV Guest Hard-side Accomodations	Lodging – Basic	3 - High	5	3			4.0	**12.0**
Half Dome Village/ HDV Guest Tents	Lodging – Rustic	3 - High	5	4			4.5	**13.5**
Half Dome Village/ HDV Pool & Showerhouse	Showers	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Ice Rink	Skating Rinks	3 - High	3				3.0	**9.0**
Half Dome Village/ HDV Meadow Grill	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Mountain Shop	Retail	3 - High	5				5.0	**15.0**

Half Dome Village/ HDV Mountaineering School	Mountaineering	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Pavillion	Food and Beverage – Fast Casual	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Pizza Deck	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Half Dome Village/ HDV Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3				3.0	**9.0**
Half Dome Village/ HDV Bike Stand	Rentals – Recreational Equipment	3 - High	4	5			4.5	**13.5**
Half Dome Village/ HDV Raft Rental Mobile	Boat Rentals	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Huff Cabins and Rec Trailer	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Huff Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Boystown	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Half Dome Village/ HDV Stables Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Half Dome Village/ HDV Stable Tents	Employee Amenity – Housing	3 - High	5	3			4.0	**12.0**
Housekeeping Camp/ HC Laundry	Public Laundry	3 - High	4				4.0	**12.0**
Housekeeping Camp/ HC Lodging Units	Lodging - Rustic	3 - High	2				2.0	**6.0**
Housekeeping Camp/ HC Showers	Showers	3 - High	4				4.0	**12.0**
Housekeeping Camp/ HC Store	Retail	3 - High	5				5.0	**15.0**
Glacier Point - Summer Snack Shop	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Glacier Point - Summer Retail	Retail	3 - High	5				5.0	**15.0**
HSC/Glen Aulin/ GA Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
HSC/Glen Aulin/ GA Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	**15.0**
HSC/Glen Aulin/ GA Guests Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
HSC/Glen Aulin/ GA Store	Retail	3 - High	5				5.0	**15.0**
HSC/May Lake/ May Lake Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	**15.0**
HSC/May Lake/ May Lake Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
HSC/May Lake/ May Lake Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
HSC/May Lake/ May Lake Store	Retail	3 - High	5				5.0	**15.0**
HSC/Merced Lake/ Merced Lake Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	**15.0**
HSC/Merced Lake/ Merced Lake Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
HSC/Merced Lake/ Merced Lake Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
HSC/Merced Lake/ Merced Lake Store	Retail	3 - High	5				5.0	**15.0**
HSC/Sunrise/ Sunrise Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	**15.0**
HSC/Sunrise/ Sunrise Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
HSC/Sunrise/ Sunrise Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
HSC/Sunrise/ Sunrise Store	Retail	3 - High	5				5.0	**15.0**
HSC/Vogelsang/ Vog Dining Room	Food and Beverage – Backcountry Food Services	3 - High	5				5.0	**15.0**
HSC/Vogelsang/ Vog Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
HSC/Vogelsang/ Vog Guest Tents	Lodging - Rustic	3 - High	4				4.0	**12.0**
HSC/Vogelsang/ Vog Store	Retail	3 - High	5				5.0	**15.0**
Majestic Hotel/ MYH Dining Room	Food and Beverage – Fine Dining	3 - High	3				3.0	**9.0**
Majestic Hotel/ MYH Employee Dorms	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Employee Tents	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Gift Shop	Retail	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Rooms and Cottages	Lodging - Upscale	3 - High	4	5			4.5	**13.5**
Majestic Hotel/ MYH Pool	Swimming Pools	3 - High	5	5			5.0	**15.0**
Majestic Hotel/ MYH Sweet Shop	Retail	3 - High	5	5			5.0	**15.0**
Tuolumne Meadows/ TM Gift and Grocery	Retail	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Grill	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Housing, Stables, store	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Lodge	Lodging - Rustic	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Lodge Dining	Food and Beverage – Family Casual Dining	3 - High	4				4.0	**12.0**

Tuolumne Meadows/ TM Lodge Retail	Retail	3 - High	5				5.0	**15.0**
Tuolumne Meadows/ TM Stables Pack Tripsl	Horse and Mule Operations	3 - High	4				4.0	**12.0**
Tuolumne Meadows/ TM Mountaineering School	Mountaineering	3 - High	5				5.0	**15.0**
YSSA Operations	Ski Services	3 - High	5				5.0	**15.0**
Yosemite Valley/ YV Valley Floor Tour	Guided Land Services	3 - High	5				5.0	**15.0**
Yosemite Valley/ YV Valley Shuttle	Transportation - Shuttle Services	3 - High	2				2.0	**6.0**
Yosemite Valley/ YV Valley Stables Boarding	Horse and Mule Operations	3 - High	3				3.0	**9.0**
Yosemite Valley/ YV Valley Kennels	Kennels	3 - High	4				4.0	**12.0**
Yosemite Valley Lodge/ YVL 1000 Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Valley Lodge/ YVL Basecamp	Food and Beverage – Fast Casual	3 - High	3				3.0	**9.0**
Yosemite Valley Lodge/ YVL Bike Stand	Rentals – Recreational Equipment	3 - High	3	5			4.0	**12.0**
Yosemite Valley Lodge/ YVL Gift and Grocery	Retail	3 - High	4	5			4.5	**13.5**
Yosemite Valley Lodge/ YVL Lodging	Lodging - Midscale	3 - High	4	3			3.5	**10.5**
Yosemite Valley Lodge/ YVL Pool	Swimming Pools	3 - High	5				5.0	**15.0**
Yosemite Valley Lodge/ YVL Mountain Room Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	5				5.0	**15.0**
Yosemite Valley Lodge/ YVL Mountain Room Restaurant	Food and Beverage – Upscale Dining	3 - High	3				3.0	**9.0**
Yosemite Village - Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Yosemite Village/ Village- Degnan's Loft Dining	Food and Beverage – Quick Service	3 - High	3	5			4.0	**12.0**
Yosemite Village/ Village- Degnan's Loft Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	5				5.0	**15.0**
Yosemite Village - Lost Arrow Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Village - Lost Arrow Dorm	Employee Amenity – Housing	3 - High	5	5			5.0	**15.0**
Yosemite Village - Tecoya Dorms	Employee Amenity – Housing	3 - High	5				5.0	**15.0**
Yosemite Village - Village Grill	Food and Beverage – Quick Service	3 - High	2				2.0	**6.0**
Yosemite Village - Village Store	Retail	3 - High	5	5			5.0	**15.0**

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

All are considered equal.

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score	**88.4**	Superior = 90 – 100 Satisfactory = 70 – 89 Marginal = 50 – 69 Unsatisfactory = ≤49
Rating	**Satisfactory**	

ADDITIONAL NOTES / COMMENTS

The Visitor Transportation Service (VTS) had its worst year of operation since the contract began in 2016. Wait times during the summer consistently exceeded 45 minutes, there were weekly complaints over poor customer service from shuttle drivers, and there was even a report of angry visitors creating a “human chain” in order to force a shuttle to stop for them. One of the reasons for the poor performance was because Yosemite Hospitality failed to hire the appropriate number of drivers to make use of the entire fleet. They also failed to hire the appropriate number technicians to adequately maintain the fleet which averaged between 8-10 shuttles being down all year. These concerns were echoed by the drivers themselves who asked for multiple meetings with park staff so they could voice their concerns directly to us. The Tuolumne Shuttle (authorized service) did not run in 2018 even though we were told by Yosemite Hospitality that it would. They decision to change their mind about the service was relayed to the park after the Guide was published so for the entire summer visitors consistently expected this service and were extremely disappointed and angry that it was not offered. SEE 10-OPR ADDITIONAL NOTES TAB.

There were various problems/issues that arose with Yosemite Hospitality (YH) in 2018. Some of the issues on this page may be addressed in other pages' narratives.

The Yosemite Ski and Snowboard Area did not open the downhill portion of their operation nor did it open the Glacier Point Ski Hut due to lack of snow. The nordic ski portion of the operation did open late in the season once enough snow had accumulated. A YSSA evaluation was done at that time on just the nordic portion.

The White Wolf hard-side cabins were offline this year due to a rehabilitation project, therefore no evaluation was performed.
White Wolf was approved to close early for the 2018 season due to the Ferguson Fire, therefore no tent cabin lodging evaluation was performed.

The 2018 Rafting Season started out with a discussion regarding the 2017 operation concerns, and the NPS expectations for the 2018 season were that YH would not force rafting participants to share rafts, nor would they force un-willing participants to pay for empty seats. YH stated that they understood this. However, when NPS conducted the evaluation, they were told by the ticket booth that if they only had 2 people in their rafting party that they would be paired up with 2 other people. When NPS arrived at the raft launch site, they were not forced to ride with other participants. NPS asked the raft manager about this contradiction and was assured that YH was not forcing participants to ride together. The manager believed the ticket booth information was a miscommunication and stated that he would re-train all staff to understand and communicate the correct policy information.

Half Dome Village approved operating days for the off season were Friday to Monday (check-out on Monday). YH did not comply with the approved days. The YH Travel Yosemite reservation website only allowed visitors to make reservations for Friday to Sunday for January, February, and the first two weeks in March. This is brought to YH's attention and they then submitted an operation proposal to change to Friday to Sunday. In the interim they never corrected the inaccuracy on their reservation website and were clearly violating the approved days they were supposed to be operating. By the time NPS received and reviewed the operation proposal, it was a moot point.
Housekeeping Camp's approved opening date was April 7, 2018. YH submitted an operation proposal to change to April 14, 2018 claiming no reservations had been made for the April 7 weekend. However, it was discovered that their website was advertising an open date of April 14, 2018 and making a reservation for April 7 weekend was not an option so of course there were no reservations for April 7. NPS sent correspondence denying the request. YH ignored the denial and did not open Housekeeping Camp until April 14, 2018.

The High Sierra Camp evaluations indicated a serious issue with YH Central Reservation response time. Visitors stated their phone calls went unanswered and/or their voicemails were not returned in a timely manner. This caused extreme frustration, confusion, disappointment, and uncertainty. Visitors also expressed concern over the lack of knowledge Central Reservations agents had about the High Sierra Camps when they finally did get to talk to a live person. The Central Reservation agents could not answer even the most basic questions about what to expect at the camps. Visitors stated that the agents were friendly, just not knowledgeable. High Sierra Camp staff told NPS that a training had been conducted in 2016 for the Central Reservation staff so that they would have an understanding of the High Sierra Camps and would be able to provide information. However, that staff has all since turned-over and the new staff had not been trained properly. In the Fall of 2018, NPS met with the Central Reservation manager to discuss their concerns. The manager stated that they have worked out a new system so that calls would be answered and/or voicemails would be responded to in a timely manner. Additionally, NPS held a "question and answer" session with Central Reservation staff to help boost their High Sierra Camp knowledge.

The Majestic Yosemite Hotel offered a stand-alone portrait service to visitors for a fee over the Thanksgiving holiday season in 2018. This stand-alone service is not required nor authorized under CC-YOSE004-16, Section 3(a), and is an unauthorized service. Furthermore, the fee charged for this service was not reviewed, nor approved by the NPS pursuant to CC-YOSE004-16, Section 3(e). YH was asked to discontinue the service and rate, and other stand-alone portrait services.

In November 2018, YH asked NPS if they could open the Ice Rink 5 days later than the approved opening date. NPS replied that if there was a compelling reason to do so then please submit an operation proposal. The proposal was submitted and stated an equipment malfunction as the justification. NPS followed up with YH Facilities to find out more about the equipment failure and was told that the equipment was fine and that they thought they were requesting the extension due to weather. NPS discussed this inconsistent/disingenuous statement with YH management. Ultimately the extension was approved.

- In 2018 there were continuing problems concerning rates. These errors were discovered while conducting formal and informal evaluations. Rate discrepancies occurred in Food & Beverage and Retail operations. Retail services had many incorrect convenience item prices.

Rate Discrepancies

In April 2018, it was discovered that Rafting Rentals were advertised as $5.50 on YH website for lifejacket and paddle. The maximum approved rate is $5. YH corrected the error when it was brought to their attention.
In April 2018, it was discovered that Horse 2 Hour Day Rides and Horse Boarding were advertised as $65 and $15 respectively on YH website. The maximum approved rates are $62 and $14.50. YH corrected the error when it was brought to their attention.
In April 2018, it was discovered that lodging rates on the YH website were not rounded properly and the advertised rates were OVER the maximum approved rates. This was noted on a Majestic Yosemite Hotel evaluation with a correct-by date of two weeks. The error was not corrected when NPS returned for the follow-up evaluation. NPS then sent YH a letter stating the rounding errors needed to be corrected immediately. YH corrected their website in early May 2018.

In May 2018, the Housekeeping Camp evaluation discovered that visitors were being overcharged the maximum approved rates for rental items (linens, stove, etc…). It was not corrected within the two week correct-by timeframe. It was corrected after the follow-up evaluation.
In June 2018, it was discovered that the horse boarding and kennels operation was overcharging. The maximum approved rates are $14.50 and $8.75 respectively. YH was charging $15 and $9 respectively. YH corrected the error when it was brought to their attention.
In June 2018, it was discovered that the Big Trees Lodge Stables 2 hour ride was adding tax to the base rate. Receipts were showing $0 tax but the total was 7.75% OVER the maximum approved rate. When YH was asked about this, they said it was a mistake and no tax should be on "experiences" such as 2 hour rides. YH corrected the reservation website and refunded guests who were overcharged.
In July 2018 it was discovered the HSC rates being charged were OVER the max approved rate - the discrepancy varied by camp, ranging from $.80 to $2.42 - YH corrected the rates and refunded guests that were overcharged

Accomplishments or Outstanding Work

YH is to be commended for the work from their Interpretation Department. They have created many enjoyable programs that are well done and managed. Additionally this department is willing to "think outside the box" to create new programs. Program attendance statistics for 2018 reached 44,997 visitors on a total of 1,751 programs offered. In 2018 YH Interp also certified 27 Yosemite Hospitality and National Park Service staff as Certified Interpretive Guides by hosting and teaching 3 CIG courses at the Majestic Yosemite Hotel.

Programs offered for the 2018 year:

Valley Starry Skies: 264 programs offered
Glacier Point Starry Skies: 25 programs offered
Night Prowl: 241 programs offered
Morning Naturalist Stroll: 103 programs offered
Afternoon Naturalist Stroll: 268 programs offered
Historic Majestic Yosemite Hotel Tour: 332 programs offered
Wee Wild Children's Program: 113 programs offered
Evening Program: 167 programs offered
Fireside Storytelling: 16 programs offered
Special/Custom Tours: 84 programs offered
Bus/Tram Tours: 138 programs staffed by interpretive services guides

YH is also to be commended for the Employee Housing management and staff. Their prompt responses to any evaluation remarks that would be future deficiencies, and keeping communications open and responsive between themselves and NPS, whether concerning status or providing other information.

YH is to be commended on its cooperation with the Service during the Ferguson Fire. YH management worked with NPS management to close operations as required for safety. YH also worked with the larger Yosemite community to address needs for displaced individuals.

YH is to be commended on it's mountaineering school operations. Instructors are knowledgeable and provide good customer services.

United States Department of the Interior - National Park Service
Form 10-PHP - Public Health Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2018
Contract Number:	CCYOSE004-16		

Instructions:
Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	12	Majestic Yosemite Hotel Kitchen, Majestic Yosemite Hotel Bar, Half Dome Village Pavilion, Half Dome Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Big Trees Hotel, Yosemite Valley Lodge Base Camp, White Wolf	Degnan's Loft, Big Trees Hotel Kitchen, and Half Dome Village Pavilion, Half Dome Village Pizza Deck, Tuolumne Lodge, and White Wolf were not assessed in 2018. Mountain Room Bar and YVL Base Camp received "Marginal" ratings.
Snack Bars	8	Glacier Point Snack Bar, Big Trees Lodge Pro Shop, Half Dome Village Coffee Corner, YSSA Snack Bar and Grill, YSSA Snowflake Room, Tuolumne Meadows Grill, Village Grill, Meadow Grill	Tuolumne Meadows Grill was not assessed in 2018.
Grocery	7	Half Dome Village Gift and Grovery, Village Store, Housekeeping Camp Store, Crane Flat Grocery Store, Tuolumne Store, Big Trees Grocery Store, Yosemite Valley Lodge Gift and Grocery,	Tuolumne Store was not assessed in 2018.
Pre-Packaged	3	Majestic Sweet Shop, YH Warehouse, YSSA Sport Shop	YH Warehouse was not assessed in 2018.
Bar	1	Half Dome Village Bar	
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	Glacier Point Ski Hut, Merced Lake, Vogelsang, and Sunrise were not assessed in 2018.
Temporary (Identify)	1	Big Trees BBQ	Big Trees BBQ was not assessed in 2018
Vending			
Mobile			
Other1	4	Majestic Yosemite Hotel Pool, Half Dome Village Pool, Yosemite Valley Lodge Pool, Big Trees Lodge Poo	Majestic Yosemite Hotel pool was not assessed in 2018.
Other2			
Total Number of Facilities:	42		

ADDITIONAL NOTES / COMMENTS

All environmental health assessments of Yosemite Hospitality (YH) facilities were conducted by LCDR George Carroll (Registered Environmental Health Specialist, NPS Office of Public Health). Specific focus areas were food safety, zoonotic disease prevention, infection control, and recreational water safety. Facilities assessed for food safety received an overall "Satisfactory" rating for CY2018. Significant progress was made by YH in 2018 with respect to addressing previous recommendations including upgrading food safety equipment for multiple facilties to meet standards of the 2017 FDA Food Code. YH continues ongoing implementation of an integrated pest management program to address zoonotic disease risks and works closely with our office to assess conditions of food and lodging facilities in addition to employee housing.

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	19	1900
# Marginal	2	100
# Unsatisfactory		
Total	21	2000

Public Health Score	**95.2**
Adjusted Public Health Score	**95.2**
Rating	**Satisfactory**

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

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2018
Contract Number:	CCYOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	(b) (6) [redacted] and (b) (6) [redacted]
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	
3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	No	YH is in the process of certifying their safety manager to meet contract requirments
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	Yes	Oil spills and chemical spills must be reported immediately to the YOSE Safety Manager
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	
7. Inspections 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.	No	YH uses a customized web based application called Global Metric Monitoring (GMM) that provides real time data on manager weekly inspection compliance. However, Exhibit H Maintenance Plan (1)(E)(6) requires the Concessioner to perform an annual inspection of the interior spaces and exterior of all Concession Facilities retaining a certified pest control contractor and to notify NPS 10 business days in advance of inspection. NPS did not recieve any notification of such inspection, nor did they receive any documentation that the inspection occured.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	Yes	Integrated in the GMM application
8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	
	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.	Yes	

9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	
	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	N/A	

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS
YH is commended on their proactive risk management program. They actively demonstrate their concern for the safety of their staff and their customers. The resources and management tools they use are high quality, especially the GMM application. Inspections and contract requirements need to be received/completed in a timely manner and followed-up on accordingly.

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	50.0%
2. Responsibility and Accountability	100.0%	8. Hazard Incident Investigations and Abatement	100.0%
3. Training	66.7%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	
5. Communications	100.0%		
6. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
22	**2**	**0**	**1**	**24**

Risk Management Score	**91.7**
Adjusted Risk Management Score	**91.7**
Rating	**Superior**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

Version 12.19.2017

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2018
Contract Number:	CCYOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	Concessioner's EMP scope leans more heavily towards natural resource protection and is less robust in terms of cultural resource protection. However, legal obligations to protect cultural resources are referenced throughout the documented EMP.
	1.2**	The EMP is documented.	Yes	
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	
3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	Yes	
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	
	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.	Yes	
	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.	Yes	
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	Yes	Notified of safety and OSHA visits

7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	Yes	
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	Yes	
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	
	7.4***	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	Yes	

** indicates a Special Attention Item*

*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.0%
2. Responsibility and Accountability	100.0%	7. Monitoring, Measurement and Corrective Action	100.0%
3. Training	100.0%	8. Other Contract Requirements	100.0%
4. Documentation and Operational Controls	100.0%		
5. Communications	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
24	**0**	**0**	**0**	**24**

Environmental Management Score	**100.0**
Adjusted Environmental Management Score	**100.0**
Rating	**Superior**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

Version 12.19.2017

United States Department of the Interior - National Park Service
Form 10-AMP - Asset Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2018
Contract Number:	CCYOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	Yes	
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	Yes	
	2.2	Inspection findings were addressed in a timely manner.	Yes	
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	Yes	
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	Yes	
	3.2*	Recurring Maintenance	Yes	
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	Yes	
	3.5*	Component Renewal/Replacement	Yes	
	3.6*	Deferred Maintenance	Yes	
4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	Yes	
	4.3	Fixture Replacement Report	N/A	
	4.4	Component Renewal Report	No	
	4.5	Personal Property Report	No	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	Yes	

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 4: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Annual Concessioner Maintenance Plan (ACMP)	100.0%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	100.0%	6. Other Contract Requirements	100.0%
3. Maintenance	100.0%		
4. Reporting	50.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
17	2	0	1	19

Asset Management Score	**89.5**
Adjusted Asset Management Score	**89.5**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

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CONCESSIONER DATA

For the period of January 1, 2018 to December 31, 2018 Yosemite Hospitality LLC (YH) collected 13,418 surveys. A summary of the surveys has been submitted to the National Park Service (NPS) with the following results:

- There is a 5.4 point difference in the five highest volume response concessioners:

Half Dome Village 4,034 surveys - rating 76.2% overall customer satisfaction
Yosemite Valley Lodge 4,124 surveys - rating 77.4% overall customer satisfaction
Majestic Yosemite Hotel 2,115 surveys - rating 81.0% overall customer satisfaction
Big Trees Lodge 1,261 surveys - rating 81.6% overall customer satisfaction
Housekeeping Camp 1,066 surveys -rating 79.3% overall customer satisfaction

- More than 79% (mean average) of the participants are likely to "return" (79.5%) to the concessioner or "recommend" (79.6%) the concessioner. When we compare the three YH hotels (80.1%) to reference benchmarks by industry posted by ACSI (American Customer Satisfaction Index) we note that the YH hotel ratings are competitive as a total population. However, when comparing the YH food service average scores of 64.2% they fall below the ACSI benchmark of 80.5%. One particular concern is the Yosemite Valley Lodge Base Camp Eatery (formerly known as the Food Court) which reopened in March 2018 after a major rehab, that has a score of 26.0% satisfaction. Additionally the Degnan's Kitchen and Degnan's Loft, had satisfaction scores of 12.5% for the Kitchen, and 41.7% for the Loft, regardless of extensive renovation of the facilities the year before. During the next 6 months we will target focused improvement efforts with these three facilities.

PARK SERVICE DATA

The Superintendent's Office received 307 visitor comments involving YH operations during the period of January 1, 2018 to December 31, 2018. Comments received through social media sources (Facebook, Twitter, etc.) are not included in this report at this time. In this correspondence, there were 302 complaints, 2 suggestions, and 4 compliments. Please note that many comments contained a combination of complaints, compliments, and/or suggestions about more than one facility or service. Breaking out by type of service there were: Starbucks - 122; Valley Shuttle Service - 56; Tuolumne Meadows Shuttle Service - 51; Food & Beverage - 18; Reservation and Website - 14; Lodging - 22; Recreation - 5; Tours - 4; Rates (general) - 3; Garage/Towing - 1; General - 1; Name Change - 1.

- The 4 compliments were almost all in reference to specific individual employees. These letters were forwarded to YH.
- Most complaints were about YH deciding to put Starbucks in Base Camp Eatery (formerly the Food Court). All complaints were decidedly against allowing a major chain establishment to operate in a National Park. The next largest number of complaints were about the Valley Shuttle. Visitors chiefly complained about overcrowding, skipped stops, excessively long waits: rude drivers, and not following schedules. Of specific concern were the number of complaints about the insufficient lack of shuttles causing excessively long waits and drivers skipping stops due to full shuttles, which increased noticeably from previous years. NPS will continue to work with YH to improve the Valley Shuttle. Note: The Valley Shuttle is free to visitors, which may account for more visitor comments than for-fee services.
- The third largest amounts of complaints were about the Tuolumne Meadows Shuttle, or lack thereof. YH chose to not operate the TM Meadows Shuttle this past summer (it is an authorized service, not required), and there was much unhappiness from the public with this decision.

The Superintendent's Office received 3 employee complaint letters in 2018. These concerned emotional support animals in concessioner employee dorms, YH cancelling Valley Tours without NPS approval, and a perceived improper use by YH of a generator. Although NPS cannot interfere with concessioner internal business practices, specific employee complaints regarding NPS standards being unfulfilled were investigated thoroughly by NPS and resolved. All complaints were submitted to YH for their internal investigations (all employee names were recused unless employee gave permission).

There were various problems/issues that arose with Yosemite Hospitality (YH) in 2018, with the three following of significant note. Some of the issues on this page may be addressed in other pages' narratives.

- Yosemite National Park received 107 shuttle bus complaints. 56 complaints specific to the complimentary shuttle service in the Yosemite Valley and 51 complaints directed to the lack of service along Tioga Pass. The Visitor Transportation Service (VTS) had its worst year of operation since the contract began in 2016. Wait times during the summer consistently exceeded 45 minutes, there were weekly complaints over poor customer service from shuttle drivers, and there was even a report of angry visitors creating a “human chain” in order to force a shuttle to stop for them. One of the reasons for the poor performance was because Yosemite Hospitality failed to hire the appropriate number of drivers to make use of the entire fleet. They also failed to hire the appropriate number technicians to adequately maintain the fleet which averaged between 8-10 shuttles being down all year. These concerns were echoed by the drivers themselves who asked for multiple meetings with park staff so they could voice their concerns directly to us. The Tuolumne Shuttle (authorized service) did not run in 2018 even though we were told by Yosemite Hospitality that it would. They decision to change their mind about the service was relayed to the park after the Guide was published so for the entire summer visitors consistently expected this service and were extremely disappointed and angry that it was not offered.
- The High Sierra Camp evaluations indicated a serious issue with YH Central Reservation response time. Visitors stated their phone calls went unanswered and/or their voicemails were not returned in a timely manner. This caused extreme frustration, confusion, disappointment, and uncertainty. Visitors also expressed concern over the lack of knowledge Central Reservations agents had about the High Sierra Camps when they finally did get to talk to a live person. The Central Reservation agents could not answer even the most basic questions about what to expect at the camps. Visitors stated that the agents were friendly, just not knowledgeable. High Sierra Camp staff told NPS that a training had been conducted in 2016 for the Central Reservation staff so that they would have an understanding of the High Sierra Camps and would be able to provide information. However, that staff has all since turned-over and the new staff had not been trained properly. In the Fall of 2018, NPS met with the Central Reservation manager to discuss their concerns. The manager stated that they have worked out a new system so that calls would be answered and/or voicemails would be responded to in a timely manner. Additionally, NPS held a “question and answer” session with Central Reservation staff to help boost their High Sierra Camp knowledge.
- NPS continued to receive significant amount of complaints concerning YH's decision to install a licensed Starbucks coffee area in the Yosemite Valley Lodge (YVL) Foodcourt Basecamp renovation. These complaints came by email, phone, and the Yosemite NPS website. In all, there were 122 complaints, with no positive nor neutral comments. All these were submitted to NPS before Starbucks opened in March. Once the service opened, the comments stopped.

There were various problems/issues that arose with Yosemite Hospitality (YH) in 2018. Some of the issues on this page may be addressed in other pages' narratives.

A major problem for the Park and its concessioners this past year was the Ferguson Fire. It began on July 13, 2018 next to Highway 140, and lasted until Sept 19th. The fire spread to 96,901 acres, with a minor percentage of that in the Park, however it heavily affected roads and communities next to the Park causing Park visitation residual damage. From its beginning, the fire heavily impacted the Park as it immediately caused the closure of Highway 140 which is the entrance leading directly to Yosemite Valley. It also quickly caused heavy smoke in the Park leading to very poor air quality. The fire eventually caused Yosemite Valley, the Wawona area, and Mariposa Grove to close on July 25th to both the public and residents, and not reopen until Aug 5th. It closed three of the four entrances to Yosemite at various times, with Hwy 140 being closed for several weeks. All this severely impacted the concessioner, as besides the closures, when the concessioner employees were evacuated, many did not return. This resulted in staff shortages in some services until past the September Labor Day holiday.

Another major natural event occurred April 6 - 8, 2018 when there was flooding.. NPS worked closely with YH to keep them apprised of potential flooding leading up to the events. Yose Park Service also included YH in Park Leadership Meetings with RMS subject matter experts to best prepare everyone for the flood. However, some of YH's operations were still severely impacted. The following is a report of the flooding's affect on YH.
The operations impacted by the 2018 flood were Housekeeping Camp (HSKC), the Tecoya Employee Housing Area, and the Stables Employee Housing Area. Approximately 80% of HSKC was under water during this event. The row of houses along Ahwahnee Meadow in the Tecoya area also experienced very high water from the Indian Creek drainage and would have sustained major flood damage were it not for the YH Maintenance teams on site diverting water throughout the event. The tent cabins on the northernmost side of the Stables housing area experienced flooding from Tenaya Creek up to the level of the tent floors, but the flooding was ultimately diverted by moving some debris.
Aproximately 400 HSKC mattresses were irreparably damage or lost during the flood event. The mattresses were replaced. There was no facility damage as a result of the event. The advance placement of water pumps and clearing of culverts prevented damage at all the hotel properties.
There were no system failures as a result of this event. The lift stations at HSKC ttok on some water, but remained functional. Area impeded by the event were the same as tose during past events, though they were affected to a higher degree due to the increase in flood level as compared to past events.
The primary lesson learned by YH is the need to remove and store the HSKC mattresses when a flood is forecasted. YH also learned that the proper placement of pumps and the advance clearing of known "problem" culerts prevented flooding at their facilities and will therefore continue as standard practice for future flood events. There is a particular culvert on the eastern edge of Half Dome Village that was completely impasible and required a pump to avoid flooding the surrounding area.YH also believed the Indian Creek drainage needs significant resoration to prevent future flood damage to Tecoya and the Garage. It overflowed during the last two major flood events, severely impacting Ahwahnee Drive and the Village area.

The Visitor Transportation Service (VTS) had its worst year of operation since the contract began in 2016. Wait times during the summer consistently exceeded 45 minutes, there were weekly complaints over poor customer service from shuttle drivers, and there was even a report of angry visitors creating a “human chain” in order to force a shuttle to stop for them. One of the reasons for the poor performance was because Yosemite Hospitality failed to hire the appropriate number of drivers to make use of the entire fleet. They also failed to hire the appropriate number technicians to adequately maintain the fleet which averaged between 8-10 shuttles being down all year. These concerns were echoed by the drivers themselves who asked for multiple meetings with park staff so they could voice their concerns directly to us. The Tuolumne Shuttle (authorized service) did not run in 2018 even though we were told by Yosemite Hospitality that it would. They decision to change their mind about the service was relayed to the park after the Guide was published so for the entire summer visitors consistently expected this service and were extremely disappointed and angry that it was not offered.

The 2018 Rafting Season started out with a discussion regarding the 2017 operation concerns, and the NPS expectations for the 2018 season were that YH would not force rafting participants to share rafts, nor would they force un-willing participants to pay for empty seats. YH stated that they understood this. However, when NPS conducted the evaluation, they were told by the ticket booth that if they only had 2 people in their rafting party that they would be paired up with 2 other people. When NPS arrived at the raft launch site, they were not forced to ride with other participants. NPS asked the raft manager about this contradiction and was assured that YH was not forcing participants to ride together. The manager believed the ticket booth information was a miscommunication and stated that he would re-train all staff to understand and communicate the correct policy information.

There were issues with the Valley Floor Tour. It was discovered that tram tours were being cancelled without approval if there were 15 people or less. Various excuses were given by YH, but ultimately it was found to be concessioner policy. The concessioner was directed by NPS to discontinue this.

The Park Service has concerns about the impact of the frequent turn-over of YH Management and staff. Over the past year, the following changes has occurred:
Management/Staffing Changes
YVL GM - Late 2017
Facilities Manager - Late 2017
MYH GM - Early 2018
Recreation Manager - Mid 2018
Tuolumne Meadows Lodge Manager - Mid 2018
Security Officer - Mid 2018
Transportation Manager - Early/mid 2018
Safety Manager - Mid 2018
Financial Analyst - Late 2018
YVL Head of Housekeeping - Late 2018
Facilities Manager - 12/14/2018
An assortment of lower management and staff has also left YH in 2018.
Although NPS has no authority to interfere in the internal business matters of the concessioner, this frequency of staff changes does impact the Park Service:
Institutional knowledge is lost with each change.
Positions are unoccupied until filled, causing lost of focus and responsibility by mgmt for that service.
Lack of specific training for a position due to rush to fill.
Confusion in contact points and change-of-command.
Incidents also do occur from lack of institutional knowledge or proper training of replacements. For example, the Majestic Yosemite Hotel's red entry carpet was removed from the front of the Hotel without NPS authorization. The new MYH General Manager, who although he had Park Lodging experience, was unaware of the special compliance requirements of the MYH, did this removal.

The following is a list of non-compliance issues:
-Establish a Seasonal Housing Complex outside of the Area and move approximately 430 seasonal employees out of the Area (due 3-1-18, YH asked for extended deadline of 3-1-19). YH has stated that it "maintains its position that the El Portal trailer court is the most logical and efficient location for out-of-park housing" per its letter dated November 26, 2017. The contract stipulated that YH was to move approximately 430 seasonal employees out of the "area" which includes government land in Yosemite National Park and the El Portal Administrative Site. The Service granted an extension and intends to work with YH to address this contractual requirement.
-Convert up to 2 Manager Residences to office space (due 3-1-18; YH submitted a project proposal to convert the North Wing of the Village Store into the office space - as of Aug 2018, the project has not been approved by NPS)
-Obtain Certifications: Certified Hotel Administrators (Managers); Certified Rooms Division Executives and Certified Hospitality Housekeeping Executives (due 3-1-18; YH asked for an extension to August 2018. However they did not complete the requirement in this extended time frame. YH again asked for an extension due to the Ferguson Fire. YH stated they will complete the requirement by March 2019)
-Implement Vehicle Management Plan: eliminate at least 10 vehicles; replace 15 with electric; establish no-idle policy; plan re: charging stations; mobile air compressor at winter tire-chain installation locations (due 3-1-18, incomplete)
-Replace 1/3 of fleet with hybrid (due 3-1-18; not completed)
-RFID Tags on Assigned Govt Property AND personal property over $100 (due 3-1-17; not completed)
-Sensor Array/"RoadNet": install comprehensive sensor array and transportation management system (due 3-1-17; RoadNet is complete; Sensor Array is not complete)
-Concessioner must install over 200 electricity metering sensors in target buildings and rooms to monitor electricity use (due 3-1-17; not completed)
-Energy Efficiency Improvements from mait plan (1)(J)(6)(A) - including install over 100 water monitor devices, complete and provide a water use report, provide service access to daily monitor system, generator replacement, food digester installation, lighting upgrades, occupancy sensors, washer/dryer upgrades, etc... (due 3-1-17; LED project complete, YH stated Water Metering project to be complete in 2019, all others incomplete).
-Replace Fuel Oil Boilers with energy efficient models (one was due on 3-1-18; YH selected the Yosemite Valley Lodge boiler to fulfill the 2018 contract requirement, however it was not completed, YH has stated they will complete it in 2019)

Other Requirements that don't have a specific deadline, but are not being fulfilled:
-Partner with a local university or college with an environmental program to improve its environmental systems
-Employ at least 2 students every season to work on implementing approved water conservation initiatives and evaluate the success of these initiatives throughout the term of the Contract
-Fund at least 25% of a research professor's salary to support its energy conservation goals by investigating new technologies and methods
-Establish an internship program to include at least two graduate students to support the Concessloner's energy conservation program
-Educate visitors about water conservation and energy efficiency initiatives, savings, and benefits, throughout the term of the Contract through In-room signage, non-personal interpretive information regarding conservation measures and accomplishments, twice-weekly interpretive talks, large screen displays in every lobby/registration area, and through the use of a mobile app providing water conservation status through real time data collection (Incomplete)
-Implement a visitor participation program encouraging visitors to pledge to conserve water and a monthly drawing for a free stay
-Employee Engagement: water/energy conservation: The Concessioner must encourage employees to submit suggestions for water conservation and energy efficiency ideas on an annual basis and provide recognition and a monetary award for suggestions implemented in its operations.
-Encourage the use of the public transportation system through interpretive information and discount incentives at food and beverage and retail operations
-Multiple VTS and tow truck requirements not being met.
-Employ Structural Fire Manager that is a Certified Fire Inspector II (YH hired a Safety Manager in 2018 (partially fulfilling the structural fire manager requirement) that they plan to have become a Certified Fire Inspector II in March 2019. YH has not fulfilled this part of the obligation from 2016-18)
-Training Academy: located at Support Facility; for training & required certifications
-Preservation Academy: at Support Facility; for all Maintenance employees (new and refresher)

Other Requirements that don't have a specific deadline, but are not being fulfilled (continued):

-Provide English as a Second Language Class

-Forward Staging Area: stage/store construction materials, heavy equip, new personal property; coordinate move at night (incomplete)

-Half Dome Village: @least 80% locally sourced food and over 50% sustainably sourced

-Half Dome Village: @least 10% of all entrees are heart healthy

-Half Dome Village: menus include nutritional information

-Half Dome Village: food ordering kiosks; digital menu boards; ordering must be offered in at least (5) languages

-Half Dome Village Pavilion: must provide juice station with grab/go and fresh pressed juices and rotisserie

-Yosemite Lodge Food Court: @ least 80% locally sourced and over 50% sustainably sourced

-Degnan's: @ least 80% locally sourced and over 50% sustainably sourced

-Degnan's: @ least 10% portioned / priced for light eaters

-Employ at least 2 maintenance workers with water distribution level 1 license

-Employ at least 2 maintenance workers with grade 4 California certified wastewater professional certification

-Employ Maintenance Coordinator

-Employ other maintenance positions stated in Maintenance Plan (incomplete)

Missed or Incomplete Contractually Required Reports

Monthly CFF Reports - By the 15th of the month as part of the monthly reporting, the Concessioner will report on the franchise fee deposit made for the preceding month. Reporting documentation will include a copy of the wire transfer identifying the account and the amount transferred. - In 2018, NPS did not receive copies of the monthly wire transfers. Although, NPS did receive monthly deposits, YH did not provide a monthly copy of the wire transfer. YH has stated they are attempting to correct this.

Monthly RMR Reports - Statements of Reserve Activity. The Concessioner shall submit monthly, not later than fifteen (15) days after the end of each accounting month, a statement reflecting total activity in the Repair and Maintenance Reserve for the preceding calendar month. The statement must reflect monthly inflows and outflows on a project by project basis. (NPS did not receive these monthly reports in 2018 - in January 2019 NPS requested that YH start sending monthly detailed RMR reports)

Monthly and Annual RMR Reports - Repair and Maintenance Reserve Status Reports - The Concessioner must submit a monthly report on the status of projects funded by the Repair and Maintenance Reserve by the 15'h of each month and an annual summary report by February 15 of the following year. (NPS did not recieve these monthly, nor did they recieve the annual)

Annual VTS Schedule and Budget Proposals for 2018 were due 10-15-17. NPS received these 12-6-17 (2 months late)

Quarterly VTS gross revenues and costs, with an explanation of substantial deviations from the estimated revenues and costs provided in the annual budget due 30 days after each quarter. NPS did not receive any of these on time for 2018.

Monthly VTS recap of the total number of miles driven by the 15th day of the following month for all Government-Owned VTS Vehicles operated under VTS Operating Plan, along with total number of gallons of fuel consumed and the related costs. Additionally, Concessioner will provide the following information monthly to the Service: Number of trips and ridership, by individual shuttle route. NPS did not receive any of these monthly reports on time for 2018.

Annual VTS Maintenance Reserve Account Report: Within sixty (60) business days from the end of the Concessioner's fiscal year, the Concessioner must provide the Service a statement containing, at a minimum, any VTS Reimbursement Account deposits, withdrawals, and balance on a monthly basis. NPS did not receive this report on time for 2018 (was due 11-28-18).

VTS: Establish and operate warranty tracking/admin program AND Quarterly Warranty Claims Reports - These reports have not been received by NPS.

Annual Reconciliation of the total utility add-on amount collected and actual utility costs incurred (was due 1-15-19, NPS received on 2-8-19)

Pesticide request form requesting approval of anticipated pesticide use (was due 1-15-18)

Concessioner must maintain maintenance log for wastewater treatment equipment which must be submitted annually (was due 10-31-18)

Amount of annual sewage, FOG, and other wastewater streams generated along with method of disposal (was due 10-31-18)

Employee Housing Plan (was due 7-1-18)

Annual Conservation Plan (was due on 4-1-18, for the year 2017 - this is a unique reporting date because it is due after the AOR deadline so we include the previous calendar year's report in the current AOR)

Winter Protection Plan (was due on 9-15-18)

Annual planned Personal Property replacement, rehabilitation, and repair schedule for the next calendar year (was due on 2-15-18)

Annual Inventory of Hazardous Substances Report (was due on 2-15-18)

Concessioner will perform an annual inspection of the interior spaces and exterior of all Concession Facilities retaining a certified pest control contractor, and the Service will be notified 10 business days in advance of inspection. NPS did not receive a notification of this in 2018, nor did they receive any documentation that the inspection took place

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P. O. Box 577
Yosemite, California 95389

IN REPLY REFER TO:
C6210 (YOSE-SUPT)

APR 09 2020

(b) (6)

Vice President – Operations
Yosemite Hospitality
PO Box 306
Yosemite National Park, CA 95389

Dear (b) (6)

Enclosed you will find documentation regarding Yosemite Hospitality's Annual Overall Rating (AOR) for 2019. This AOR is a reflection of Yosemite Hospitality's activities from January 1, 2019 – December 31, 2019.

I am exercising my authority under National Park Service policy to adjust the 2019 rating upwards by one point, which gives an overall rating of satisfactory. I want to recognize the strong collaboration between Yosemite Hospitality and Yosemite National Park in this public health crisis. Now more than ever, our partnership in the care of Yosemite National Park, its visitors, and all of the staff that supports our operations is essential. We understand that the operational changes compelled by responding to the COVID-19 public health crisis will pose unanticipated challenges that we will need to work through together in 2020.

Once we are past the current urgency of the COVID-19 crisis, our team looks forward to reviewing this AOR in detail with you. Following is a synopsis of our review:

In comparing this year's results to 2018, we see categories that are consistently satisfactory and categories that continue to struggle. Satisfactory performance continues in the areas of public health and asset management; however, the organization continues to struggle with administrative compliance and operational performance. Unfortunately, this year's ratings for risk management and environmental compliance both declined from superior ratings in 2018: environmental management received a marginal rating and risk management received a rating of unsatisfactory. A rating of unsatisfactory in any category caps the overall score at 69, giving Yosemite Hospitality an overall marginal rating for 2019.

We ask that you review the report in full to understand the categories that continue to prove challenging and investigate the alarming drop in the rating for risk management. Please work with our concessions team regarding specific areas that need attention.

We value the partnership with Yosemite Hospitality, and look forward to working together to continue to improve the visitor experience in Yosemite National Park.

Sincerely,

Cicely Muldoon
Acting Superintendent

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation: 2019

Park:	YOSE	**Contract TermEffective Dates:**	3-1-16 TO 12-31-2031
Concessioner Name:	Yosemite Hospitality L.L.C.	**Concessioner Doing Business As:**	Yosemite Hospitality L.L.C.
Contract Number:	CCYOSE004-16		
Evaluator Name:	(b) (6) [redacted]	**Date of Review:**	

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	Yes	*Applicable to all 1998 Law Contracts*
Public Health	Yes	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	Yes	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	X
Automobile Services	X	**Other**	X
Boats	X	**Recreation**	X
Food and Beverage (F&B)	X	**Retail**	X
Horse & Mule	X	**Transportation**	X
Land	X	**Water**	

Department of the Interior
National Park Service - Commercial Services Program (CSP)

Annual Overall Rating Workbook

Version 5.2.19

Purpose/Description

The CSP conducts annual evaluations of each concession operation to ensure that concessioners are complying with their contracts and meet all NPS operational performance, environmental management, asset management, risk management, public health and administrative compliance standards. This workbook provides forms for the evaluation process, and automatically calculates an Annual Overall Rating (AOR) score that reflects the concessioner's current performance.

Workbook Instructions

Concession specialists should fill in the yellow highlighted cells on all applicable forms. For example, Public Health may not apply if the contract does not include Food and Beverage, Bathhouses, or Swimming Pools; and Asset Management may not apply if there are no NPS facilities assigned to the concessioner. Once all applicable forms are completed, the tool will automatically calculate an AOR score in the 10-AOR Tab.

Note: The user must complete tab "Contract Information" in order to activate automatic scoring throughout the Workbook.

If you have an issue with your AOR Workbook or need any assistance in completing the AOR, please contact: cs_cm_helpdesk@nps.gov.

Additional Instructions

Printing and Signing AOR

When all tabs of the this workbook are completed, the Annual Overall Rating page (10-AOR) must be printed out and signed by both the superintendent and concessioner. To do this:

1) Navigate to the 10-AOR tab.
2) Print the page:
   a) Select File > Print on the top left of the screen
   b) Under Print Settings, select it to "Print Active Sheet", and print Pages 1 to 1
   c) Click Print
3) Once the form is printed, manually sign the appropriate signature blocks on the page.
4) Once signed, scan the document as a PDF and save to your desktop.
5) Insert the signed PDF page as an image into this workbook:
   a) Open the PDF in Adobe or a similar PDF viewer
   b) Copy the PDF page as an image using one of the following methods:
      i) Take a screenshot
      ii) Use the "Snapshot" tool under the "View" tab (Adobe)
      III) Save the PDF as a image file
   c) Navigate to the "Signed AOR" tab in this workbook and select Cell B2
   d) Paste the PDF image onto the page

If you wish to print all pages of this workbook, use the following instructions:

1) Select File > Print on the top left of the screen.
2) Under Print Settings, select it to "Print Entire Workbook".
3) Click Print.

Alternatively, you can print each page individually using the following instructions:

1) Select File > Print on the top left of the screen.
2) Under Print Settings, select it to "Print Active Sheet".
3) Click Print.

Inserting a PDF or External Document into the AOR

1) Select the desired location (or cell) to insert the document.
2) Go to the Insert tab at the top of the ribbon toolbar.
3) Click Object, which is listed under the "Text" options.
4) Choose the specific document format that you want to insert.
5) Select the desired document from your computer files.
6) Click Open.

Table of Contents

No. / Form	Page	Description/Responsibility
0	Instructions and Table of Contents	Current Page
1	Contract Information	Background information on the concessioner and the evaluation criteria. **This form must be filled out prior to any of the other forms.**
10-AOR	Annual Overall Rating	Final AOR Results Summary Page.
10-ADM	Administrative Compliance	Assessment of whether the concessioner is meeting all of the standards and clauses outlined in their contract.
10-OPR	Operational Performance	Based on periodic evaluations of services offered by the concessioner.

10-PHP	Public Health	Completion of the Year-End Summary for Public Health Program Rating
10-RMP	Risk Management Program	Evaluation of conces sioner's current Ris k Management Program
10-EMP	Environmental Management Program	Evaluation of conces sioner's current Env ironmental Program
10-AMP	Asset Management Program	Evaluation of conces sioner's current As set Management Program

Please see ***Tab "Instructions and TOC"*** *for instructions on inserting a signed AOR.*

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2019

Park: YOSE

Contract Term Effective Dates: 3-1-16 TO 12-31-2031

Concessioner Name: Yosemite Hospitality L.L.C.

Concessioner DBA: Yosemite Hospitality L.L.C.

Contract Number: CCYOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	76.7	69.0	Marginal
Operational Performance (10-OPR)	53.5	53.5	Marginal
Public Health (10-PHP)	100.0	100.0	Satisfactory
Risk Management (10-RMP)	63.6	49.0	Unsatisfactory
Environmental Management (10-EMP)	95.8	69.0	Marginal
Asset Management (10-AMP)	89.5	89.5	Satisfactory

AOR Score	**79.9**
Adjusted AOR Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating 70.0

Narrative (explain reasoning for any changes made by the superintendent)

ADJUSTED THE RATING BASED ON THE STRONG COLLABORATION EXHIBITED BY YOSEMITE HOSPITALITY IN A PUBLIC HEALTH CRISIS.

Superintendent's Signature [signature] **Date** 10 APRIL 2020

Concessioner Signature (to signify receipt of rating) (b) (6) **Date**

Table 3: Evaluation Narratives

Evaluation Narratives	
Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable. If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below. *Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.*	
CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	The Curry Village Pavilion was scheduled for rehab in 2018, but due to assorted delays did not begin until the third week of Dec 2019, therefore the bulk of work will be accomplished in 2020. SEE Asset Management Program Evaluation Report (10-AMP) FOR DETAILS.
Leasehold Surrender Interest / Possessory Interest	Leasehold Surrender Interest was not requested nor authorized in 2019
Franchise Fees	Franchise fees were paid in accordance with the contract.
AFR	The AFR was submitted on time for 2019.
Insurance	The initially submitted insurance certificates were not initially in compliance to the insurance requirements. SEE Admin Compliance (10-ADM) Tab: #7. Indemnification and Insurance FOR DETAILS.
Risk Management	The attached Risk Management Program evaluation report form (10-RMP) contains further information about the concessioner's 2019 activities.
Environmental Management	The Environmental Management Plan evaluation report rating for 2019 was "Marginal" with an adjusted score of "69." The attached Environmental Management Plan evaluation report form (10-EMP) contains further information about the concessioner's 2019 activities.
Public Health	The Public Health Program evaluation report rating for 2019 was "Satisfactory" with an adjusted score of "100." The attached Public Health Program evaluation report form (10-PHP) contains further information about the concessioner's 2019 activities.
Asset Management	The Asset Management Program Evaluation report rating for 2019 was "Satisfactory" with an adjusted score of "89.5." The attached Asset Management Program Evaluation report (10-AMP) contains further information about the concessioner's 2019 activities.
Administrative Compliance Reporting	The Administrative Compliance Report rating for 2019 was "Marginal" with an adjusted score of "69" The attached Administrative Compliance Report form (10-ADM) contains further information about the concessioner's 2019 activities.
Annual Visitor Use Statistics / Utilization Data	The required Visitor Use Statistics/Utilization Data for shuttles were provided to the Park Transportation Director on time. Other visitor use statistics were provided to the Concessions Management office on time.
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	SEE (10-AOR) Continuation Page: Problems/Issues and Resolutions for details.
Accomplishments or Outstanding Work	YH is to be commended on its cooperation with the Service during the Government Shutdown, and during and after the February severe winter storm that caused tremendous damage to YH facilities. YH management worked with NPS management to close operations as required for safety. YH also worked with the larger Yosemite community to address needs for displaced individuals. Also during the Oct PGE Power Shutdown with shutdown power in the Valley, YH offered all Valley residents free ice for cooling their food.
Future Plans for Concession Operation(s)	The Curry Food Pavilion rehab is to be completed in 2020.
Visitor Satisfaction	See Conc & Park Service Data Page

Final Remarks:

Several areas of administrative, operational, environmental, and risk management could use improvement. However, the Service recognizes the effort Yosemite Hospitality is making in regards to major projects such as the Curry Village Pavilion remodel, and working with the Service on the new welcome center and associated impacts to the Village Grill. The Service also recognizes the staffing shortages Yosemite Hospitality has faced in 2019, and difficulty of hiring qualified staff in the Yosemite area.

United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2019
Contract Number:	CCYOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:

- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

- For 8.B., use the concessioner's due date for their 2018 Annual Financial Report to complete the evaluation. If the 2018 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	No	In Jan 2019 after Gov Shutdown, YH stated they had not received any reservations until mid- April for the Wawona Hotel, although the Wawona Hotel was to open March 22nd for the season. Upon checking YH's reservations site, we found that the site would not allow one to make any reservations for the Wawona Hotel until a starting date of April 12th, rather than March 22nd. Contacted YH Marketing and they made the correction before the next morning. However, until this error was discovered, YH was not allowing reservation access to the approved opening dates for this required service.
	1.2*	All services provided by the Concessioner were authorized by the Contract.	Yes	
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	No	Did not provide English as a Second Language Class per contractual requirements. The contractually required training was to be conducted at an off-site support facility, but training has been held in the Park.
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	

4. Concession Facilities and Government Personal Property	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	Yes	Government assigned property finally received the RFID tags.
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	Yes	CV Pavilion was re-scheduled to begin work in 2019. Due to delays, the Pavilion didn't begin work until late Dec 2019.
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.	Yes	
	5.4	The Concessioner started the project on time.	No	The Service approved the Curry Village Pavilion remodel to be extended a year due to some unforseen design issues. Project still started 2 months late due to delay from YH in delay of YH providing documents, and delay in award of contract. YH did not request an additional extension.
	5.5	The Concessioner completed the project on time.	N/A	
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.	N/A	
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	Yes	
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	

7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	SEE (10-ADM) Continuation Page FOR MORE DETAILS.
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	The initially submitted certificates were not initially in compliance to the insurance requirements. MFL Consulting (an NPS contractor working on concessioner insurance compliance) received the Certificates of Insurance for Yosemite Hospitality, LLC (YH) regarding work or services at Yosemite National Park. While the certificates YH provided constitutes evidence of some coverage, they did not demonstrate that the insurance coverage met all of YH's contractual insurance requirements. (The discrepancies may be a matter of incomplete documentation, or an actual error in the insurance coverage.) SEE (10-ADM) Continuation Page FOR MORE DETAILS.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	
	8.3*	The Concessioner submitted the AFR on time.	Yes	
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	No	The concessioner did not submit the Monthly Gov-owned Shuttle Mileage Reports as required some months without NPS reminders. Some months were missed. Issues were resolved in Nov for Oct's report
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	
		iv. Management Listing	Yes	The Service has noticed a significant turn-over of mgmt staff,which is a continued trend from previous years. The Service has not received official updated mgmt listing upon turn-over of mgmt staff.
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	N/A	
		vii. *Any additional pertinent reports*	No	SEE (10-ADM) Continuation Page FOR MORE DETAILS.
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent	N/A	
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes	
	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	

13. Advertising and Promotional Materials	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	No	In Jan 2019 after Gov Shutdown, YH stated they had not received any reservations until mid- April for the Wawona Hotel, although the Wawona Hotel was to open March 22nd for the season. Upon checking YH's reservations site, we found that the site would not allow one to make any reservations for the Wawona Hotel until a starting date of April 12th, rather than March 22nd. Contacted YH Marketing and they made the correction before the next morning. However, until this error was discovered, YH was not allowing reservation access to the approved opening dates for this required service.
14. Contract Transtion	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	Several Elements of a Better Offer have not been addressed. SEE (10-ADM) Continuation Page FOR MORE DETAILS.

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Services and Operations	50.0%	9. Other Reporting Requirements	66.7%
2. Concessioner Personnel	66.7%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	100.0%	12. Special Provisions – Utilities	100.0%
5. Construction or Installation of Real Property Improvement	50.0%	13. Advertising and Promotional Materials	66.7%
6. Tracking and Payment of Required Fees	100.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
23	7	1	12	30

Administrative Compliance Score	**76.7**
Adjusted Administrative Compliance Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park:	YOSE	Concessioner DBA:	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	Year of Operation:	2019
Contract Number:	CCYOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
AH Hotel/ AH Dining Room	Food and Beverage – Fine Dining	3 - High	2				2.0	6.0
AH Hotel/ AH Employee Dorms	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
AH Hotel/ AH Employee Tents	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
AH Hotel/ AH Gift Shop	Retail	1 - Low	3	5			4.0	4.0
AH Hotel/ AH Rooms and Cottages	Lodging - Upscale	2 - Medium	5				5.0	10.0
AH Hotel/ AH Pool	Swimming Pools	1 - Low	5				5.0	5.0
AH Hotel/ AH Sweet Shop	Retail	1 - Low	5	2			3.5	3.5
AH Hotel Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	4	3			3.5	10.5
	Retail - Convenience	1 - Low						
Curry Village/ CV Coffee Corner	Food and Beverage – Quick Service	3 - High	4				4.0	12.0
Curry Village/ CV Cooks Tents	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Curry Village/CDV Cooks WOBs	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Curry Village/CV Dorms and Wellness Center	Employee Amenity – Housing	2 - Medium	4				4.0	8.0
Curry Village/ CV Grocery and Gift Shop/	Retail	1 - Low	5	3			4.0	4.0
Curry Village/ CV Guest Hard-side Accomodations	Lodging – Basic	2 - Medium	5				5.0	10.0
Curry Village/ CV Guest Tents	Lodging – Rustic	2 - Medium	5				5.0	10.0
Curry Village/ CV Pool & Showerhouse	Showers	2 - Medium	5				5.0	10.0
	Skating Rinks	2 - Medium						
Curry Village/ CV Meadow Grill	Food and Beverage – Quick Service	3 - High	3				3.0	9.0
Curry Village/ CV Mountain Shop	Retail	1 - Low	5				5.0	5.0
Curry Village/CV Mountaineering	Mountaineering	2 - Medium	5				5.0	10.0
	Food and Beverage – Fast Casual							
Curry Village/ CV Pizza Patio	Food and Beverage – Quick Service	3 - High	2				2.0	6.0
Curry Village/ CV Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	5				5.0	15.0
Curry Village/ CV Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	10.0
Curry Village/ CV Raft Stand mobile	Rentals – Recreational Equipment	2 - Medium	5				5.0	10.0
Curry Village/ Huff Cabins & Rec Trailer	Employee Housing	2 - Medium	5				5.0	10.0

Curry Village/ Huff Tents	Employee Housing	2 - Medium	5				5.0	10.0
Curry Village/ CV Boystown	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Curry Village/ CV Stables Cabins	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Curry Village/ CV Stable Tents	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
	Public Laundry	2 - Medium						
	Lodging - Rustic	2 - Medium						
	Showers	2 - Medium						
Housekeeping Camp/ HC Store	Retail	1 - Low	5				5.0	5.0
	Food and Beverage – Quick Service	3 - High						
Glacier Point - Summer Retail	Retail	1 - Low	4				4.0	4.0
	Employee Amenity – Housing	2 - Medium						
	Food and Beverage – Fast Casual Dining	3 - High						
	Lodging - Rustic	2 - Medium						
	Retail	1 - Low						
	Food and Beverage – Fast Casual Dining	3 - High						
	Employee Amenity – Housing	2 - Medium						
	Lodging - Rustic	2 - Medium						
	Retail	1 - Low						
	Food and Beverage – Fast Casual Dining	3 - High						
	Employee Amenity – Housing	2 - Medium						
	Lodging - Rustic	2 - Medium						
	Retail	1 - Low						
	Food and Beverage – Fast Casual Dining	3 - High						
	Employee Amenity – Housing	2 - Medium						
	Lodging - Rustic	2 - Medium						
	Retail	1 - Low						
	Food and Beverage – Backcountry Food Services	3 - High						
	Employee Amenity – Housing	2 - Medium						
	Lodging - Rustic	2 - Medium						
	Retail	1 - Low						
Tuolumne Meadows/ TM Gift and Grocery	Retail	1 - Low	3				3.0	3.0
Tuolumne Meadows/ TM Grill	Food and Beverage – Quick Service	3 - High	5				5.0	15.0
Tuolumne Meadows/ TM Housing, Stables, store	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Tuolumne Meadows/ TM Lodge	Lodging - Rustic	2 - Medium	3				3.0	6.0
Tuolumne Meadows/ TM Lodge Dining	Food and Beverage – Family Casual Dining	3 - High	3				3.0	9.0
Tuolumne Meadows/ TM Lodge Retail	Retail	1 - Low	5				5.0	5.0
	Horse and Mule Operations	2 - Medium						
	Mountaineering	2 - Medium						
Wawona Hotel/ Wawona General Store	Retail - Grocery	1 - Low	5	3			4.0	4.0
Wawona Hotel/ WA Hotel Dining Room and Bar	Food and Beverage – Family Casual Dining	3 - High	4				4.0	12.0
Wawona Hotel / WA Hotel	Lodging – Midscale	2 - Medium	5	4			4.5	9.0
Wawona Hotel/ WA Employee Housing	Employee Amenity – Housing	2 - Medium	3				3.0	6.0
Wawona Hotel/ WA Employee Tents	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Wawona Hotel /WA Golf Shop Café	Food and Beverage – Quick Service	3 - High	4				4.0	12.0
Wawona Hotel/ WA Golf Shop (retail) &	Retail - Merchandise, Recreation Specialty	1 - Low	4				4.0	4.0
Wawona Hotel/WA Stables	Horse and Mule Operations	2 - Medium	3				3.0	6.0
Wawona Hotel/WA Golf Course	Golf Courses	2 - Medium	2				2.0	4.0

Wawona Hotel/ WA Pool	Swimming Pools	2 - Medium	5				5.0	10.0
Wawona Hotel/WA Tennis Court	Tennis Courts	2 - Medium	4				4.0	8.0
Yosemite Valey/ YV Valley Floor Tour	Guided Land Services	2 - Medium	5				5.0	10.0
Yosemite Valey/ YV Valley Shuttle	Transportation - Shuttle Services	3 - High	5	3			4.0	12.0
	Horse and Mule Operations	2 - Medium						
	Kennels	2 - Medium .						
Yosemite Valey Lodge/ YVL 1000 Cabins	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Yosemite Valey Lodge/ YVL Basecamp	Food and Beverage – Fast Casual	3 - High	1				1.0	3.0
Yosemite Valey Lodge/ YVL Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	10.0
Yosemite Valey Lodge/ YVL Gift and Grocery	Retail	1 - Low	5	3			4.0	4.0
Yosemite Valey Lodge/ YVL Lodging	Lodging - Midscale	2 - Medium	3	3			3.0	6.0
	Swimming Pools	2 - Medium						
Yosemite Valley Lodge/ YVL Mountain Room Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	2				2.0	6.0
Yosemite Valley Lodge/ YVL Mountain Room Restaurant	Food and Beverage – Upscale Dining	3 - High	2				2.0	6.0
Yosemite Village - Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	2	1			1.5	4.5
Yosemite Village/ Village- Degnan's Loft Dining	Food and Beverage – Quick Service	3 - High	3				3.0	9.0
Yosemite Village - Lost Arrow Cabins	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Yosemite Village - Lost Arrow Dorm	Employee Amenity – Housing	2 - Medium	5				5.0	10.0
Yosemite Village - Tecoya Dorms	Employee Amenity – Housing	2 - Medium	3	2			2.5	5.0
Yosemite Village - Village Grill	Food and Beverage – Quick Service	3 - High	2	4			3.0	9.0
Yosemite Village - Village Store	Retail	1 - Low	5	3			4.0	4.0
Badger Pass Ski Area Operations	Ski Services	2 - Medium	2				2.0	4.0
AH Hotel/ AH Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3	3			3.0	9.0
Yosemite Valey Lodge/ YVL Basecamp Coffee	Food and Beverage – Quick Service	3 - High	2	2			2.0	6.0
Badger Pass Shuttle	Transportation - Shuttle Services	3 - High	5				5.0	15.0
Wawona/ Wawona Gas Station	Automobile Services	2 - Medium	3				3.0	6.0

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

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score	53.5	Superior = 90 – 100 Satisfactory = 70 – 89 Marginal = 50 – 69 Unsatisfactory = ≤49
Rating	Marginal	

ADDITIONAL NOTES / COMMENTS

Tecoya Dorms had some issues in their second evaluation that were "Remarks" in the first evaluation, causing these repeat issues to become Deficiencies.

SEE (10-OPR) Continuation Page: Additional Notes/Comments FOR DETAILS.

Version 5.2.19

United States Department of the Interior - National Park Service
Form 10-PHP - Public Health Program Evaluation Report

Park:	YOSE	Concessioner DBA:	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	Year of Operation:	2019
Contract Number:	CCYOSE004-16		

Instructions:
Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal inspections, and number of Unsatisfactory inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	Number of Facilities	Facility Name(s)	Comments / Notes / Remarks
Restaurants/Cafeteria	12	Ahwahnee HotelKitchen, Ahwahnee Hotel Bar, Curry Village Pavilion, Curry Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Wawona Hotel Kitchen, Yosemite Valley Lodge Basecamp, White Wolf	White Wolf did not open in 2019. Ahwahnee Hotel Bar was not inspected in 2019.
Snack Bars	8	Glacier Point Snack Bar, Wawona Hotel Pro Shop, Curry Village Coffee Corner, Badger Pass Snack Bar and Grill, Badger Pass Snowflake Room, Tuolumne Meadows Grill, Village Grill, Meadow Grill	The Wawona Hotel Pro Shop was not inspected in 2019.
Grocery	7	Curry Village Gift and Grocery, Village Store, Housekeeping Camp Store, Crane Flat Grocery Store, Tuolumne Store, Wawona Grocery Store, Yosemite Valley Lodge Gift and Grocery	
Pre-Packaged	3	Ahwahnee SweetShop, Yosemite Hospitality Warehouse, Badger Pass Sport Shop	Ahwahnee SweetShop was not inspected in 2019.
Bar	1	Curry Village Bar	Curry Village Bar was not inspected in 2019.
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	High Sierra Camps did not open in 2019. Glacier Point Ski Hut did not conduct food preparation and was closed partially in 2019.
Temporary (Identify)	1	Wawona Hotel BBQ	Wawona Hotel BBQ was not inspected in 2019.
Vending			
Mobile			
Other1	4	Ahwahnee HotelPool, Curry Village Pool, Yosemite Valley Lodge Pool, Wawona Hotel Pool	
Other2	1	Starbucks	
Total Number of Facilities:	43		

ADDITIONAL NOTES / COMMENTS

All environmental health assessments of Yosemite Hospitality (YH) facilities were conducted by LCDR George Carroll (Registered Environmental Health Specialist/Registered Sanitarian, Regional Public Health Consultant - NPS Office of Public Health). Specific focus areas were food safety, zoonotic disease prevention, infection control, and recreational water safety. Food service facilities inspected received an overall "Satisfactory" rating for CY2019. Significant progress continued to be made by YH in 2019 with respect to addressing food safety recommendations including upgrading equipment and facilities for multiple establishments to meet standards of the 2017 FDA Food Code. Attention should be given to addressing sanitation conditions within employee break rooms, dormatory common spaces, other employee housing as these areas ultimately impact facility operations during episodes of disease transmission. YH continues on-going implementation of an integrated pest management program to address nuisance pests and zoonotic disease risks in facilities.

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	33	3300
# Marginal		
# Unsatisfactory		
Total	33	3300

Public Health Score	100.0
Adjusted Public Health Score	100.0
Rating	Satisfactory

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

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

Version 5.2.19

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2019
Contract Number:	CCYOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	No	The communications and responsibilities for reporting to the Aramark corporate office are identified, structure and assignments for meeting standards in the YH Y4 contract and exhibits are not
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	No	Personnel listings beyond safety lead officer and corporate office programs (such as "Availability of Global Safety and Risk Control Team") are not found in the RMP. Facilities and equipment, outside contractors and training specific to operations within the YH Y4 contract and exhibits are not identified in the RMP. Resouces (facilities and equipment, outside support) are not documented in the RMP for emergency planning, for example, emergency shelter for employees, and pest control contractors
3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	Unknown what is posted
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	Activity related and natural resource related hazards are not incorporated in the RMP, however, these hazards are related in communications. The service seeks to include these in the RMP in future years.
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	Acknowledgement of risk forms are on file in RMP. RMP needs to be updated to include ice skating, and Badger operations
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	No	Coordination with the park is unspecified. For example, medical reporting per exhibit B Emergency Services did not occur as evidenced in the 2019 norovirus outbreak and lack of coordination with public health. Public Health did not receive timely
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	No	Backflow reporting was late delaying submittal to state water resource control board, notice to Public Health for norovirus not received in a timely manner, bedbug infestation was not reported in a timely manner, fire inspection reports could not be provided. Badger Pass annual medical incident reporting was not sent for the 2018/2019 season. Accident reports were not received as identified in the Badger Pass exhibit
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	No	Serious hazards for employees and visitors, such as norovirus outbreaks, must be identified and reported within 15 days or sooner per applicable regulations.
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	N/A	We have not receieved any, or specified any needed risk data.
7. Inspections 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.	No	Fire inspections and elevator inspections for the Ahwahnee were not completed in 2019.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	No	Corrective actions were not taken on drains for the diesel spill incident in the Yosemite Lodge boiler room. Spill was identified in June 2019, and appropriate corrective actions have not taken place as of December 31, 2019.
8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	No	Diesel spill response, norovirus reporting, bedbug reporting not communicated in a timely manner. Bedbug concerns were not reported in a official
	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.	Yes	
9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	

	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	N/A	

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	0.0%
2. Responsibility and Accountability	33.3%	8. Hazard Incident Investigations and Abatement	50.0%
3. Training	100.0%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	
5. Communications	75.0%		
6. Reporting	0.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
14	8	4	2	22

Risk Management Score	**63.6**
Adjusted Risk Management Score	**49.0**
Rating	**Unsatisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

Version 5.2.19

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2019
Contract Number:	CCYOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	Concessioner's EMP scope leans more heavily towards natural resource protection and is less robust in terms of cultural resource protection. However, legal obligations to protect cultural resources are referenced throughout the documented EMP.
	1.2**	The EMP is documented.	Yes	
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	
3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	Yes	
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	YH required all facilities to keep trapping logs. Although the EMP communicated controls for visitors, Tecoya Dorms had a extensive infestation of bedbugs in employee housing. The Park became aware of the infestation via anonymous reports, social media comments, and notifications received by Mariposa County Public Health. NPS office of Public Health and Yosemite concessions investigated the complaints, and YH confirmed the presence of bedbugs. YH brought in a private pest control contractor to inspect structures and eradicate bedbugs.
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	
	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.	No	A diesel spill occurred in June 28. YH did report this to the Service, however it took several months and an official correspondence request from NPS for them to comply and send out the completed spill report forms
	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.	Yes	
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	Yes	

7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	Yes	
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	Yes	
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	
	7.4*,**	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	Yes	

** indicates a Special Attention Item*

*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	75.0%
2. Responsibility and Accountability	100.0%	7. Monitoring, Measurement and Corrective Action	100.0%
3. Training	100.0%	8. Other Contract Requirements	100.0%
4. Documentation and Operational Controls	100.0%		
5. Communications	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
23	1	1	0	24

Environmental Management Score	**95.8**
Adjusted Environmental Management Score	**69.0**
Rating	**Marginal**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

Version 5.2.19

United States Department of the Interior - National Park Service
Form 10-AMP - Asset Management Program Evaluation Report

Park:	YOSE	**Concessioner DBA:**	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	**Year of Operation:**	2019
Contract Number:	CCYOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	Yes	
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	No	There were several Inspections that did not occur on time or at all in 2019. Yearly Alarms and sprinkler systems, Ahwahnee Elevators, and Backflows.
	2.2	Inspection findings were addressed in a timely manner.	No	Several Fire and Alarm tests and follow up Inspection items have still not been addresed, Wawona and Curry Village zone alarm issues are still occuring with no follow up.
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	Yes	
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	Yes	
	3.2*	Recurring Maintenance	Yes	
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	Yes	
	3.5*	Component Renewal/Replacement	Yes	
	3.6*	Deferred Maintenance	Yes	Some progress was made on intial Deffered Maintenance, however much more work will need to be done to meet the March 2020 completion date.
4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	Yes	
	4.3	Fixture Replacement Report	N/A	
	4.4	Component Renewal Report	Yes	
	4.5	Personal Property Report	Yes	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	Yes	

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS
PLEASE SEE Asset Management Program Evaluation Report Continuation Page FOR DETAILS.

Table 4: Scoring

Scoring			
Program Area	Score (%)	Program Area	Score (%)
1. Annual Concessioner Maintenance Plan (ACMP)	100.0%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	33.3%	6. Other Contract Requirements	100.0%
3. Maintenance	100.0%		
4. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
17	2	0	1	19

Asset Management Score	**89.5**
Adjusted Asset Management Score	**89.5**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

ADMINISTRATIVE COMPLIANCE REPORT CONTINUATION PAGE (10-ADM)

Some of the issues on this page may be addressed in other pages' narratives.

Program Area and Notes

7. Indemnification and Insurance – MFL Consulting (an NPS contractor working on concessioner insurance compliance) requested Aramark to more thoroughly fill out the property certificate. The following items should be indicated: deductible amounts, ordinance or law, demolition cost, increased cost of construction, and equipment breakdown limits. Co-insurance.

MFL realized that Aramark is utilizing a Surety bond to address deductible limits, but still needed to know deductibles amounts. YH supplied the additional information required.

Additional discrepancies were provided to YH in a letter enclosure "Non-Compliance Summary." Boiler & Machinery, Pollution Liability, and Property are all deficient in coverage. YH posted a surety bond to cover the difference between the contract insurance deductible requirements and YH's actual coverage. YH was allowed to do this in 2017, 2018, & continuing in 2019. WASO has approved of the surety bond.

In September, the Service attempted to send new insurance certificates to MFL, and received notification that MFL was no longer under contract to do the audits. Upon contacting WASO, found out that all insurance activities are on hold until further notice. WASO is in the process of awarding a new IDIQ contract, and they will provide more guidance and information as soon as possible. As of the close of the year, no further info was received.

9. Other Reporting Requirements –

- iv. Management Listing - The Service has noticed a significant turn-over of management staff, which is a continued trend from previous years.
- *vii. Any additional pertinent reports* –
  - Did not receive the Issue #7 YH Yose Guide submission on time. Had to request it 7 days later.
  - The July 2019 Vehicle monthly Mileage Report was late. Due on the 2nd of the month. Did not deliver until 5th, after they were sent a reminder.
  - Did not receive the Issue #8 YH Yose Guide submission on time. Had to request it 7 days later.
  - YH late in delivering Vehicle Monthly Mileage Report. Had to send a reminder. Delivered too late to input data
  - For Exhibit H Maintenance Plan, the final Backflow Prevention reporting was two months late. The original report did not adequately test backflow devices, with 182 missing or otherwise compromised tests. The Park received no requests for extension on backflow prevention reporting. The Backflow Prevention devices must be in accordance with the most current version of the Yosemite National Park Cross-Connection Control Program with testing adequate to determine if the devices are operating properly.

- For Exhibit B-5 Badger Pass Operating Plan, there was no reporting submitted to law enforcement or the Concessions branch for accident reporting, an end of season summary of all medical incidents, lost and found or suspected stolen ski equipment.

15.1 Other Requirements – Several Elements of a Better Offer have not been addressed. One significant element of a better offer is to "replace one third of [YH's] remaining fleet annually with hybrid or the most fuel efficient alternative technology available no later than the first, second, and third anniversaries of the Contract effective date."

ASSET MANAGEMENT PROGRAM EVALUATION REPORT (10-AMP) CONTINUATION PAGE

Some of the issues on this page may be addressed in other pages' narratives.

PROGRAM AREA AND NOTES

On Sept 12th, Park Service issued Yosemite Hospitality (YH) written notice regarding the lack of communication and responsiveness from Yosemite Hospitality's maintenance and facilities department over the past few months. The notice covered some specific concerns over this timeframe:

We are not receiving sufficient communication in response to our requests surrounding projects and maintenance activities.

Below are recent examples and areas of concern where we have found a lack of communication and responsiveness from Yosemite Hospitality:

- *Critical zoning issues for fire safety and dispatching at the Wawona Hotel and Curry Village have not been addressed.*
- *Addressing hazard trees in a timely manner.*
- *Repeatedly not meeting deadlines for the Curry Village Pavilion remodel.*
- *Lack of appropriate and necessary Yosemite Hospitality representation at regular project meetings.*
- *Required report following a diesel spill at Yosemite Valley Lodge has not been submitted.*
- *National Park Service had not received a status update on deferred maintenance, which contractually must be cured by the fourth year of the contract effective date.*

Although communication has improved over the past few weeks, we are still concerned that projects and maintenance activities will continue to suffer and create issues for Yosemite Hospitality, the National Park Service and the visitor experience.

FIRE INSPECTIONS

Yosemite Hospitality, LLC., provided inspection reports for one quarter. No additional fire inspections were completed that is required, as outlined in Exhibit B, 9. Emergency Services, B. Emergency Services, Fire Prevention, and Suppression:

(f) The Concessioner must conduct fire prevention equipment and system inspection, testing, maintenance and repairs. These must address fire extinguishers requirements under NFPA 10, fire suppression systems (sprinklers) under NFPA 25, fire detection and notification systems (i.e., fire alarms) and other fire suppression systems (e.g., kitchen hoods and computer rooms) under NFPA 72, and emergency lighting and illuminated exit signs under NFPA 101.

(g) Inspections must include an occupancy inspection covering building interiors and exteriors within 30 days of occupancy for new Concession Facilities and each opening for any seasonal operations.

(h) Initial occupancy inspections, bi-annual, annual and periodic inspection, testing, maintenance and repair must be conducted by an applicable licensed fire professional. Licensed fire professionals include fire inspectors, fire protection engineers, or contractors licensed and approved by the State.

It was discovered that the inspections were not completed when the Services requested the written records verifying the completion of such inspections, as follows in (j) of the same section:

(j) Written records, verifying the completion of such inspections, will be maintained by the Concessioner through the term of the Contract and must be provided to the Service upon request.

CONCESSION OPERATIONAL PERFORMANCE REPORT (10-OPR) CONTINUATION PAGE

Some of the issues on this page may be addressed in other pages' narratives.

Rate Discrepancies

In 2019 there were continuing problems concerning rates. Rate discrepancies were discovered while conducting formal and informal evaluations in Food & Beverage, Retail and Badger Pass Ski Area operations.

Ahwahnee Bar – Four core menu items were priced above approved rate.

Ahwahnee Dining Room – One core item was priced above the approved rate.

Ahwahnee Sweet Shop – Two of three randomly selected retail items were priced higher than the approved markup. Many retail items did not have prices marked.

Badger Pass Ski Area – Many rate discrepancies were found and are discussed in detail in a separate location of this page.

Base Camp – One core drink item was priced above the approved rate.

Curry Village Store – Two of three randomly selected retail items were priced higher than the approved markup.

Degnan's Kitchen – The March evaluation found six core items priced above the approved rate. In October, one core item was priced above the approved rate and retail invoices were never delivered to NPS to check markup prices on retail items.

Mountain Room Lounge – While core menu items were priced correctly in POS system, many items were listed at higher prices on the menu.

The Loft at Degnan's -Six core items were priced above approved rate.

Tuolumne Store – One of three randomly selected retail items was priced higher than the approved markup.

Village Grill – One of three randomly selected retail items was priced higher than the approved markup. Many retail items did not have prices marked.

Wawona Store – For the March evaluation, invoices required for markup retail price checks were delivered from YH to NPS late and had to be asked for twice. During the September evaluation, one of three randomly selected retail items was priced higher than the approved markup.

2019 Periodic Evaluations with Scores of 2 or Less

Ahwahnee Dining Room

Facilities/Trash - Two of the "food only" dumpsters were not secured properly because bear clips were not present.

Menu Item Availability - Core (non-alcoholic) beverages were not listed on the dinner menu or beverage menus.
Rates – One core menu item was priced above the approved rate.

Ahwahnee Sweet Shop
Windows, Doors, Walls, Ceilings, Floors, and Screens – Floor around beverage fridge was dirty/stained and was not cleaned by the follow-up evaluation two weeks later.
Store Rooms – Store room walls were stained, floors dirty, and cobwebs were prevalent. Room was not cleaned by the follow-up evaluation two weeks later.
General merchandising Labeling – most items throughout the store did not have price tags/labels.
Rates – Two of three randomly selected retail items were priced higher than the approved markup.

Curry Village Pizza Patio
Fire extinguishers – Both fire extinguishers had not been consistently checked and initialed.
Hand-washing Station – One handwashing sink faucet handle came off when trying to turn it on. Raised concern that, since the handle wasn't operating properly, handwashing may not be occurring as frequently.
Food Preparation Area – The pizza box room and around the ice machine was dirty with possible mouse activity.
Order Management – Two pagers given to the evaluator's table did not alert when the food was ready, causing a 30-minute wait, and cold food.
Staffing Levels – There was only one person running the POS system while also trying to deliver orders via the delivery window, causing delays in service.

Wawona Golf Course
Fire Extinguishers – A fire extinguisher at the golf cart charging area had not been inspected and initialed monthly.
Greens – Greens had been taken down too quickly resulting in "scalped" areas throughout the golf course.
Trees and Shrubs – Dead trees along the cart path and greens were not marked.
Trash receptacles – A trash can, previously crushed by a fallen tree, had not been replaced.

Yosemite Valley Lodge Basecamp
Windows, Doors, Walls, Ceilings, Floors, and Screens – Window screen in the dish room did not fit and created a large gap. Issue was not fixed by the follow-up evaluation two weeks later.
Trays – There were not enough trays available for guests to carry their food to their tables.
Food Storage – Boxes were stored on the ground in the dry storage room. Issue was not fixed by the follow-up evaluation two weeks later.
Order Management – Orders were not assembled/delivered in a timely manner. Some guests waited over 30 minutes to receive their orders. Notification of a ready order is not adequate- sometimes orders are called out, sometimes they were not, and it was difficult to hear. To-go option was not available on the kiosks, creating a mix-up of transferring food once it was received. Issue was not addressed by the follow-up evaluation two weeks later.
Payment Methods – Chip reader on the kiosks was not operational. Swiping a card worked, but there was no signage indicating this issue and caused confusion to guests. The cash kiosk was not available.
Food Availability – The evaluator noted seven different items that were listed as "out of stock" on the ordering kiosks: coleslaw, watermelon slice, parfait, bread pudding, tiramisu, gluten-free option. The International Station was out of rice.

Beverage Presentation – Guests were given paper cups because there not enough clean, in-dining cups available – they needed to be washed.
Staffing levels - During the evaluation there were two employees working at the grill station. It was clear that this was not enough staff to avoid preventable delays as there were guests waiting 30+ minutes for their grill station meals. A guest asked the evaluator where to pay after eating at the pizza station- it was unclear because there was not staff at the pizza station POS. Issue was not addressed by the follow-up evaluation two weeks later.
Employee attitude – While some employees were efficient and friendly. Some were not helpful and unable to answer questions. The evaluator asked an employee if the order he just made was for #259 and the response was "I don't know."
Rates – The same rate is charged for two different fountain drink cup sizes. Plastic dine in cups (16 or 20 oz cups) while the to-go paper cups are approximately 12 ounces. Visitors were charged the same rate for the 12 oz cup as they are the 16 oz cup while receiving less product.

Yosemite Valley Lodge Mountain Room Lounge
Food Storage – Fridge temperature logs had not been signed for two months.
Hand-washing Stations – Several sinks behind the bar do not turn off all the way and consistently drip. This issue was not addressed by the follow-up evaluation three weeks later.
Other Contract Requirements – Core menu items were priced incorrectly on the menu but were correct on the POS system. Credit card insert on vinyl check presenter was broken. Neither issue was addressed by the follow-up evaluation three weeks later.

Yosemite Valley Lodge Mountain Room Restaurant
Building Structure – Outside gutters were full of leaf litter and pine needles. This issue was not addressed by the follow-up evaluation two weeks later.
Exterior Lighting – A light was out under the entrance porch of the restaurant. This issue was not addressed by the follow-up evaluation two weeks later.
Public Restrooms – The women's accessible stall door latch was not covered and could easily be seen through. This issue was not addressed by the follow-up evaluation two weeks later.
Fire Extinguishers – Both kitchen extinguishers were not up to date with inspection signatures.
Animal Pest Exclusion – At the time of the initial evaluation there were no traps set nor were there any trapping logs available.
Food Storage – One bottle of expired mustard was found in the fridge. Temperature logs had not been signed consistently for the last 3-4 days.
Menu Item Availability – Coffee, a core menu item, was listed in the menu above the approved rate but was correct in the POS system.

Degnan's Kitchen (2)
Spring Evaluation:
Self-service Beverage Areas – The self-service beverage area (coffee, tea, soda) were in the same area as the kiosk lines which can be very busy. One of the water re-filling station faucets was missing while another was loose. This had not been fixed since the previous evaluation in July.
Order Management – Quick service standards state that food should take no longer than 5 minutes to receive after ordering, however, the evaluator's sandwich took 10 minutes.
Food Availability – The Children's Sack Lunch, a core menu item, was not on the menu.
Rates – There were six core items that were priced above the approved rate.

Fall Evaluation:
Trash/Recycling/Composting – Two outdoor, public trash cans were broken, and the organic receptacle was broken and could not be opened.
Public Restrooms – No cleaning log was posted in the women's restroom. All in-stall sanitation trash cans were full and there were scraps of toilet paper littered in all the stalls. In the men's restroom, a toilet paper dispenser was broken and not longer mounted on the wall. A soap dispenser was non-functioning.
Fire Extinguishers – Almost all fire extinguishers had not been inspected and signed for several months.
Queuing Areas – Kiosks had been moved since the last evaluation but queuing space was still very confusing for guests. There are barrels creating a queuing section in the middle of the room, beginning in the drink refrigerator area, ending at the sandwich counter. However, when guests come in, they walk straight to the counter to look at the menu on TV screens above. They then realize that they are at the exit of the kiosk line, try to find the entrance, or cut in front of other guests. When main registers are closed and the coffee register is the only one open, there is a confusing line that forms in the middle of the store with no queuing.
Ice Machine – Small amount of mold in the ice machine.
Food Storage – A large bin of coleslaw was left out without a cover. A container of pizza sauce was only covered with torn plastic wrap in the fridge. In a fridge, some foods were past their expiration date while others did not have expiration labels on them at all. When evaluators walked into the produce fridge, we could smell and found a rotten, moldy lemon. In fridge, some food labels were marked with "Made On" dates with no expiration date, while other labels were marked with "Use By" labels. Consistency in labeling would likely help keep food organized and fresh. In coffee/tea storage area, boxes of chai mix were on the floor. In dry goods storage there was a bag of sunflower kernels that had been opened but not moved into a sealed bin.
Ware-washing sinks – One three-compartment sink was being used improperly and had dirty dishes in all three compartments.
Food Availability - A core menu item "Children's sack lunch" (PB&J with a fruit cup for $4.50) was not available. A premade PB&J was available for $4.50 sans fruit cup. There were not fruit cups available for purchase in the store.
Staffing levels - When evaluators first arrived at 2:30, both front registers were closed and not staffed. They remained closed until 3:07 when one register was opened. In the meantime, all transactions were put through the coffee register, creating a large line in the middle of the room with no obvious queuing. There was very limited staff, resulting in registers being closed for long periods of time and lack of bussing/cleaning. At one time a chef was at a register.
Rates - Vegetarian sandwich is listed on the kiosk as starting at $7.25 when it has been approved for $7.00. This exact item was also noted in the previous evaluation. Prices for much of the grab and go items (drinks, granola bars, candy) are not listed in the store. Three retail items were randomly chose to be rate checked, kettle chips, Corona Extra, and Pepsi. Yosemite Hospitality did not provide the information asked for in 5 business days.

Tecoya Dorms, Employee Housing
Corridors/Ramps/Steps/Stairs – Stairs near B dorm housing office has broken edging and had not been fixed since previous evaluation.
Windows, Doors, Walls, Ceilings, Floors, and Screens – Many window screens throughout the dorms were broken, bent, or did not fit in the windows, allowing pests inside. There were cracks in walls and floors, especially where old tiles had cracked, or laminate floor was separating from subfloor. Patches in ceiling to cover old fire alarm system were not large enough, leaving gaps into attic spaces.

Room Doors, Windows, and Screens – Many window screens were broken, bent, or did not fit in the windows, allowing pests inside. Many window blinds were damaged and need to be replaced.
Restroom Floors – Many tiles were missing, and grout had worn away.
Restroom Showers/Tubs/Sinks – Many sinks and showers were missing grout or caulking, creating water and wall damage.
Restroom Ventilation – Many rusty and dusty shower vents.
Kitchens – One stove had no functioning fan/ventilation. Two stoves had broken burners. Serious water damage found under the sink in C/D kitchen in cabinet.
Pest Exclusion – Weather stripping on doors has worn down to create large gaps. Many burrowing holes were found near foundation of some dorms. Many gaps around pipes were found, allowing pests to enter/exit. E kitchen had mouse droppings in the under-stove storage, under the sink, and behind the fridge.

Village Grill
Public Restrooms – Women's restroom soap dispensers had no lids, toilet paper covers were missing, one sink had no hot water, peeling paint, missing seat covers, and a possible water leak and pooling in the light fixture above the baby changing station. Men's restroom smelled rancid with urine, dirty urinals, soap dispensers missing lids, and a possible leaking urinal (liquid all over the floor).
Rates – Prices were not listed on retail items in store. The markup rate was above the approved amount for one retail item.

Badger Pass Ski Area
Rates – All Ski School lesson rates were incorrect or were not offering what the approved rate was supposed to offer.
The Nordic Center Workbench rates were incorrect, all Nordic lesson rates except intermediate were incorrect.
F&B Menu Board listed two core menu items at prices above the approved rate.
Inadequate Staffing – Food and beverage operation had extremely long lines to place orders and extremely long wait time to get food. Power outage during evaluation caused lifts to stop. YH staff must manually start a backup generator for each lift during an outage, however, there was only one employee working at that time who was trained to start the generators causing a long delay for visitors stuck on lifts. The ski patrol snowmobile was broken and there was not enough staff to fix it in a timely manner. Tables in the Day Lodge were not cleaned throughout evaluation period, and public restrooms were not up to cleanliness standards due to lack of staff.
IPM Program – Needs to be updated and implemented. Dead mice were found in traps and trapping logs had not been updated for weeks prior to evaluation.
Fire Extinguishers – Not all extinguishers were up to date on inspections.

Yosemite Valley Lodge Starbucks (2)
Spring Evaluation:
Animal Pest Exclusion – No traps were set in the store, kitchen, or back room. Staff did not keep trapping logs. Progress was made in implementing a pest exclusion plan by the two-week follow-up evaluation but fell short with not enough traps and not keeping up with the trapping log.

Fall Evaluation:
Animal Pest Exclusion – Trapping logs had not been signed for two weeks and no traps were set.

Visitor Transportation System

The Park saw an improvement in the visitor transportation system in 2019. However, YH still fell short in the number of buses they committed to operating during peak season (June through August) as per their 2019 approved VTS budget. YH committed to running 13 shuttles daily. Of 85 recorded peak season days, only 35 days had the required 13 shuttles running.

During an informal evaluation on Monday October 14, 2019, shuttle bus 20514 was identified as servicing the Mariposa Grove procurement contract. Shuttle bus 20514 is assigned to CC-YOSE004-16, and services the Valley shuttle loop. Shuttle bus 20513 was observed that same day as servicing the valley loop and is assigned to the Mariposa Grove procurement contract; the buses had been switched and servicing the wrong contracts. After the Park inquired about why the buses were servicing the wrong contract, YH advised that shuttle 20513 needed a part and had to be serviced in the valley, therefore the buses were switched temporarily, however, the Park was not notified.

Separately, shuttle bus 20525 (assigned to CC-YOSE004-16 and the Valley) was also used to service the Mariposa Grove procurement contract and again did not notify the Park. Bus 20525 had an engine issue that resulted in a major maintenance expense while servicing the incorrect contract.

Additional Notes and Comments

- The Curry Village Ice Rink had to close for the season due to issues caused by the February snow/tree failure event. Evaluation for 2019 could not be completed due to government shutdown and then early ice rink closure.

- White Wolf hard sided cabins were off-line for all of 2019 due to NPS rehabilitation construction project. An evaluation for 2019 could not be conducted.

- The Glacier Point Ski Hut lost power in February due to winter storms/rock slide. YH determined that implementing fire code mitigation to operate without traditional power would be cost prohibitive. An evaluation for 2019 could not be completed due to early ski hut closure.

- The High Sierra Camps (HSC) did not open in 2019 due to tremendous snowpack. Evaluations for 2019 were not conducted due to closure.

- Valley Kennels and Boarding operations were approved not to open for 2019 due to HSC closure. Evaluations for 2019 were not conducted due to closure.

- On July 25th, NPS was notified by YH that the Yosemite Valley Lodge pool would have reduced hours due to an employee injury and low staffing. NPS approved of the reduced hours. YH eventually gave a plan of action, at NPS's request, but stated that they did not know how long this would last as they were not able to hire certified replacement staff late in the summer season.

- Yosemite Valley Lodge pool was unable to open August 8 due to persistent staff shortage.

CONCESSIONER AND PARK DATA PAGE:

CONCESSIONER DATA

For the period of January 1, 2019 to December 31, 2019 Yosemite Hospitality LLC (YH) collected 13,615 surveys. A summary of the surveys has been submitted to the National Park Service (NPS) with the following results:

- There is a 7.5 point difference in the five highest volume response concessioners:

Ahwahnee Hotel 1,886 surveys - rating 80.3% overall customer satisfaction

Curry Village 3,902 surveys - rating 74.6% overall customer satisfaction

Housekeeping Camp 1,533 surveys -rating 75.1% overall customer satisfaction

Wawona Hotel 1,528 surveys - rating 82.1% overall customer satisfaction

Yosemite Valley Lodge 3,874 surveys - rating 76.6% overall customer satisfaction

- More than 78% (mean average) of the participants are likely to "return" (78.2%) to the concessioner or "recommend" (78.2%) the concessioner. When we compare the three YH hotels (79.7%) to reference benchmarks by industry (75%) posted by ACSI (American Customer Satisfaction Index) we note that the YH hotel ratings are competitive and even exceed as a total population. However, when comparing the YH food service average scores of 70.7% they fall below the ACSI benchmark of 81%. The Basecamp Eatery (44.1%), Degnan's Kitchen (58.5%), and Degnan's Loft (70.8%) all improved their scores from last year, yet still have room for improvement.

PARK SERVICE DATA

Yosemite National Park had a visitation of 4,586,463 for 2019.

The Superintendent's Office received 175 visitor comments involving YH operations during the period of January 1, 2019 to December 31, 2019. Comments received through social media sources (Facebook, Twitter, etc.) are not included in this report at this time. In this correspondence, there were 159 complaints, 13 compliments, 0 suggestions, and 3 General Questions. Please note that many comments contained a combination of complaints, compliments, and/or suggestions about more than one facility or service. Breaking out by type of service there were: Valley Shuttle Service - 46; Tuolumne Meadows Shuttle Service - 8; El Cap Shuttle – 5; Firefall Shuttle – 1; Lodging - 37; Food & Beverage - 25; Reservation and Website - 8; Recreation - 6; Tours - 1; Rates (general) - 5; Retail - 4; General Poor Service from Employees - 8; Name Change – 3; El Portal Market Takeover by YH - 2.

- The 13 compliments had 4 in reference to specific individual employees. The remaining compliments were: AH Housekeeping & Service – 1; Valley Tour – 1; AH Walking Tour – 1; AH Brunch – 1; CV Guest Tents - 1; TM Food & Food Service - 1. These letters were forwarded to YH.

- The largest number of complaints were about the Valley Shuttle. Visitors chiefly complained about overcrowding, skipped stops, excessively long waits, rude drivers, and not following schedules. Of specific concern were the number of complaints about the insufficient lack of shuttles causing excessively long waits and drivers skipping stops due to full shuttles. NPS will continue to work with YH

to improve the Valley Shuttle. Note: The Valley Shuttle is free to visitors, which may account for more visitor comments than for-fee services.

- The second largest amount of complaints were about Lodging. These were consistently about cleanliness and poor unit maintenance (particularly bathrooms), rude employees, and rates. We should note that there were also 3 complaints about ADA accessibility, either parking too far from the ADA room, or incorrect room assignment.

- The third largest amount of complaints were about Food & Beverage service. These were largely a mix of complaints about long waits for food and poor food quality, with some complaints about rude employees. Of the complaints concerning the long waits for food, some were due to confusion about queuing organization. The Service has had discussions with YH about its queuing organization with minimal response from YH.

The Superintendent's Office received five employee complaint letters in 2019. These concerned bed bugs reported in concessioner employee dorms, a lost package and other mail delivery complaints, graphic design theft, and harassment. Although NPS cannot interfere with concessioner internal business practices, specific employee complaints regarding NPS standards being unfulfilled were investigated thoroughly by NPS. All complaints were submitted to YH for their internal investigations (all employee names were redacted unless employee gave permission). In regard to the bed bug situation, more details may be found by seeing the Annual Overall Rating (10-AOR) tab, Problems/Issues, and Resolution, and Public Health.

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P.O. Box 577
Yosemite, California 95389

IN REPLY REFER TO:
5.B (YOSE-BRM/Y4-16)

MAR 22 2021

(b) (6)
Vice President – Operations
Yosemite Hospitality, LLC
P.O. Box 306
Yosemite National Park, California 95389

Dear (b) (6)

The Yosemite Hospitality, LLC (YH) 2020 Annual Overall Rating (AOR) is enclosed for your review. This AOR reflects your activities from January 1, 2020 through December 31, 2020. The final AOR score for the year is 80.5, which translates to a "Satisfactory" rating. Upon your review, please sign and scan the signature page, and email it to (b) (6) @nps.gov.

We acknowledge the extraordinary challenges faced by YH in responding to the COVID-19 global pandemic, which impacted almost the entire 2020 operating year. We commend you for your cooperative efforts in supporting park operations and maintaining visitor services to the extent allowable by county, state, and national public health directives. The impact of COVID-19 on your operations is considered throughout this AOR.

Your performance for the year is documented in the AOR workbook and detailed throughout the narrative. Missed Contract requirements are noted with the expectation that you submit plans specifying how you will meet these requirements in 2021 and beyond. We expect to see improvement in your efforts to ensure guest and employee safety, including timely removal of hazard trees within Concessioner land assignments and continuing to meet employee illness screening and reporting requirements. Additionally, we expect improvements in meeting incident reporting requirements and a commitment to repairing Concession facilities in a timely manner.

We appreciate the thorough planning you have put into your 2021 operations despite the continued uncertainties of the current operating environment. As the nation begins to recover from the COVID-19 global pandemic, we look forward to seeing a gradual return to more normalized operations. We will continue to support you in your efforts to provide guest services while maintaining guest and employee safety throughout all operations in 2021 and beyond.

If you have any questions concerning the 2020 AOR, please contact (b) (6) Acting Concessions Management Chief, at (b) (6)

Sincerely,

/s/ Teresa M. Austin
for Cicely Muldoon
Superintendent

Enclosure

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation: 2020

Park:	Yosemite National Park	**Contract Term Effective Dates:**	March 1, 2016 - February 28, 2031
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner Doing Business As:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		
Evaluator Name:	BRM Commercial Services	**Date of Review:**	3/8/2021

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Automobile Services	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food and Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2020

Park: Yosemite National Park

Contract Term Effective Dates: March 1, 2016 - February 28, 2031

Concessioner Name: Yosemite Hospitality, LLC

Concessioner DBA: Yosemite Hospitality, LLC

Contract Number: CC-YOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	85.7	69.0	Marginal
Operational Performance (10-OPR)	77.6	77.6	Satisfactory
Public Health (10-PHP)	100.0	100.0	Satisfactory
Risk Management (10-RMP)	87.0	69.0	Marginal
Environmental Management (10-EMP)	87.5	87.5	Satisfactory
Asset Management (10-AMP)	80.0	80.0	Satisfactory

AOR Score	**86.3**
Adjusted AOR Score	**80.5**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating **Satisfactory**

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature Cui Austin **Date** 3/19/21

Concessioner Signature (to signify receipt of rating) (b) (6) [redacted] **Date** 4/1/2021

Table 3: Evaluation Narratives

Evaluation Narratives

Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable.

If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below.

Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	Please see attached narrative
Leasehold Surrender Interest / Possessory Interest	Please see attached narrative
Franchise Fees	Please see attached narrative
AFR	Please see attached narrative
Insurance	Please see attached narrative
Risk Management	Please see attached narrative
Environmental Management	Please see attached narrative
Public Health	Please see attached narrative
Asset Management	Please see attached narrative
Administrative Compliance Reporting	Please see attached narrative
Annual Visitor Use Statistics / Utilization Data	Please see attached narrative
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	Please see attached narrative
Accomplishments or Outstanding Work	Please see attached narrative
Future Plans for Concession Operation(s)	Please see attached narrative
Visitor Satisfaction	Please see attached narrative

Final Remarks:

Yosemite Hospitality, LLC (YH) experienced unprecedented challenges in 2020 as a result of the COVID-19 global pandemic. The Service enacted a full closure of the park from March 20 through June 11 and re-opened under a day-use reservation system, significantly limiting the number of visitors each day; then opened for day-use only from December 6 through the remainder of the year. YH cooperated with the Service on all aspects of its response to the COVID-19 threat, both initially and throughout the year. Although severely restricted by public health directives, YH continued to provide essential services out of a limited number of Concession Facilities, with mitigations in place to protect employees and guests. YH struggled to implement some COVID-19 public health directives and Contract requirements, as detailed in this workbook and attached narrative, but the Service did note improvement throughout the year. We appreciate YH's efforts to ensure the safety of employees and visitors and look forward to supporting YH in returning to more normalized operations in 2021 and beyond.

ANNUAL OVERALL RATING REPORT (10-AOR) NARRATIVES

Some of the information below may be addressed in more detail in other program reviews.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects

In 2020, Yosemite Hospitality, LLC (YH) completed the last of the three major rehabilitation projects as required by its Contract. This last project, completed in December, was the Curry Village Pavilion/Seven Tents rehabilitation; however, final walkthrough and sign off will not take place until early 2021 due to the global pandemic. The rehabilitation project expanded from its original scope due to the discovery of several key facility issues. These additions included the following: electrical upgrades to ensure the building is code compliant; comprehensive rehabilitation of the Meadow Grill; and redesign of a shear wall to meet seismic and structural codes.

Other projects YH started in 2020 included the following:

- *Wawona Hotel Electrical*. In late 2020 YH contracted out for the complete rehab of the entire electrical system in the hotel due to National Park Service (NPS or the Service) contractors finding multiple non-code compliant components in the current electrical system. A walkthrough of the project, conducted by Service and YH staff in late 2020, targeted completion of the rehab project by June 2021.
- *Village Grill Patio*. YH completed this project in 2020, expanding the existing patio and making the patio ADA compliant.
- *Degnan's Patio*. YH completed a project repairing and making code compliant the entry way to Degnan's Deli.
- *Yosemite Valley Lodge Pool Rehab*. YH completed a project to repair and remodel the Yosemite Valley Lodge pool to fix extensive water leaks and make the pool code compliant.
- *Yosemite Valley Lodge Parking Lot Repairs*. YH redesigned and completed a parking lot overhaul after several old housing units were removed.
- *Storm Damage Repairs*. Curry Village and Wawona sustained heavy damage in 2019 from storm damage. Some of those repairs were taken care of in 2020. However, the Curry Village Ice Rink restroom and Kessler Cabin in Wawona both were not repaired and will require immediate attention in 2021 from YH.
- *Curry Village Electrical.* YH provided full design for an underground electrical system that will be code compliant.

Leasehold Surrender Interest

Leasehold Surrender Interest was not requested nor authorized in 2020.

Franchise Fees

Franchise fees were not paid on time for the months of March, April, May, June, or July of 2020. The concessioner submitted a request April 23, 2020 for reconsideration and adjustment of the franchise fee

due to the COVID-19 global pandemic and associated closures, which is under consideration by the WASO Commercial Services Program. On August 28, 2020, the Concessioner paid outstanding fees for the missing months and continued with on time payments through the end of the review period. While the Service noted a global pandemic and full shut down of the park took place in early 2020, the Concessioner is still required to submit its franchise fees monthly based on Contract requirements.

Annual Financial Report (AFR)

The AFR was submitted timely on January 24, 2020.

Insurance

Concessioner provided the superintendent with current Certificates of Insurance and third party review found the insurance coverage in compliance with the minimum requirements stipulated in the Contract.

While there are ongoing discussions between WASO commercial services and the insurance compliance consultants about certain standard contract insurance requirements, after some back and forth and an additional statement from the Concessioner's insurer, the review found the insurance coverage in compliance with the minimum requirements stipulated in the Contract.

Risk Management

Overall, YH received a Risk Management Program Evaluation rating of Marginal.

The Risk Management Plan used for 2020 was the same as the 2018-19 RMP update and included no additional changes. YH submitted an overhauled RMP on December 30, 2020 for implementation during the 2021 operating year. Throughout 2020, YH worked closely with the Service to adapt and respond to the COVID-19 global pandemic.

In 2020, YH enacted a significant restructuring of RMP program areas and assigned responsibilities from local staff to employees working remotely at Aramark corporate offices. YH stated its goal is to improve access to resources while redirecting risk management to existing experts. While this change is allowable and will hopefully lead to improved alignment of NPS RMP expectations, YH did not document or update this process in the RMP during the 2020 operating year (RMP Standard 2.2, Responsibility and Accountability); therefore YH was found non-compliant.

YH has a robust virtual Learning Management System (LMS) and Global Metrics Monitor in place to assist with trainings. These systems were very beneficial in providing information and trainings remotely during the pandemic. As a result of a medical related fatality in The Ahwahnee Hotel, YH's Senior Safety Officer assigned training for use of the AED to the front desk staff to improve response to cardiac-related emergencies prior to EMS arriving on scene.

YH planned to initiate a Serious Emergency Response Team and formalize plans for emergency response in coordination with NPS Emergency Services staff. However staffing constraints and pandemic priorities temporarily sidelined this initiative. YH noted its desire to restart this team in 2021.

With a few exceptions, NPS Visitor and Resource Protection division (VRP) staff are generally satisfied with reporting and coordination efforts shown by YH.

Unfortunately, YH struggled with timely reporting of incidents to the Concessions Management Branch and requested frequent deadline extensions for several required actions that contributed to the non-compliant scoring of ID 6.2 (Reporting) and 7.2 (Inspections and Corrective Action), each of which are Special Attention Items.

COVID-19 presented numerous challenges that required frequent and specific reporting needs. YH failed to meet these requirements throughout the pandemic and received numerous requests from the Service for compliance regarding employee illness screening and reporting related to COVID-19. Conversations with employees at various YH locations indicated that staff and managers were unable to repeat the three COVID-19 screening questions asked of staff at the start of each shift. The NPS Regional Public Health Consultant received reports indicating temperature screening was not regularly occurring and, according to one report, discontinued due to improperly functioning/inaccurate thermometers and not resumed. Multiple employees contacted for the purpose of illness response, exposure concerns, or case investigation as well as some placed in quarantine or isolation units also described screening as inconsistent, verging on non-existent. When asked in August for improved illness reporting procedures to better meet public health objectives, YH cited Aramark corporate guidance and union concerns. Finally, the Service and NPS Regional Public Health Consultant requested improved responsiveness and clarity from YH when needing to ask follow-up questions on the employee illness reports, YH reporting logs, or other matters of concern. In an August 24 email, the Service asked for confirmation of who the NPS Regional Public Health Consultant should reach out to for prompt response and clarity on how to expect follow up. A formal letter was sent to YH in September expressing these concerns and recording the lack of response from YH to previous requests.

Visitor and Resource Protection staff notified the Concessions Management Branch about an alleged sexual assault that occurred in YH housing on April 14. The victim reported the incident to a YH Housing Supervisor, who subsequently reported it to the Housing Manager, in mid-May. However the Housing Manager took no further action until the victim went directly to the Concessioner's Human Resources division on June 23. This constituted a lack of reporting of a "known or suspected violation of law" as required by the Contract.

In mid-August, a pipe burst in the upstairs housekeeping office of The Ahwahnee Hotel, resulting in flooding of several back of house areas on the first floor, significant damage to YH's network equipment, and activation of the fire alarm throughout the building. Despite the facility damage and potential impacts to the fire alarm system, YH did not report the incident to the Service, as required. YH did promptly provide details once requested.

These incidents of delayed reporting resulted in the Service sending a formal letter to clarify and reinforce YH's incident reporting requirements.

While eventually achieving success in 2020, YH required repeated extensions to adjust housing assignments to single occupancy, per NPS and state health guidance. At the request of the Service, YH submitted its plan for single occupancy employee housing on May 21, 2020. This plan was accepted by the Service through a formal letter sent June 23, 2020, with the expectation that it would be promptly implemented. After noting minimal movement towards the single occupancy requirement, the Service

met with YH on July 21 to reaffirm the urgency of meeting the single occupancy housing requirement and requesting a July 31 status report. The Service sent YH a letter documenting the discussion. Weekly status reports by YH continued and compliance was finally achieved November 2, approximately six months after announcement of the single occupancy housing requirement.

Similarly, YH began and made headway towards required hazard-tree removal throughout the park. This work, however, was initially identified and requested two years prior in letters dated June 2018 and September 2019 and saw numerous delays and notices from Service staff before tree removal began this year. This work has not yet been completed in Curry Village or the Wawona golf course as of December 31, 2020.

Environmental Management

Overall, YH received a Satisfactory for its Environmental Management Program Evaluation Report rating. YH provided its original EMP for the 2020 operating year, which the Service accepted in 2016.

Prior to the COVID-19 global pandemic, YH had a dedicated environmental management team and Environmental Manager. During the beginning of the COVID-19 pandemic in March 2020, which resulted in a park closure, responsibility and accountability for managing YH's EMP changed. YH enacted a significant restructuring of EMP roles and responsibilities, with most responsibilities shifting to one person locally (Senior Safety Specialist) and to environmental staff from Aramark corporate offices; however, it was unclear to the Service who was filling each role identified in the EMP. Although YH's Senior Safety Specialist possesses qualifications to fill the Environmental Manager role, YH did not formally provide an update to the Service about restructuring the oversight of its EMP.

YH trains its managers on all elements of the EMP while it trains hourly staff on certain elements of the EMP as it relates to their specific duties. YH conducts, completes, and documents its environmental management training through its Learning Management System (LMS). The online platform allows YH to continue its 2020 training related to EMP topics. YH's Human Resources office is also working to improve its LMS capabilities to generate reports to notify staff of required refresher trainings. Although YH uses its LMS for environmental trainings, a training plan is not clearly developed and documented in its EMP. We look forward to seeing job-specific training plans included in future editions of YH's EMP.

YH changed pest management contractors in early 2020 from Paramount Pests to Sprague Pest Solutions (Sprague). YH submitted its planned pesticide use form for 2020 on January 14, 2020, generated by Paramount Pest Services which identified planned pesticide use for the 2020 operating year. However, YH did not submit an updated pesticide use request for 2020 when YH changed pest management companies partway through the year.

As a result, YH's year-end pesticide use report, generated by Sprague, listed First Strike Soft Bait, a prohibited rodenticide. YH confirmed, although the 2020 pesticide use report listed First Strike Soft Bait, it was not actually used. Regardless, the Service did not have the opportunity to review Sprague's planned pesticide use since an updated pesticide use request was not submitted when YH changed pest management contractors.

Additionally, the Service noted YH used an insecticide identified as Alpine WSG during the 2020 operating year. While included on the original 2020 pesticide use request and approved for use in 2020, the Service will not approve Alpine WSG for use in the 2021 operating year.

YH is responsible for communicating its EMP to staff and visitors. The EMP is available to all staff online through YH's internal website. Individual staff responsibilities for environmental protection and implementation of sustainability measures are identified during orientation and on-the-job training. During the 2020 operating year, YH communicated its environmental controls and initiatives to visitors primarily through signage and at lodging check-in. YH covers topics related to appropriate trash/food storage, pest management and sightings, water conservation and protecting wildlife. The recent Pavegen tile display at the Curry Pavilion will provide visitors the opportunity to visualize energy conservation in real time.

YH completed an environmental safety audit during the 2020 operating year. Findings from the environmental audit were minor and YH communicated with the Service about addressing noted deficiencies.

In October 2020, YH responded to an environmental incident in a timely and effective manner. The Ahwahnee Hotel boiler diesel tank failed and leaked into the secondary containment. YH investigated and notified the Service and regulatory agencies immediately. In response to this emergency incident, YH installed a temporary tank and is working to convert the boiler to propane. The submitted project is currently undergoing NPS compliance review.

The Service noted several Contract specific environmental requirements not otherwise addressed in the EMP standards were not met in 2020, including the following:

The Concessioner must complete the following **no later than the first anniversary of the Contract effective date**: Install over 100 water monitor devices to overnight accommodation buildings, food and beverage work areas, and employee housing, to monitor water flow; Complete and provide to the Service a Water Use Report, including a 100% survey documenting water use of existing fixtures and monitoring devices; Provide the Service and its employee's access to a website monitoring daily water usage. (Exh H: Part C.J.5.d)

The Concessioner must implement the following during the term of the Contract: Replace one additional fuel-oil boiler with Combined Heat and Power Technology with most fuel-efficient per year (for a total of 3) **no later than the third, fourth, and fifth anniversaries of the Contract effective date**; Replace all remaining fuel-oil (or diesel) stationary backup generators with propane or fuel-cell technology (if available); Replace all existing coolers and freezers, older than six years, in kitchen and retail locations with new energy efficient alternatives **no later than the third anniversary of the Contract effective date**. (Exh H: Part C.J.6.b)

The Concessioner must complete the following **no later than the first anniversary of the Contract effective date**: Install over 200 electricity monitoring sensors (part of overall sensor array program) in target buildings and rooms to monitor electricity use. (Exh H: Part C.J.6.c)

The Concessioner must partner with a local university or college with an environmental program to improve its environmental systems and employ at least 2 students every season to work on

implementing approved water conservation initiatives and evaluate the success of these initiatives throughout the term of the Contract. (Exh B: 6.C.4)

The Concessioner must fund at least 25% of a research professor's salary to support its energy conservation goals by investigating new technologies and methods. The Concession also must establish an internship program to include at least two graduate students to support the Concessioner's energy conservation program. Additionally, the Concessioner must employ one person to focus on the Concessioner's energy conservation program to monitor performance information and provide weekly summaries to the Environmental Manger throughout the term of the Contract. (Exh B: 6.C.5)

The Concessioner must educate visitors about water conservation and energy efficiency initiatives, savings, and benefits, throughout the term of the Contract, through in-room signage, non-personal interpretive information regarding conservation measures and accomplishments, twice-weekly interpretive talks, large screen displays in every lobby/registration area, and through the use of a mobile app providing water conservation status through real time data collection. The Concessioner also must implement a visitor participation program encouraging visitors to pledge to conserve water and a monthly drawing for a free stay. The Concessioner also must encourage the use of the public transportation system through interpretive information and discount incentives at food and beverage and retail operations. (Exh B: 6.C.6) Although YH has implemented many of these initiatives, they have not developed a mobile app providing water conservation status through real time data collection.

Several of these listed items are several years past due. The Service expects YH to submit plans identifying how they will complete each of these Contract requirements in 2021.

Public Health

Overall, YH received a Satisfactory for its Public Health Program Evaluation Report rating. There were a limited number of public health evaluations completed throughout 2020 due to the COVID-19 global pandemic as well as other weather-related Concession Facilities closures. While the concessioner continues to receive satisfactory individual public health inspections, there were several instances in 2020 where the Concessioner had not completed replacement of food service equipment or repair to Concession Facilities, as identified in 2019 NPS Periodic Evaluations and the Service identified these as repeat deficiencies. These repeat deficiencies included nonfunctioning coolers at the Meadow Grill, damaged and cracked portions of the wall and damaged floors within the meat department of the Village Store, and a food prep sink with welded corners that prevented proper cleaning at Basecamp. As food safety is paramount to ensure visitor and employee health and safety, if YH has not yet rectified these deficiencies, YH must provide a plan for the repair or replacement of these items in early 2021.

Asset Management

Overall, YH received an Asset Management Program Evaluation Report rating of Satisfactory. Throughout the year, the Service provided flexibility to YH in meeting reporting requirements as outlined in the Contract due to the COVID-19 global pandemic. Additionally, the Service approved an extension of one year, to March 1, 2021, to cure the remaining deferred maintenance.

YH has done a great job at completing necessary scheduled repairs, such as, recurring and preventative maintenance. However, YH has struggled with unscheduled repairs such as completing emergency repairs on the Curry Village Ice Rink comfort station or the Kessler Cabin in Wawona. Additionally, maintenance needs identified during NPS Periodic Evaluations have not been addressed in a timely manner. For example, several roofs at Yosemite Valley Lodge and Curry Village were not cleared until several weeks after the established deadline for completion. 2020 employee housing evaluations noted multiple items including paint, animal damage, plumbing issues, and roof, exterior wall and siding damage that had been identified in 2019 but were still not corrected. The roof of the Ahwahnee dorm was damaged during the previous winter of 2019/2020, yet no progress had been made towards repairs at the conclusion of 2020. Many painting needs identified in July and August still have not been corrected and now await warmer weather. Follow-up evaluations found a large number of menial issues (broken light switches, screen repair, etc.) also left unaddressed throughout the housing units.

YH has been successful putting together projects and completing work despite the limited staff and several park closures. However, YH has not been thorough in completing project closeouts, required by the Contract, and must submit its completion reports for all projects completed in 2016-2020 during the 2021 operating year. This has been a repeat issue throughout the term of the Contract.

YH has been extremely successful in communicating asset related questions and issues with the Service. The YH team holds and attends meetings regularly and is responsive and engaged. However, after-hour reporting and emergency reporting is an issue. There have been several fire alarms, water line breaks, and other after-hour Concession Facilities issues that have gone unreported to the Service. YH must make efforts to correct this deficiency in 2021.

Limited staffing is a continued concern as it seems to contribute to unmet maintenance obligations. For example, YH agreed to remove the canvas covers from Housekeeping Camp units by June 30, 2020 but completed the task almost two and a half months later, on September 10, 2020, citing a lack of staff to complete the work. Similar reasons were given for unaddressed Periodic Evaluation findings, as noted above. Additionally, YH did not fill the Preservation Maintenance Lead position, a key contractual required position, throughout the 2020 operating year. Other contractually required positions, including the Maintenance Coordinator, were laid off due to the pandemic. Existing staff have absorbed the responsibilities of these vacant positions, but YH has not communicated to the Service how YH will ensure necessary work and expertise is available when necessary.

Administrative Compliance Reporting

Overall, YH received a Marginal for its Administrative Compliance Evaluation Report rating. This is largely due to YH's delayed franchise fee and utility payments, both of which are special attention items.

The COVID-19 global pandemic and response required YH to cease or scale back many of its operations due to county, state, and national level public health requirements. YH submitted a detailed COVID-19 Modified Operating Plan for both the summer and winter seasons to reflect changes across all operations, including facility closures, modified hours, COVID-19 mitigations, etc. These plans were well thought out, provided a high level of detail, and served as the basis for two temporary Contract modifications prepared by the Service (summer and winter). Although there were slight deviations from

the plans due to changing conditions and visitor demand throughout the year, YH was generally proactive in requesting changes in advance and honoring any specific requests made by the Service.

COVID-19 also created several challenges related to personnel management. Large numbers of employees were laid off or furloughed across the organization, with many of the unemployed remaining in park housing due to the state-wide moratorium on evictions. Although this may have led to some misconduct of unemployed residents, once brought to YH's attention, they were generally responsive to these significant matters. Employee complaints were investigated and responded to in a timely manner. YH completed most major employee onboardings and trainings prior to the COVID-19 closures. Additional trainings were conducted individually or with small work groups to ensure social distancing. All employees participated in COVID-19 mitigation training specific to their worksites and duties.

As a company, YH did not receive any violations of law that the Service is aware of.

Although YH did not conduct operations in several areas in 2020, YH was still responsible for maintaining its Concession Facilities per Contract specifications, unless alternative agreements were put in place with the Service. YH accounted for all Assigned Government Personal Property throughout the year and notified the Service when individual pieces were re-located or damaged. YH worked proactively with the Service to return a historic sled no longer in use at Curry Village, to the museum collection, and cooperated during the sale and transfer of four assigned shuttle buses.

To assist in the fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the AFR due during this rating period, Schedule H Lines 11 and 23, YH met this requirement. YH funded several projects using the Component Renewal Reserve (CRR; formally Repair and Maintenance Reserve), including paving the Highland Court parking lot, emergency repairs to the historic elevator at The Ahwahnee Hotel, a rehab of the YVL pool, and design for the Curry Village underground electrical system. Although the Curry Village pavilion was a YH funded project, the Service approved funding of several unforeseen additions to the project through the CRR to make the building code compliant. YH properly requested and accounted for the use of the CRR account. YH accounted and reported handicraft sales appropriately, with invoices provided upon request.

Except for the Inventory of Waste Streams, YH submitted all required reports on schedule. This inventory was due by December 31, 2020, however, YH submitted it on January 6, 2021. For approximately four months during the initial COVID-19 crisis period, YH and the Service agreed to pause all regularly scheduled reporting requirements, to focus all attention on the pandemic response. When the agreed upon period had passed, YH submitted the deferred reports in a timely manner.

The Service provides water and wastewater and PG&E provides electricity, which passes through Service owned infrastructure. YH did not pay for its utilities on time for the months of March and April. Payments resumed in July for missing months and continued on schedule for the remainder of the year. YH collected and accounted for the utility add-on in accordance with the Contract.

YH was proactive in requesting Service review of marketing and informational material. There were several instances where the website did not provide the most up to date information for things like services available, hours, etc. However, the Service acknowledges much of this was due to rapidly

changing operations in response to COVID-19 restrictions. YH was always quick to make any changes once identified or requested by the Service.

YH submitted rate requests on schedule, with supporting documentation provided. YH added an unauthorized automatic 18% gratuity to dining tickets at The Ahwahnee for much of the summer; the Service had to request, on multiple occasions, YH remove the auto-gratuity. Once discontinued, YH eventually submitted a request to continue the practice, but the Service denied this request as comparable properties were not charging an auto-gratuity due to the pandemic.

The Service noted several missed Contract requirements in 2020 that were not addressed in other program-specific review areas, including the following:

The Concessioner must establish a Seasonal Employee Housing Complex, subject to necessary compliance, outside the Area. This seasonal employee housing complex must be fully furnished and house approximately 430 seasonal employees and include food service, training, and recreational facilities. The Concessioner must move the seasonal employees out of the Area **no later than the second anniversary of the Contract effective date. (**Exh B-7: 3.C.4)

The Concessioner must develop a Vehicle Management Plan **within 60 days following the effective date of the contract** that identifies all vehicles by serial number, age, style, purpose, mileage, fuel-use, etc. based on this information, the Concessioner must implement the following **no later than the first anniversary of the Contract effective date** (unless otherwise stated): Eliminate at least 10 vehicles from fleet purchased from the prior concessioner; Replace at least 15 additional gasoline powered vehicles with all electric work vehicles; After (i) and (ii) are completed above, replace one third of its remaining fleet (in place prior to the effective date of the Contract) annually with hybrid or the most fuel efficient alternative technology available no later than the first, second, and third anniversaries of the Contract effective date; Any new vehicle purchased after the Contract effective date must use the most efficient alternative technology available; Establish during the first year of the Contract, and enforce throughout term of the Contract, a no-idling policy for all Concessioner vehicles and visitor transportation buses; Provide a plan regarding the location and installation of up to five vehicle charging stations and compressed air stations for Service review and approval and complete installation within one year of Service approval; Provide a mobile air compressor at all winter tire-chain installation locations and mobile tire-chain service units. (Exh B: 4.F.8.c) Although YH has implemented several of these initiatives, they have not continued to replace their fleet with the most fuel-efficient alternative technology on the schedule required by the Contract, a significant element of this Contract requirement. Progress made towards this requirement must be documented and submitted to the Service.

The Concessioner must establish a comprehensive wireless communication system and array of sensors **no later than the first anniversary of the Contract effective date,** to accomplish the following: optimize its "just-intime" delivery of merchandise, monitor the use of purchased electricity, monitor water use, monitor food storage temperatures, track fuel transfers to company vehicles, shuttles, and buses, monitor vehicle positions and speeds, and monitor underground and aboveground storage tanks. The Concessioner will track all of this information at the Support Facility. The Concessioner must implement the use of its "Road Net" transportation management software system, as part of its sensor array, to ensure employees arrive at designated times and to schedule deliveries **no later than the first anniversary of the Contract effective date.** (Exh B: 11.A.3)

The Concessioner must stage and store all preposition construction materials, heavy equipment, new personal property ready for transfer into the Area, deconstruction debris, used personal property, and other materials coming out of the Area at its forward staging area. The Concessioner will move necessary materials into the Area at night to reduce traffic and visitor distraction. (Exh B: 11.A.2)

The Concessioner must be capable of responding to at least four simultaneous calls for tow services. The Concessioner must make every reasonable effort to initiate tow truck YH continues to struggle to provide reliable and efficient tow services, as was documented on several occasions in 2020. (Exh B: 11.G.7)

No later than the second anniversary of the effective date of the Contract, the Concessioner must inventory, determine the condition of, and bar code all personal property valued at $100 or more. On items determined by the Service and Concessioner to be high value, the Concessioner must place a radio frequency identification (RFID) tag to track personal property. (Exh H: A.9.A)

The Concessioner must ensure its overnight accommodation managers are all Certified Hotel Administrators from the American Hotel and Lodging Educational Institute (AHLEI) (or equivalent) and all housekeeping supervisors are Certified Rooms Division Executives and Certified Hospitality Housekeeping Executives through AHLEI (or equivalent). Initial certifications must be obtained **no later than the second anniversary of the Contract effective date.** (Exh B: 11.B.2.a) YH managers have indicated that the CRDE certificate is not applicable to their housekeeping supervisors. YH will need to propose a substitute for this Contract requirement in 2021.

Some of these listed items are several years past due. The Service expects YH to submit plans identifying how they will complete each of these Contract requirements in 2021.

The Service described other elements evaluated as part of the Administrative Compliance Report, in the individual sections, including leasehold surrender interest, insurance, and the Annual Financial Report.

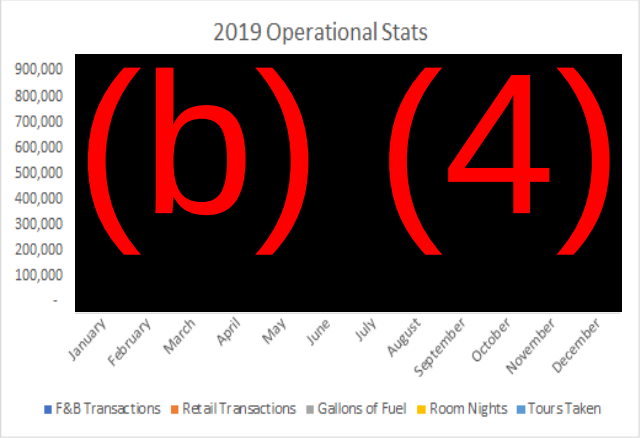
Annual Visitor Use Statistics / Utilization Data

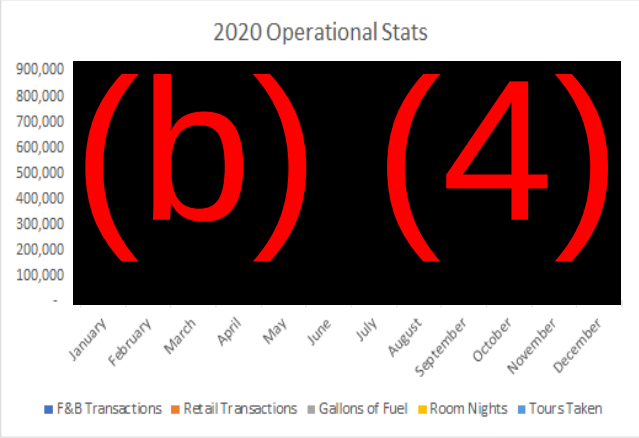
The park was severely affected by the COVID-19 global pandemic. This included a hard closure of the park to the public from March 20 to June 11. The park re-opened with a day use reservation system in place, effectively limiting the number of daily visitors and YH scaled back or closed several concession-operated services for the remainder of the year. Additionally, various state and local public health orders limited the Concessioner's capacity for lodging, food and beverage services, special events, recreation, and tours, etc. From December 6 through the remainder of the year the park was open for day use only in support of a state-issued "Regional Stay Home Order". YH closed all lodging as well as most food and beverage and retail outlets.

The park was also significantly impacted by numerous wildfires burning throughout the state. For several weeks in September, poor air quality from wildfire smoke resulted in diminished visitation and the cancellation of hundreds of lodging reservations. The park was closed September 18 - 24 due to prolonged hazardous air quality.

For all months that the park was open, YH submitted the required consolidated Operational Performance Report by Use (stats report) on time to the Service. Upon review, it was found that stats in

several categories were not fully reported. (b) (6) [redacted], YH Regional Financial Manager, was very responsive in making the required changes.





Problems/Issues and Resolutions

It goes without saying that 2020 was an exceptionally challenging year for YH. The COVID-19 global pandemic affected almost every operation in the park, with profound impacts on YH's ability to operate facilities and provide guest services. Varying state and public health orders further restricted operations to varying degrees throughout the year. Decreases in revenue were significant, resulting in further reductions to staff. Separate from the pandemic, a severe wildfire season impacted the park, creating prolonged unhealthy and hazardous air quality and necessitating a one-week closure of the park. YH was generally responsive to these and other incidents which occurred, as outlined below.

YH was required to close lodging and dining with little notice in mid-March when the virus began to take hold in California. The park enacted a full closure on March 20 and remained closed until June 11.

The closure order did not allow contracted work to continue in the park without first being reviewed and approved by the Superintendent's Office. YH was proactive in postponing scheduled work on the Curry Village Pavilion but continued to move forward without approval on a bat remediation and exclusion project scheduled at the Wawona Hotel. This work had not undergone proper review and YH was required to cancel the project the day before it was to begin.

Throughout the closure period, YH leadership actively participated in the Service's Incident Management Team (IMT), coordinating COVID-19 response efforts throughout the Yosemite community. YH began developing plans for how to handle a potential COVID-19 outbreak in shared housing, including preparing eight un-used Curry Village lodging cabins as potential isolation/quarantine units by stocking them with basic food items and amenities. NPS Public Health officials expressed concern that eight units may not be enough to handle the isolation/quarantine needs of a large outbreak and suggested use of the Yosemite Valley Lodge as well. YH was initially resistant to this suggestion, but eventually agreed after several meetings between the Service and YH executive leadership. YH worked with the IMT to run mock scenarios to prepare for how it would respond if/when a YH employee contracted the COVID-19 virus.

The Service learned YH employees did not feel well informed about YH's response to COVID-19. YH began sending daily information and updates to its employees and included the following topics: HR/housing updates, services available to employees, and resources where employees could access additional information about the park and COVID.

Housing was a challenge throughout the pandemic. California issued a moratorium on evictions and YH received media backlash after evicting transportation employees who were laid off because of the pandemic. Following this incident, YH did not proactively remove "problem" employees from housing as is their usual policy. There were several known overdoses and one fatality, presumed to be drug related. As VRP staff investigated, it was found that at least one of the individuals charged with selling drugs was continuing to reside in the park despite being on the "persona non grata" list. VRP stepped up their enforcement actions, including bringing in a drug dog, and the problems resolved. YH was cooperative in these efforts.

In late March the Service announced a single-occupancy housing requirement for in-park housing. As further detailed in the RMP section of this narrative, YH did not begin actively moving individuals out of shared housing until mid-July, after much prompting by the Service, and single-occupancy housing was finally achieved on November 2, 2020.

Prior to re-opening in June, YH worked with the park to develop a Modified COVID-19 Operating Plan outlining facilities and services that would or would not be offered and specific measures they would take to minimize the risk of COVID transmission among guests and employees. YH provided lodging, dining, and retail services, with mitigations, in Yosemite Valley. Retail was the only service provided in Wawona and at Glacier Point. All fuel stations were self-serve only. White Wolf, Tuolumne Meadows, Badger Pass, and the High Sierra Camps remained closed throughout the year. A request for an additional one-year extension on the High Sierra region's deferred maintenance was approved by the Service. Visitor transportation, recreation, and interpretive tours remained closed park-wide, with the exception of bicycle rentals.

Without approval, YH stopped submitting its required franchise fees and utility payments for several months, as discussed in the Administrative Compliance section of this narrative.

As further detailed in the Accomplishments section of this narrative, YH enacted numerous mitigation measures to protect guests and employees in YH facilities, including signage, barriers, and metered entry to facilities. However, over the course of the year, Concessions Management staff observed several instances of non-compliance with approved COVID mitigation measures, including a lack of enforcement of occupancy limits inside retail facilities. The park received several complaints from YH employees alluding to a lack of adherence to social distancing and COVID mitigation measures. After the busy Thanksgiving weekend, a YH executive told the media the park would not allow them to require masks in Concession Facilities, when in fact the park had repeatedly encouraged YH to do so. The Service sent YH a formal letter documenting this inaccuracy and encouraging them to take more stringent measures to protect employees and guests. YH responded by placing signage at facility entry points indicating the requirement to wear masks within Concession Facilities.

Additionally, YH did not always adhere to employee illness screening and reporting requirements imposed by NPS Office of Public Health (OPH), as further detailed in the RMP section of this narrative. After weeks of non-productive conversations with YH, the Service eventually required a very specific set

of procedures, based on CDC and CalOSHA/CDPH guidance, for employee screening, record-keeping, and return to work protocols as well as an updated YH Illness Reporting and Escalation Protocol.

In preparing for the winter season, YH once again submitted a detailed Modified COVID-19 Operating Plan outlining facilities and services that would or would not be offered over the winter. With the loss of Nature Bridge's bookings, YH requested, and was approved, to close Curry Village and all associated services for the entirety of the fall and winter season. YH also requested to not open Badger Pass, citing an inability to provide for social distancing in visitor and employee areas. YH developed a winter maintenance plan for both areas detailing how the facilities would be shut down and maintained throughout the winter season. YH coordinated with the Service to provide utilities to the Service's A-frame building for SAR and Wilderness operations at Badger Pass. Lodging, dining, and retail services were offered, with mitigations, in Yosemite Valley.

On December 6, the State of California issued a "Regional Stay Home Order" in response to rising COVID-19 case counts throughout the state. Although the park remained open for day use, all overnight lodging was closed for the remainder of the year. YH continued to provide limited food and beverage and retail services at Degnan's Deli and the Village Store.

Separate from the COVID-19 global pandemic, YH faced several challenges, as outlined below:

A norovirus outbreak occurred at The Ahwahnee Hotel early in the year, resulting in over 300 visitors and employees reporting symptoms. The NPS Regional Public Health Consultant inspected the kitchen and noted several areas for improvement, including standardizing procedures for employee illness reporting and exclusion and handwashing requirements when changing gloves; the report still indicated a Satisfactory score. YH quickly sourced a new cleaning product with a significantly faster kill rate for norovirus. Ultimately, YH changed chemical suppliers and there have been no additional issues.

A video, posted to social media in June, showed (b) (6) [redacted], YH Vice President of Operations, hitting a golf ball into the Ahwahnee Meadow. YH acted quickly to terminate (b) (6) but the incident highlighted concerns over the placement of this individual as the leader of YH's operations in Yosemite National Park, as it indicated a lack of understanding or respect for the mission of the National Park Service.

Several other manager positions have been left unfilled, as in the case of The Ahwahnee Hotel General Manager, or the employees were furloughed/terminated as a result of the COVID-19 pandemic, as in the cases of the Environmental Manager and Employee Housing Manager. Rather than filling these vacancies YH has relied on remaining managers to take on additional responsibilities. Although we recognize this is a business decision in response to decreased revenues, we have concern about the ability of YH staff to manage remaining workloads and continue to meet contractual requirements.

In several instances, YH did not properly report incidents to the Service, as required by the Contract. An alleged sexual assault that occurred in concession-operated housing, was reported to a housing supervisor in mid-May; however, the housing supervisor did not report the incident to VRP until June 23 because they did not think the victim wanted the incident to be further discussed, resulting in a delayed VRP response and investigation. The Service reiterated to YH the requirement to report any "known or suspected violations of law" regardless of the circumstances. YH seemed to improve their reporting efforts later in the year, proactively reaching out to make VRP and Concessions Management staff aware of several issues in a timely manner.

On two separate occasions, water leaks at The Ahwahnee Hotel caused significant damage that YH did not report to the Service in a timely manner. In both instances the manager provided a detailed summary of the incidents and YH's immediate response actions, but only upon request by the Service. We have reiterated to YH the importance of timely reporting (within 24 hours) after any facility damage so the Service can evaluate the damage and response efforts.

As noted in the Administrative Compliance section, YH struggled to consistently meet Contract requirements for tow services, which were still required under the Modified COVID-19 Operating Plan. Approximately one dozen documented issues occurred between June and November, primarily related to a lack of tow staff and general availability. YH responded to these complaints by hiring an additional driver to assist with coverage and improve communications with Service Dispatch. We look forward to seeing YH continue its commitment to providing this essential service in 2021.

Accomplishments or Outstanding Work

2020 was a year of unforeseen challenges, including the COVID-19 global pandemic and record-breaking wildfire season in California. YH generally proved adaptable and resilient in the face of these and other challenges that arose, as outlined below.

YH was responsive to the ever-changing priorities of the COVID-19 response efforts. In the early stages of the pandemic, YH leadership was cooperative with all Service decisions to limit or close operations, doing so quickly and efficiently while still trying to meet the needs of visitors and residents as much as possible.

YH's efforts to minimize hardship on employees and the greater community are commendable. Early in the pandemic, while the park was under hard closure orders, YH offered limited to-go-only food service at a reduced price for all park residents. This helped mitigate crowding in communal kitchens and provided some variety in options for residents who were "Sheltered in Place." YH installed a fee-free ATM for employee use and began accepting Electronic Benefit Transfer (EBT) cards to assist the many unemployed during this time. Although it did not prove necessary, YH also coordinated with the Service to provide hot meals to any community member placed in isolation/quarantine.

YH quickly adjusted to promote social distancing and other COVID-mitigation measures within Concession Facilities, including the following: limited building occupancies, placed signs and hand sanitizer at facility entrances, and removed seating from common areas to discourage gathering. YH required employees to use facial coverings at all times and provided staff with cloth masks to wear. YH installed plastic barriers at point of sale locations and promoted touchless payment for all purchases. YH required upgrades to cleaning schedules and protocols to ensure frequent sanitization of all public facilities. YH did not allow social gatherings in employee areas and in at least one instance evicted four individuals after being caught socializing with a quarantined individual.

Due to the ever-changing nature of the pandemic response, public health directives underwent frequent updates or modifications. YH responded quickly to every change to ensure all requirements were met. YH had to cancel thousands of lodging reservations throughout the summer to remain within occupancy limitations. They made every effort to provide as much notice to guests as possible and found alternative arrangements for displaced guests when necessary. Dining facilities quickly transitioned

between buffet service and take out dining only, with ordering procedures and menus adjusted as needed. YH explored new menu offerings to expand options for guests dining in the limited open facilities, including pizza and wings in the Mountain Room Bar and pre-packaged mixed drinks in Basecamp.

Although VTS shuttle service stopped operating in mid-March, YH still made considerable efforts to maintain the program. YH maintained the shuttle fleet to specification while in extended storage, assisted with the sale of four obsolete shuttles, provided staff assistance for an Avail Technologies installation and retrofit to ten shuttles to improve ridership data and experience, and continued to repair out-of-service vehicles. YH provided timely monthly usage statistics as well as reports and budget analysis, upon request. Prior to the pandemic, YH budgeted for an increase in drivers and runs to better meet the increasing demand of ridership during the busy summer season. We look forward to seeing YH's continued investment in this essential visitor service.

In response to the loss of shuttle service in 2020, YH expanded its rental bicycle inventory and options to meet the increased demand for bikes. Evaluations revealed a rental system that seamlessly implemented COVID precautions and sanitation requirements.

Due to a series of unforeseen delays, the Curry Village Pavilion was under construction for almost the entirety of the year. This represented a significant loss of dining options in Curry Village. YH acted quickly to provide a solution: two food trucks with differing menu concepts, operated out of a central location. Although the American food truck did not prove popular, the "Get Yo' Tacos" truck was surprisingly successful. YH did an excellent job maintaining the outdoor seating area to meet wildlife management objectives. The Service commends YH for its creative problem solving to ensure sufficient dining options were available to Curry Village guests in 2020.

In February, a Service engineer inspecting the Wawona Hotel discovered the electrical system was grossly out of compliance with numerous hazards present. YH had to immediately close the hotel and begin working on a project to upgrade the electric system across the property. This unexpected closure resulted in hundreds of cancelled reservations with an accompanying loss of revenue and jobs. YH has worked quickly to secure contracts for the repair and has provided employees opportunities to work at other Aramark-managed properties until the hotel can be re-opened to the public in 2021. We appreciate the prioritization of repairs to this historic facility.

The Wawona golf course remained closed throughout 2020 due in part to a large Service project scheduled to update the Wawona wastewater treatment plant and establish a leach field at the 7th fairway. Typically, YH and the Service share responsibility for the maintenance and upkeep of the golf course throughout the year. During normal operations, YH handles the maintenance from March 1 to October 1 while the rest of the year the Service performs maintenance. While the project prevented the exchange of responsibility back to YH in May, confusion caused by COVID-19 changes resulted in unmowed and unmaintained fairways. After several visitor complaints and at the Service's request, YH assigned a gardener to the golf course to resume mowing and maintenance of the course throughout the year. Greens conditions were quickly improved and maintained through the rest of the year. Planned completion of the project has been extended into 2021 and the Service does not anticipate YH resuming full responsibility for the golf course until 2022.

In early September, the Creek Fire started burning just outside the park. Smoke significantly impacted Yosemite Valley, resulting in weeks of hazardous air quality and decreased visitation and necessitating a one-week closure of the park (Sept 17-25). Prior to the full park closure, YH requested to close all Curry Village facilities to minimize staff and visitor exposure to smoke. YH provided complimentary upgrades to Yosemite Valley Lodge for six nights before the closure and again for five nights afterwards to all Curry Village guests. We appreciate YH proactively taking this step in consideration of guest and staff health.

Future Plans for Concession Operations

Several projects are already underway while many others are scheduled for completion in 2021 across all YH's holdings in Yosemite. While not inclusive of all work that will be completed in 2021, the following projects highlight some of YH's specific plans to improve facilities and guest services.

Although the project was substantially completed in 2020, much of the newly remodeled Curry Village "Seven Tents" Pavilion will be in use for the first time in 2021, including the expanded Pizza Deck, 1899 Bar, and Coffee Corner. Also open in 2021 is the newly refurbished Meadow Grill after an extensive remodel, including an upgraded air handling system and all new appliances. Although the interior of the Pavilion will not be fully opened in 2021 due to ongoing COVID-19 precautions, the partial opening of these newly upgraded dining outlets will greatly improve the guest experience in Curry Village through expanded service offerings and options.

Prior to opening in the spring of 2021, YH is scheduled to complete the Contract required personal property upgrades throughout all lodging styles at Curry Village, including replacement of bed frames, mattresses, floor coverings, soft goods, and wall art. The Guest Lounge will be open again with all new furniture, lighting, and charging stations. Planning is currently underway on a project to replace wayfinding signage throughout the Curry Village lodging area and rehabilitation of the 500 shower house. Lodging guests will benefit from both projects. Employees will benefit from a rehabilitation of the Huff Community Building in 2021.

Several personal property replacement projects are currently underway at The Ahwahnee Hotel. The last of the contractually required upgrades are taking place throughout the suites, including new carpet, paint, furniture, and soft goods. YH is nearing completion of the Great Lounge personal property refresh project, which includes restoration and re-upholstery of much of the historic furnishings. Finally, YH is planning to complete a remodel of the upstairs meeting areas in an effort to drive more use of these spaces. These personal property upgrades will contribute to the ongoing effort to meet the needs of modern guests while maintaining the historic character of The Ahwahnee Hotel.

The Ahwahnee Hotel pool needs repairs to the lights and electrical systems to bring them up to code compliance, with expected completion in 2021. We expect YH to further explore and repair long-standing leaks at the same time. YH should also complete The Ahwahnee Hotel boiler propane conversion, which is currently in the compliance stage. This project will contribute to YH meeting its boiler conversion Contract requirement as well as remove the failed diesel tank that was feeding the current boiler system. Boiler conversion projects are also scheduled to take place at Yosemite Valley Lodge and Curry Village.

Also, in 2021, planning will move forward on The Ahwahnee Hotel Seismic Strengthening project. Although this project is fully funded and managed by the Service, YH will continue to be highly involved in the planning and logistics for the duration of the project. Beginning in January 2022, the entire hotel will close for eight weeks, followed by an additional five-month closure of the kitchen while the floors are re-built. YH will operate out of a temporary kitchen structure for the duration of this project. Dining will occur in the Great Lounge during the dining room closure. This work and associated closure will have a significant impact on YH's operations; however, the Service must complete this project to meet compliance with modern building codes and repair the severely damaged kitchen floors.

The Wawona Hotel electrical system upgrade is scheduled for completion in June 2021. Concurrent with the electrical project, YH is completing contractually required personal property upgrades throughout the Wawona Hotel. Additionally, YH will replace the fence enclosing the Wawona Hotel pool to meet code requirements. These three projects will greatly improve guest safety and comfort at this historic facility.

Contractors are already working to replace carpet through the guest rooms and hallways at Yosemite Valley Lodge. YH indicated it will explore options for replacing the dated and worn soft goods to improve the general aesthetic in the rooms. In 2021, YH will repair historic walkways and there are plans to replace deteriorating amphitheater benches, which will improve guest seating and the overall appearance of the courtyard area.

YH continues to work with the Service on transitioning the old Village Sports Shop into the new NPS Welcome Center. YH will be moving the existing air handler out of the Welcome Center side of the building and installing a new air handler to service the Village Grill. This will create full separation between the Service and YH-assigned portions of the building and is critical to the overall project.

In addition to these projects, as the nation begins to recover from the impacts of the COVID-19 global pandemic, we look forward to seeing a gradual return to more normalized operations. We will continue to support YH in their efforts to provide guest services while maintaining guest and employee safety throughout all operations.

Visitor Satisfaction

For the period of January 1, 2020 to December 31, 2020, YH collected 6,317 surveys and submitted a summary of the surveys to the Service with the following results:

- The Ahwahnee services: 1,516 surveys with 78.87% overall customer satisfaction
- Curry Village services: 1,466 surveys with 87.1% overall customer satisfaction
- Yosemite Valley Lodge services: 2,965 surveys with 85.51% overall customer satisfaction
- Yosemite Village services: 253 surveys with 82.89% overall customer satisfaction

The remaining 117 surveys are associated with individual facilities, many of which were not operating for much of the year due to the COVID-19 global pandemic.

Due to the greatly modified services provided by YH throughout the majority of the 2020 operating year, comparing the existing customer satisfaction ratings to previous year's ratings is not possible.

Additionally, the COVID-19 global pandemic influenced the number and type of comments submitted by visitors, resulting in a fewer number of comments with a narrower focus.

Throughout the 2020 operating year, the Service received 38 visitor comments through emails, letters, and comment cards; not included are comments received through social media sources (Facebook, Twitter, etc.). Most comments focused on issues guests encountered and touched on more than one facility or service. The Service forwarded all visitor comments to YH.

More than half of the negative visitor comments were received before the COVID-19 public health directives went into effect, with the most predominant complaints focusing on food and beverage service specifically regarding poor food quality, long wait times due to understaffing, and rude employees.

Lodging received the next highest number of negative comments, with complaints focusing primarily on cleanliness, poor unit maintenance, and rates. Another concern related to the lack of accessible access for visitors using a wheelchair. This issue is one that YH and the Service must continue to focus on improving.

Visitor comments and complaints submitted after the COVID-19 public health directives went into effect focused on services closed due to the pandemic. For example, visitors were unhappy with the closing of Curry Village in late 2020 and early 2021 and the inability to use other recreation related services when the park reopened during the summer of 2020, including mountaineering, golf course, and the ice rink.

Finally, the Service received six complaint letters from YH employees throughout the year. One concerned sanitation practices in Degnan's, before COVID-19, and the employee complained about harassment from fellow employees and YH management after voicing their concerns regarding Degnan's. The remaining employee complaints focused on COVID-19 related matters, including concerns that YH and its employees were not following public health directives as well as concerns regarding evictions due to employee lay-offs. These complaints were investigated by the Service and provided to YH for internal investigation. Unless employees provide permission, the Service redacts identifying information when sharing complaints with YH.

Of the four compliments received, three referenced outstanding customer service provided by individual employees and the remaining compliment referenced all YH staff. These letters were forwarded to YH.

United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2020
Contract Number:	CC-YOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:

- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

- For 8.B., use the concessioner's due date for their 2019 Annual Financial Report to complete the evaluation. If the 2019 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	Due to the COVID pandemic, YH operated at reduced capacity in all areas. YH requested all changes to required service offerings or hours and authorized through two Temporary Contract Modifications (summer and winter).
	1.2*	All services provided by the Concessioner were authorized by the Contract.	Yes	
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	Yes	YH managed its 2020 courses for salaried and salaried non-exempt employees through its online Learning Management System (LMS). YH conducted its training for hourly associates during orientation sessions and on the job. Training for most associates took place before the 2020 closure so training needs were sparse. As a result, YH handled required trainings such as food handling, TIPS, and cash handling individually by the management team or certified trainers. All these courses were in addition to the daily training info YH provides employees during work shifts which include topics such as: COVID safety, safety, operations, etc.
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	Yes	Through an amended, YH returned four VTS shuttles for disposal in good and operable condition. YH worked very well with NPS property staff to facilitate sale. The Service reassigned several other VTS shuttles between the YOSE004-16 Contract and the Mariposa Grove service contract. YH coordinated with NPS during physical and administrative reassignment without issue. When relocating assigned government personal property within The Ahwahnee, managers provided notification to the Service. YH worked with the NPS to return a historic sled, no longer needed for display at Curry Village.

5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	No	No CFIP Projects
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.		
	5.4	The Concessioner started the project on time.		
	5.5	The Concessioner completed the project on time.		
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.		
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	To assist in the fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the AFR due during this rating period, Schedule H Lines 11 and 23, the Concessioner met this requirement.
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	No	YH did not pay its franchise fees on time for the months of March, April, May, June, or July of 2020. The Concessioner submitted a request April 23, 2020 for reconsideration and adjustment of the franchise fee due to the COVID-19 pandemic and associated closures, which is under consideration by the WASO Commercial Services Program. On August 28, 2020, the Concessioner paid outstanding fees for the missing months and continued with payments through the end of the review period.
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	
7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	While there are ongoing discussions between WASO commercial services and the insurance compliance consultants about certain standard contract insurance requirements, after some back and forth and an additional statement from the Concessioner's insurer, the review found the insurance coverage in compliance with the minimum requirements stipulated in its Contract.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	The AFR is due within 120 days of the Concessioner's fiscal year end. The 2019 AFR was due no later than February 1, 2020.
	8.3*	The Concessioner submitted the AFR on time.	Yes	The 2019 AFR was received on January 24, 2020.
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	

9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	Yes	The NPS has been working with YH to ensure YH is reporting all stats, as outlined by the Contract. YH has been very cooperative in this process.
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	YH provided detailed Modified Operations Plans for both the summer and winter seasons, including facility operation status, hours, modifications to services, etc. YH requested several specific changes to hours throughout the year, which the Service approved.
		iv. Management Listing	Yes	Due to the COVID-19 global pandemic, YH has experienced a large turnover of personnel. However the Concessioner has submitted an updated Management Listing, as required by the Contract.
		v. Inventory of Waste Streams	No	Due 12/31/2020, YH submitted it on 01/06/2021.
		vi. Employee Handbook	N/A	There were no changes to the Employee Handbook for 2020
		vii. *Any additional pertinent reports*	Yes	VTS reports were received as required
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	Electricity is provided by PG&E and passed through to the Concessioner by NPS owned infrastructure.
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	No	YH did not pay its utilities on time for the months of March and April 2020, payments resumed in July for missing months and continued for the remainder of the review period.
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes	
13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	Yes	There were instances where the website did not provide accurate operating information (hours, services available, etc.). However, the Service noted that many of these issues were related to the extensive ongoing changes because of the COVID-19 global pandemic and YH was always quick to correct inaccuracies once identified.
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	Several Contract requirements not addressed in other program-specific reviews have not been met, including the following: - Establish a forward staging area outside of the Area - Establish a comprehensive wireless communication system and array of sensors - Implement a Vehicle Management Plan to include replacement of fleet with most energy-efficient technology available - Establish a Seasonal Employee Housing Complex outside the Area - Maintain tow services at Contract required levels - Barcode all personal property valued at $100 or more - Ensure housekeeping supervisors hold Certified Rooms Division Executive certification

ADDITIONAL NOTES / COMMENTS
Please see attached narrative

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Services and Operations	100.0%	9. Other Reporting Requirements	83.3%
2. Concessioner Personnel	100.0%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	100.0%	12. Special Provisions – Utilities	50.0%
5. Construction or Installation of Real Property Improvement	n/a	13. Advertising and Promotional Materials	100.0%
6. Tracking and Payment of Required Fees	75.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
24	4	2	14	28

Administrative Compliance Score	**85.7**
Adjusted Administrative Compliance Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

Version 5.2.19

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2020
Contract Number:	CC-YOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**
Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).
Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**
Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
AH / Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	2				2.0	**6.0**
AH / Dining Room	Food and Beverage – Fine Dining	3 - High	5				5.0	**15.0**
AH / Employee Dorms	Employee Housing	2 - Medium	3				3.0	**6.0**
AH / Employee Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
AH / Gift Shop	Retail	1 - Low	5				5.0	**5.0**
AH / Pool	Swimming Pools	2 - Medium	4				4.0	**8.0**
AH / Rooms and Cottages	Lodging – Upscale	2 - Medium	5				5.0	**10.0**
AH / Sweet Shop	Retail	1 - Low	5				5.0	**5.0**
BP / Ski Area	Ski Services	2 - Medium	2				2.0	**4.0**
CF / Gas Station	Automobile Services	2 - Medium	4				4.0	**8.0**
CV / Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
CV / Cooks Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
CV / Cooks WOBs	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Boystown Tents, WOB	Employee Housing	2 - Medium	5				5.0	**10.0**
CV / Dorms, Wellness Center	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Huff Cabins & Rec Trailer	Employee Housing	2 - Medium	5				5.0	**10.0**
CV / Employee Huff Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
CV / Stables Cabins	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Stables Tents	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Grocery and Gift Shop	Retail	1 - Low	5				5.0	**5.0**
CV / Hardsided Lodging	Lodging – Basic	2 - Medium	4				4.0	**8.0**
CV / Guest Tents	Lodging – Rustic	2 - Medium	4	4			4.0	**8.0**
CV / Meadow Grill	Food and Beverage – Quick Service	3 - High	2				2.0	**6.0**
CV / Mountain Shop	Retail	1 - Low	5				5.0	**5.0**
YVL / Basecamp	Food and Beverage – Fast Casual Dining	3 - High	2	5			3.5	**10.5**
YVL / Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
YVL / Employee 1000 Cabins	Employee Housing	2 - Medium	3				3.0	**6.0**
YVL / Gift and Grocery	Retail	1 - Low	5				5.0	**5.0**
YVL / Lodging	Lodging – Midscale	2 - Medium	3	4			3.5	**7.0**

YV / Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	2				2.0	**6.0**
YVL / Lost Arrow Cabins	Employee Housing	2 - Medium	4				4.0	**8.0**
YVL / Lost Arrow Dorm	Employee Housing	2 - Medium	4				4.0	**8.0**
YVL / Tecoya Dorms	Employee Housing	2 - Medium	2				2.0	**4.0**
YVL / Village Grill	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
YVL / Village Store	Retail	1 - Low	5				5.0	**5.0**
EP / Service Station	Automobile Services	2 - Medium	4				4.0	**8.0**

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

The Service determined weighting Concessioner service categories based on the number of users of such services and perceived importance to the visitor experience in Yosemite, as follows:
- HIGH: Food and Beverage, Visitor Transportation System (did not operate for most of 2020)
- MEDIUM: Lodging, Recreation, Employee Housing, Fuel
- LOW: Retail, Interpretation (did not operate for most of 2020)

These Service shared this rating determination with the Concessioner through a signed letter from the Superintendent, sent 3/26/2019.

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score
Lodging – Upscale	**5.0**
Lodging – Midscale	**3.5**
Lodging – Basic	**4.0**
Lodging – Rustic	**4.0**
Food and Beverage – Bars and Cocktail Lounges	**2.0**
Food and Beverage – Quick Service	**3.0**
Food and Beverage – Fast Casual Dining	**3.5**
Food and Beverage – Fine Dining	**5.0**
Retail	**5.0**
Automobile Services	**4.0**
Employee Housing	**3.9**

Operational Performance Score	**77.6**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

ADDITIONAL NOTES / COMMENTS

Due to the COVID-19 global pandemic, many Concession Facilities were closed or services were greatly modified to ensure visitor and employee safety. The Service captured the complete list of services provided throughout the 2020 operating year through two Temporary Contract Modification letters (summer and winter), attached to the Contract.

United States Department of the Interior - National Park Service

Form 10-PHP - Public Health Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2020
Contract Number:	CC-YOSE004-16		

Instructions:

Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	12	Ahwahnee: dining room/kitchen, bar; Curry Village: pavilion, pizza deck; Degnan's: Kitchen, Loft; Tuolumne Lodge; Wawona dining/kitchen; Yosemite Valley Lodge: Basecamp, Mountain Room dining/kitchen, Mountain Room bar; White Wolf Lodge	The following locations were not inspected due to the COVID-19 pandemic: CV: pavilion, pizza deck; Degnan's Loft; Tuolumne Lodge; Wawona dining/kitchen; Yosemite Valley Lodge: Mountain Room bar; White Wolf Lodge
Snack Bars	8	Badger Pass: snack bar/grill, Snowflake room; Curry Village: coffee corner, Meadow Grill; Glacier Point: snack bar; Tuolumne Meadows: grill; Yosemite Village: grill; Wawona: pro shop	The following locations were not inspected due to the COVID-19 pandemic: Badger Pass: snack bar/grill, Snowflake room; Curry Village: coffee corner; Glacier Point: snack bar; Tuolumne Meadows: grill; Yosemite Village: grill; Wawona: pro shop
Grocery	7	Crane Flat: grocery; Curry Village: gift/grocery; Housekeeping Camp: store; Tuolumne: store; Yosemite Valley Lodge: gift/grocery; Yosemite Village: store; Wawona: grocery	The following locations were not inspected due to the COVID-19 pandemic: Crane Flat: grocery; Curry Village: gift/grocery; Housekeeping Camp: store; Tuolumne: store; Yosemite Valley Lodge: gift/grocery; Wawona: grocery
Pre-Packaged	3	Ahwahnee: sweet shop; Badger Pass: sport shop; YH: warehouse	Badger Pass sport shop was not inspected as it remained closed due to the COVID-19 pandemic.
Bar	1	Curry Village: bar	Due to the COVID-19 pandemic, this operation remained closed; therefore, no inspections completed.
Backcountry	6	Glacier Point: ski hut; High Sierra Camps: Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	Due to the COVID-19 pandemic, these operations remained closed; therefore, no inspections completed.
Temporary (Identify)	1	Wawona: BBQ	Wawona was closed in CY20 due to the electrical project; therefore inspections were not completed.
Vending			
Mobile			
Other1	4	Pools: Ahwahnee hotel, Curry Village, Yosemite Valley Lodge, Wawona hotel	The following locations were not inspected due to the COVID-19 global pandemic:
Other2	1	Yosemite Valley Lodge: Starbucks	The following locations were not inspected due to the COVID-19 global pandemic:
Total Number of Facilities:	43		

ADDITIONAL NOTES / COMMENTS

LCDR (b) (6) [redacted] (Registered Environmental Health Specialist/Registered Sanitarian, Regional Public Health Consultant - NPS Office of Public Health) conducted routine environmental health assessments of Concession Facilities operated by Yosemite Hospitality (YH). Specific focus areas included: food safety, zoonotic disease prevention, infection control, and recreational water safety.

As stated throughout this AOR, the 2020 operating year was different than most due to the COVID-19 global pandemic. In total, there were only 14 food service inspections completed throughout the operating year partly due to the closure of Concession Facilities because of the pandemic as well as other weather events at the end of the operating year. YH received an overall Satisfactory rating for its Public Health Program Evaluation Report. However, there were several overarching issues noted throughout all of the Concession Facilities and food services inspections, including: improper use of gloves and lack of handwashing between glove change; better cleaning needed of food contact surfaces and serving utensils; need for replacement or repair of food service equipment; Concession Facilities maintenance needs including rodent and pest exclusion; and increased attention needed to staff illness exclusion policy and appropriate return to work timeline following illness recovery (e.g., COVID-19, norovirus).

Food service equipment or Concession Facilities in need of repair or replacement ranged from service carts and trays, cutting boards, door seals, prep or three-compartment sinks, and cooler doors to damaged walls, floors, and FRP material within food prep areas. In several instances there were repeat deficiencies from 2019 food service inspections. These included: the nonfunctioning coolers within the Meadow Grill (beneath the flat top grill, YH corrected this item in the recent facility upgrade); damaged or cracked portions of the wall next to the three-compartment sink within the meat department of the Village Store; damaged flooring within the receiving area of the Village Store around the rotisserie oven within the meat department; and a food prep sink with welded corners that prevented proper cleaning at Basecamp.

Table 2: Inspection Information

INSPECTION INFORMATION

Instructions: 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	14	1400
# Marginal		
# Unsatisfactory		
Total	14	1400

Public Health Score	**100.0**
Adjusted Public Health Score	**100.0**
Rating	**Satisfactory**

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

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

Version 5.2.19

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2020
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	The RMP submitted for 2020 was the same as the previously approved 2018-19 RMP. YH made fluid changes to their operations on account of COVID requirements and submitted updated operational plans and SOPs throughout 2020.
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	No	In 2020, YH enacted a significant restructuring of RMP program areas and shifted responsibilities from local staff to employees working remotely at Aramark corporate offices. While this change is allowable and will hopefully lead to improved alignment of NPS RMP expectations, none of these changes were documented or updated in the RMP for 2020.
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	

3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	Yes	The senior safety specialist has extensive certifications in various required fields such as OSHA, CFI, ISPS, Level 4 Incident Command. YH utilizes Aramark Corporate employees to assist with environmental, CSP, and compliance obligations. YH also has a certified OSHA outreach trainer teaching regulated safety topics. (ex: Hazardous Waste).
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	YH has a virtual learning management system (LMS) where trainings are tracked. YH sends out weekly updates on changes to LMS and trainings are available in multiple languages. Additionally, the Senior Safety Specialist conducts weekly site safety checks with a heavy focus on food safety and helped implement COVID-19 trainings.
	3.3	The concessioner has conducted and documented all training.	Yes	
4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	YH implemented procedures for employee illness screenings and a variety of other operational controls were implemented to address COVID-19 response requirements and recommendations.
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	The Crisis Notification Process and Emergency Response Plans cover multiple emergency scenarios.
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	RMP is available online. Also as part of employee inbriefing, staff receive risk management training and refresher training. COVID-19 protocols were posted throughout the property and were well communicated to staff and visitors.
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	Public signage is found throughout YH land assignments according to appropriate activity. An example: YH has emergency evacuation maps in all of the lodging facilities/rooms and provides information on wildlife hazards (hantavirus and food storage) as part of the lodging registration process.
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	NPS Visitor and Resources Protection division provides primary response to all emergencies. VRP staff have been satisfied with YH's coordination efforts. The Serious Emergency Response Team initiative was sidelined this year due to COVID-19 staffing constraints, but YH is hoping to make progress in 2021.

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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	No	YH repeatedly struggled with timely and accurate illness reporting regarding COVID-19 exposure, quarantine, and infection. This lack of information caused confusion and jeopardized accurate tracking of real and potential COVID-19 spread. In mid-May, a Housing Supervisor was made aware of an alleged sexual assault that had occurred in concessioner housing. The Supervisor did not report the incident to NPS Law Enforcement until over a month later. YH thought it was against the victims wishes to report the incident to LE, but YH is required to report all serious incidents. In mid-August, a pipe burst in the upstairs housekeeping office of The Ahwahnee, resulting in flooding of several back of house areas on the first floor, significant damage to YH's network equipment, and activation of the fire alarm throughout the building. YH did not report the incident as required. YH did promptly provide details once they were requested. The park sent a letter to YH clarifying reporting expectations after incidents and facility emergencies.
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	
7. Inspections 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.	Yes	YH completed internal safety inspections throughout the year. The Service noted that the existing RMP does not specify a list of all inspections required over the year. Service requested future RMPs should include: type of inspection, timeline for these inspections, who conducts them, what follow up is done as a result, who can NPS contact to get those records.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	No	YH began work on the removal of numerous hazard trees in the second half of 2020. It is to be noted, however, that this work took approximately two years to begin after the hazards were originally identified and after numerous requests from NPS were received. Work is not complete, as there are still trees in Curry Village and the Wawona golf course that have not yet been addressed. In response to state health guidance, YH performed the difficult task of reassigning housing to meet single occupancy requirements. This transition required frequent timeframe adjustments and notices by NPS and took YH several months to accomplish. YH moved quickly to contact NPS Office of Public Health in response to a Norovirus outbreak in early 2020.
8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	After a medical-related fatality in the Ahwahnee, YH's senior safety officer assigned training for the AED training to the front desk staff to improve response to cardiac-related emergencies prior to EMS arriving on scene.
	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.	Yes	After the Norovirus outbreak in early 2020, YH changed chemicals used to clean more effectively and conducted additional training with staff.

9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	YH submitted a revised RMP in December 2020.
	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	YH submitted a revised RMP in December 2020.
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	N/A	

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	50.0%
2. Responsibility and Accountability	66.7%	8. Hazard Incident Investigations and Abatement	100.0%
3. Training	100.0%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	
5. Communications	100.0%		
6. Reporting	66.7%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
20	**3**	**2**	**1**	**23**

Risk Management Score	**87.0**
Adjusted Risk Management Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

Version 5.2.19

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2020
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	
	1.2**	The EMP is documented.	Yes	During the 2020 operating year, the Concessioner continued using its original EMP, submitted in 2016 during the first year of the contract.
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	After the park closure in March 2020, YH's Senior Safety Specialist filled the role of Environmental Program Manager and possesses the necessary qualifications to manage oversight of the EMP.
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	No	The original EMP submitted in 2016, also used for the 2020 operating year, lists the following positions to effectively manage environmental activities: Vice President of Operations, Environmental Program Manager, Environmental Management System Team Lead, Management Representative, Recordkeeping Custodian, Communications Specialist, and Representatives from Operational Areas. However, in 2020, YH enacted a significant restructuring of the EMP and areas and responsibilities shifted to one person locally (Senior Safety Specialist) and to environmental staff from Aramark corporate offices. It was unclear to the Service who was filling each role identified in the EMP. YH did not formally notify the Service of these changes, which made it unclear on how the EMP was effectively being managed.
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	Although YH has developed resources in support of their EMP, such as data management systems to track waste and diversion levels and specific environmental trainings, these are not explicitly described in their submitted EMP document. We look forward to seeing more site-specific resources described in the YH's 2021 EMP submission and a commitment to supporting these resources throughout the year.

3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	Environmental trainings are conducted, completed and documented in a Learning Management System (LMS); however, a specific training plan is not developed or documented in the EMP. The Service expects a training plan to be developed and documented in the 2021 EMP.
	3.3	The concessioner has conducted and documented all training.	Yes	YH's Human Resources office tracks LMS reports. YH is working on improving its capabilities to run reports on when refresher trainings are needed.
4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	No	YH changed pest management companies in 2020 but did not submit an updated Pesticide Use Request, as required. YH used an insecticide in 2020 that was approved but will not be approved in 2021. Also listed, but confirmed was not used, was an unapproved rodenticide.
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	The EMP is available online. Also as part of employee orientation, staff receive initial and refresher environmental management training.
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	During the 2020 operating year, YH communicated environmental controls and initiatives to visitors primarily through signage and lodging check-in. Topics YH communicates to visitors include: appropriate trash/food storage, pest management and sightings, water conservation efforts, and protecting wildlife. The PaveGen tile display in the Curry Pavilion will provide visitors the opportunity to visualize energy conservation in real time.
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	
	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.	Yes	
	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.	Yes	
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	Yes	

7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	Yes	YH completed an environmental safety audit in 2020.
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	Yes	Findings from the 2020 environmental safety audit were minor. YH communicated with the Service about addressing noted deficiencies.
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	In October 2020, The Ahwahnee hotel boiler diesel tank failed and leaked into the secondary containment. YH investigated and notified the Service and regulatory agencies immediately. As an emergency solution, YH installed a temporary tank.
	7.4*:**	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	YH submitted its original EMP in 2016 and noted it was still relevant through the 2020 operating year.
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	YH has not submit updates to the EMP since its original submission. YH requested an extension to the due date for submission of its revised EMP.
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	No	Several Contract specific environmental requirements not otherwise addressed in the EMP standards were not met in 2020, including the following: - Install over 100 water monitor devices throughout facilities - Provide access to a website monitoring daily water usage - Install over 200 electricity metering sensors in targeted locations - Replace several fuel-oil boilers with more fuel efficient technology - Replace all fuel-oil stationary backup generators with more fuel efficient technology - Partner with a local university and employ at least 2 students to implement water conservation initiatives - Fund at least 25% of a research professor's salary to support energy conservation goals - Establish an internship program for at least 2 graduate students to support energy conservation program - Employ at least 1 person to focus on the energy conservation program - Develop a Visitor Engagement Program, including a mobile app

** indicates a Special Attention Item*

*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.0%
2. Responsibility and Accountability	66.7%	7. Monitoring, Measurement and Corrective Action	100.0%
3. Training	100.0%	8. Other Contract Requirements	0.0%
4. Documentation and Operational Controls	50.0%		
5. Communications	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
21	3	0	0	24

Environmental Management Score	**87.5**
Adjusted Environmental Management Score	**87.5**
Rating	**Satisfactory**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

Version 5.2.19

United States Department of the Interior - National Park Service
Form 10-AMP - Asset Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2020
Contract Number:	CC-YOSE004-16		

Instructions:
The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	Yes	
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	Yes	
	2.2	Inspection findings were addressed in a timely manner.	Yes	
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	No	Numerous facility items went unaddressed after being noted in lodging PEs. In one instance, this resulted in a lowered score when roofs and gutters were not cleaned until several weeks after the established deadline at Yosemite Valley Lodge. This was a consistent issue across all lodging properties. Despite a noted increase in efforts towards repairs during the later half of 2020, employee housing facilities also suffered from a delay in addressing many issues. 2020 evaluations noted multiple items including paint, animal damage, plumbing issues, and roof, exterior wall and siding damage that had been identified in 2019 and were not yet corrected. The AH dorm roof was damaged during the winter of 19/20 yet no progress had been made towards repairs at the conclusion of 2020. Many locations included painting projects that were identified in July/August, yet have not been corrected and now await warmer weather. Follow-up evals for 2020 found a large number of menial issues (broken light switches, screen repair, etc.) still unaddressed throughout the housing units.
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	Yes	
	3.2*	Recurring Maintenance	Yes	
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	No	Several storm related repairs from 2019 have not been corrected, including the Curry Village ice rink bathroom, Kessler Cabin, and Ahwahnee Dorm. YH has moved quickly to put temporary fixes on emergency repairs, but has not followed through with actual repairs of the assets.
	3.5*	Component Renewal/Replacement	Yes	
	3.6*	Deferred Maintenance	Yes	The Service provided an extension to YH to cure all DM for the Contract by 03/01/2021.

4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	No	Though YH has improved, the service is still not receiving close out packages on projects. This has been a continual problem from the beginning of the Contract.
	4.3	Fixture Replacement Report	Yes	
	4.4	Component Renewal Report	Yes	
	4.5	Personal Property Report	Yes	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	YH provides the service a report on the 15th of every month.
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	No	Several alarms and damage to facilities were not reported in a timely fashion, although the Contract requires the Service be notified as soon as the emergency is discovered. On 08/17/2020 a water leak from a washer in the AH Hotel Housekeeping Office caused the fire alarm to activate, resulting in a guest evacuation and facility damage. YH did not report this to NPS as required. Another water leak at the Ahwahnee occurred 11/06/2020, causing significant damage to the gift shop ceiling, but was not reported until a week later on 11/13/2020.

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 4: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Annual Concessioner Maintenance Plan (ACMP)	100.0%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	66.7%	6. Other Contract Requirements	0.0%
3. Maintenance	83.3%		
4. Reporting	80.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
16	**4**	**0**	**0**	**20**

Asset Management Score	**80.0**
Adjusted Asset Management Score	**80.0**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

Version 5.2.19

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P.O. Box 577
Yosemite, California 95389

IN REPLY REFER TO:
5.B (YOSE-BRM/Y4-16)

MAR 21 2022

Mr. (b) (6)
Vice President – Operations
Yosemite Hospitality, LLC
P.O. Box 306
Yosemite National Park, California 95389

Dear Mr (b) (6)

The Yosemite Hospitality, LLC (YH) 2021 Annual Overall Rating (AOR) is enclosed for your review. This AOR reflects YH's activities from January 1, 2021 through December 31, 2021. The final AOR score for the year is 78.9, which translates to a "Satisfactory" rating. Upon your review, please sign and scan the signature page, and email it to (b) (6) @nps.gov.

We acknowledge the challenges faced by YH in responding to the ongoing COVID-19 global pandemic, which continued to impact the entire 2021 operating year. We commend you for your efforts to maintain core visitor services throughout the year while also expanding secondary and community services as allowable. The continued impact of COVID-19 on your operations is considered throughout this AOR.

Your performance for the year is documented in the AOR workbook and detailed throughout the narrative. Missed Contract requirements are noted with the expectation that you communicate plans specifying how you will work towards meeting these requirements in 2022 and beyond. We expect to see improvement in completion of preventative maintenance tasks as well as unscheduled repairs and component renewal/replacement. Additionally, we expect improvement in meeting inspection requirements, with timely repairs made in response to noted deficiencies, and in ensuring all required training is complete and documented. We acknowledge progress made in the areas of wildlife management, hazard tree removal, and incident reporting.

We appreciate the thorough planning you have put into your 2022 operations, including increased efforts to recruit staff and maintain core operations despite the continued labor shortage. We will continue to support you in your efforts to provide guest services while maintaining guest and employee safety throughout all operations in 2022 and beyond.

If you have any questions concerning the 2021 AOR, please contac (b) (6) Acting Commercial Services Chief, at (b) (6)

Sincerely,

Cicely Muldoon
Superintendent

Enclosure

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation: 2021

Park:	Yosemite National Park	**Contract Term Effective Dates:**	March 1, 2016 - February 28, 2033
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner Doing Business As:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		
Evaluator Name:	BRM - Commercial Services	**Date of Review:**	3/16/2021

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Automobile Services	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food and Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2021

Park: Yosemite National Park

Contract Term Effective Dates: March 1, 2016 - February 28, 2033

Concessioner Name: Yosemite Hospitality, LLC

Concessioner DBA: Yosemite Hospitality, LLC

Contract Number: CC-YOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	89.3	89.3	Satisfactory
Operational Performance (10-OPR)	77.9	77.9	Satisfactory
Public Health (10-PHP)	100.0	100.0	Satisfactory
Risk Management (10-RMP)	87.5	69.0	Marginal
Environmental Management (10-EMP)	75.0	69.0	Marginal
Asset Management (10-AMP)	68.4	68.4	Marginal

AOR Score	**83.0**
Adjusted AOR Score	**78.9**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating **Satisfactory**

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature **Date** MAR 21 2022

Concessioner Signature (to signify receipt of rating) (b) (6) [redacted] Digitally signed by (b) (6) (b) (6) Date: 2022.03.28 16:40:37 -07'00' **Date**

Table 3: Evaluation Narratives

Evaluation Narratives

Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable.

If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below.

Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	See attached narrative summary.
Leasehold Surrender Interest / Possessory Interest	See attached narrative summary.
Franchise Fees	See attached narrative summary.
AFR	See attached narrative summary.
Insurance	See attached narrative summary.
Risk Management	See attached narrative summary.
Environmental Management	See attached narrative summary.
Public Health	See attached narrative summary.
Asset Management	See attached narrative summary.
Administrative Compliance Reporting	See attached narrative summary.
Annual Visitor Use Statistics / Utilization Data	See attached narrative summary.
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	See attached narrative summary.
Accomplishments or Outstanding Work	See attached narrative summary.
Future Plans for Concession Operation(s)	See attached narrative summary.
Visitor Satisfaction	See attached narrative summary.

Final Remarks:

Yosemite Hospitality, LLC (YH) continued to provide limited services in 2021 as a result of the continuing COVID-19 global pandemic and response. Additionally, YH experienced unanticipated shortages of labor and supplies across most facilities. Under the leadership of Weston Spiegl, YH's new Vice President of Operations, YH communicated openly and honestly about the challenges they faced and made a commendable effort to continue to meet visitor and Service expecations. Due to several deficient "special attention" items, YH received a marginal rating for the following program areas: Environmental Management Program, Risk Management Program, and Asset Management Program. Additionally, YH continues to not be implementing a number of contract requirements, as noted throughout this workbook and attached narrative. We look forward to supporting YH make progress towards meeting these requirements in 2022 in addition to the continued return to more normalized operations across all facilities.

ANNUAL OVERALL RATING REPORT (10-AOR) NARRATIVES

Some of the information below may be addressed in more detail in other program reviews.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects

In 2021, Yosemite Hospitality, LLC (YH) completed the last of three contractually required major rehabilitation projects: the Curry Village "Seven Tents" Pavilion rehabilitation. The rehabilitation project expanded from its original scope due to the discovery of several key facility issues. Additions included the following: electrical upgrades to ensure the building is code compliant; comprehensive rehabilitation of the Meadow Grill; re-design of a shear wall to meet seismic and structural codes.

Several other projects were completed or started in 2021, including the following:

Component Renewal Reserve Projects:

- Highland Court Parking Lot ADA additions (complete)
- Wawona Hotel Electrical Project (scheduled completion in March 2022)
- Curry Village "Seven Tents" Pavilion (complete)

YH funded Projects:

- The Ahwahnee Hotel Loss Prevention (complete)
- Curry Village Stoneman 808 Mold Damage (complete)
- Curry Village Pavilion Chimney Repairs (complete)
- The Ahwahnee Hotel Emergency Leak Inspection and Ceiling Repairs (complete)
- Village Grill Air Handler and IT Equipment Relocation (complete)
- Wawona Hotel Boiler Replacement (complete)
- Yosemite Valley Lodge Guest Room Carpet Replacement (complete)
- The Ahwahnee Hotel Suites Soft-Goods Refresh (in progress)
- The Ahwahnee Hotel Great Lounge Soft-Goods Refresh (in progress)
- Wawona Hotel Soft-Goods Refresh (in progress)
- Parkwide Emergency Storm Repairs (in progress)

Leasehold Surrender Interest

Leasehold Surrender Interest was not requested or authorized in 2021.

Franchise Fees

Franchise fees and associated reports were paid and submitted monthly.

Annual Financial Report (AFR)

Annual Financial Report for the prior year was submitted on time, January 21, 2021.

Insurance

Current insurance certificates were submitted on time and found by third party review to be in compliance with the requirements of the contract after provision by the concessioner of additional materials to address initial findings. However, this finding of compliance relies on the use of a surety bond in lieu of contractual deductible requirement.

Per NPS Memorandum: Surety Bond in Lieu of Contractual Deductible Requirement, dated 6/21/2018, approval to use a surety bond in lieu of deductible is "...contingent on the concessioner's agreement to complete mutually agreed upon improvements to the visitor services above those required under the terms of its contract(s)." The Concessioner requested this flexibility in 2018 and has yet to implement the mutually agreed upon improvements referenced. Flexibility has been allowed the past two years due to the COVID-19 pandemic creating numerous higher-priority issues. However, if this question is not resolved during the 2022 calendar year, insurance compliance will be considered deficient until resolved.

Risk Management

Overall, YH received a Risk Management Program Evaluation rating of Marginal.

Beginning on December 30, 2020, YH submitted a series of significant updates to their Risk Management Plan throughout 2021. These updates, developed in coordination with the Service, greatly improved RMP alignment with Service standards. The purpose of these updates was to produce a living and usable RMP that would provide each party with a one stop location for relevant risk management information. YH incorporated all updates and inclusions requested by the Service that resulted from 2020's RMP review into their 2021 revision.

YH utilizes a virtual Learning Management System (LMS) and Global Metrics Monitor to assist with trainings. Additionally, YH sends out a weekly SAFE Brief to each supervisor that is to be shared with all associated employees in the workplace. A training matrix has been added to the RMP to list and track trainings received by staff. YH was requested to provide full employee training logs for all Yosemite Valley Lodge employees as well as training records for representatives of the following positions throughout YH's staff: senior management, supervisory manager, shuttle driver, human resources, maintenance staff, and bartender. This request proved to be difficult to accomplish due to YH's record keeping methodology, however YH was eventually successful in providing these records and are working to improve their training record tracking for future requests.

2020's RMP review found that Acknowledgement of Risk documents used by YH, and approved by the Service in 2016, were not compliant with Service approved language. YH and corporate legal staff worked in coordination with the NPS Regional Solicitor's office to correct and update each document.

YH's previous plans to initiate a Serious Emergency Response Team morphed into the Incident Response Team in coordination with NPS Emergency Services staff. Upon request, YH participated in the development of parkwide evacuation plans. This process will continue into 2022.

NPS Visitor and Resource Protection division (VRP) staff are satisfied with response and coordination efforts shown by YH. This was especially true during multiple weather events where YH was proactive in their communication and coordination with VRP. YH continued to work closely with the Service to adapt and respond to challenges associated with weather events and the COVID-19 global pandemic.

2021 saw an improvement with regards to YH's contractually required timely reporting. YH implemented an internal Damage Reporting tool which allows YH to electronically report when and where issues are found. These reports allow for a quick response and are used to identify and address/prevent repeat risks. Several examples of timely reporting of incidents, including pool contamination, food borne illnesses, and visitor/employee confrontations were observed.

Despite these improvements, YH still struggled with timely reporting of incidents to the Concessions Management Branch for several significant events. In January, a water leak in Curry Village Stoneman Cottage, room 808, went unaddressed and unreported for several weeks, resulting in extensive mold growth. A formal letter was sent reminding YH of reporting obligations. In August, after numerous bear incidents had already occurred in Curry Village, three bears broke into a freezer containing large amounts of food. The incident was not immediately reported and the bears were able to break into the same freezer the next night. These wildlife issues culminated in the euthanizing of the three bears linked to these incidents. In November, an after-hours grease fire in The Ahwahnee Hotel kitchen was not reported to the Service by YH. YH did, however, respond and abate immediately. Failure to report these incidents in a timely manner contributed to the noncompliant scoring of ID 6.2 (Reporting), a Special Attention Item.

Throughout 2021, YH worked on several hazard deficiencies identified by internal and external inspections. To address Integrated Pest Management (IPM) concerns, YH expanded their partnership with their Professional Pest Management Provider, Sprague, for improved food safety. YH's expanded employment of Sprague shows a significant organizational and financial commitment to IPM. Additionally, YH collaborated with Service Wildlife and Bear Council staff to move forward with the elimination of 45-50 half dome style trash cans and the procurement of approximately 60 new bear boxes for Housekeeping Camp. Finally, YH has adopted the use of a software platform called Fulcrum. This program allows geotags, photos, GIS data, and comments to be captured in the field and allows staff to quickly produce associated reports. Presently, this software is being used to catalog hazard trees to help staff quickly find specific trees needing removal.

Due to continued inaction towards identified hazard trees in the beginning of the year, the Service sent a formal letter to YH in February about the required removal of remaining hazard trees in the Curry Village area. This was the fourth letter in three years regarding hazard tree mitigation. Problems also persisted throughout the year with wildlife safety, despite Service inspections identifying concerns regarding food storage and overflowing trash cans. In particular, Curry Village experienced numerous bear and wildlife incidents throughout the summer that were determined to be a result of improper waste management at outdoor food service locations, general infrastructure deficiencies, and employee negligence. In February, the Service discovered YH had been using two rooms in The Ahwahnee Hotel that the Service had identified as a safety concern and ordered be kept offline due to proximity to nearby water damage and concerns for additional ceiling collapse and mold growth. Although YH may be meeting annual inspection requirements for fire alarms and suppression systems, inspection reports indicate repeat deficiencies that are not being corrected in a timely manner. These incidents contributed to the noncompliant scoring of ID 7.2 (Inspections and Corrective Action), a Special Attention Item.

Finally, YH does not employ a staff member with a Certified Fire Inspector II certification from the National Fire Protection Association, as required by the Contract (Exh B 8.B.2.e). This results in a

noncompliant scoring of 10.1 (Other Contract Requirements). The Service expects YH to fulfill this requirement in 2022 or propose an appropriate alternative to this Element of a Better Offer.

Environmental Management

Overall, YH received a marginal for its Environmental Management Program Evaluation Report rating.

Beginning in December 2020 and continuing throughout 2021, YH completed and submitted significant updates to their documented Environmental Management Plan (EMP). Throughout the process, they collaborated with and solicited ongoing feedback from the Service.

As noted in 2020, prior to the COVID-19 global pandemic, YH had a dedicated environmental management team and Environmental Manager. In response to limited operations during the pandemic, YH enacted a significant restructuring of EMP roles and responsibilities, with most responsibilities shifting to one person locally (Senior Safety Specialist) and to environmental staff from Aramark corporate offices. Although YH's Senior Safety Specialist may be qualified to fill the Environmental Manager role, it is recommended that YH continue with plans to re-fill the designated Environmental Manager position to ensure YH can successfully meet their environmental commitments going forward.

YH trains its managers on all elements of the EMP while it trains hourly staff on certain elements of the EMP as it relates to their specific duties, with training requirements outlined in the updated EMP document. YH conducts its environmental management training through a combination of in-person and online training through YH's Learning Management System (LMS). All training is to be documented through a combination of electronic and physical training records. However, YH struggled to produce these training records upon request and the records that were submitted did not fully reflect all the training outlined in the EMP. The Service looks forward to seeing a more robust training program, including improved tracking systems, implemented in 2022.

Although YH's documented EMP references several Standard Operating Procedures (SOPs) for activities with environmental impacts, the SOPs YH provided as examples were simply Aramark-produced templates that had not been updated with local area information. Although YH has a prepared SPCC plan and emergency plans, they are outdated and require updates. The Service looks forward to seeing these plans updated in 2022.

YH's year-end pesticide use report, generated by contractor Sprague Pest Solutions (Sprague), listed Evergreen pyrethrum concentrate EPA 1021-2560 and Essentria IC3 Insecticide Concentrate, neither of which had been requested or approved for use in 2021. Although YH can submit modifications to their pesticide use request throughout the year, all products must be reviewed and approved by the Service prior to application. YH has repeatedly failed to meet Service requirements for pesticide use.

YH is responsible for communicating its EMP to staff and visitors. The EMP is available to all staff online through YH's internal website. Individual staff responsibilities for environmental protection and implementation of sustainability measures are identified during orientation and on-the-job training. During the 2021 operating year, YH communicated its environmental controls and initiatives to visitors primarily through signage and at lodging check-in. YH covers topics related to appropriate trash/food storage, pest management and sightings, water conservation and protecting wildlife. The Pavegen tile display at the Curry Pavilion, completed in 2021, provides visitors the opportunity to visualize energy conservation in real time.

YH reports completion of an environmental safety audit in December 2021. However, findings from the environmental audit have not yet been submitted to the Service. Required monthly aboveground storage tank (AST) Spill Prevention, Control, and Countermeasure (SPCC) inspection reporting data submitted to the Service was incomplete for 2021. Service review of YH's submitted monthly inspection reports indicates YH did not complete the required inspections for ASTs at Badger Pass for the first six months of 2021 and for a 500-gallon AST at the Valley Warehouse for the entire 2021 operating year.

Additionally, the 2020 Environmental Safety Audit report indicated the following corrective action should take place: "Review SPCC monthly inspection forms and ensure a form is completed for each oil containing AST with capacities of 55 gallons or more. Consider using the inspection forms provided in the SPCC plan to inspect each tank." As noted above, Service review of YH's submitted monthly SPCC inspection reports indicates this corrective action was not fully implemented for all ASTs. This signifies a continuing operational and programmatic deficiency in this assessment area.

The Service noted several Contract specific environmental requirements not otherwise addressed in the EMP standards were not met in 2021, including the following:

The Concessioner must complete the following **no later than the first anniversary of the Contract effective date**: Install over 100 water monitor devices to overnight accommodation buildings, food and beverage work areas, and employee housing, to monitor water flow; Complete and provide to the Service a Water Use Report, including a 100% survey documenting water use of existing fixtures and monitoring devices; Provide the Service and its employee's access to a website monitoring daily water usage. (Exh H: Part C.J.5.d)

The Concessioner must implement the following during the term of the Contract: Replace one additional fuel-oil boiler with Combined Heat and Power Technology with most fuel-efficient per year (for a total of 3) **no later than the third, fourth, and fifth anniversaries of the Contract effective date**; Replace all remaining fuel-oil (or diesel) stationary backup generators with propane or fuel-cell technology (if available); Replace all existing coolers and freezers, older than six years, in kitchen and retail locations with new energy efficient alternatives **no later than the third anniversary of the Contract effective date**. (Exh H: Part C.J.6.b)

The Concessioner must complete the following **no later than the first anniversary of the Contract effective date**: Install over 200 electricity monitoring sensors (part of overall sensor array program) in target buildings and rooms to monitor electricity use. (Exh H: Part C.J.6.c)

The Concessioner must partner with a local university or college with an environmental program to improve its environmental systems and employ at least 2 students every season to work on implementing approved water conservation initiatives and evaluate the success of these initiatives throughout the term of the Contract. (Exh B: 6.C.4)

The Concessioner must fund at least 25% of a research professor's salary to support its energy conservation goals by investigating new technologies and methods. The Concession also must establish an internship program to include at least two graduate students to support the Concessioner's energy conservation program. Additionally, the Concessioner must employ one person to focus on the Concessioner's energy conservation program to monitor performance information and provide weekly summaries to the Environmental Manger throughout the term of the Contract. (Exh B: 6.C.5)

The Concessioner must educate visitors about water conservation and energy efficiency initiatives, savings, and benefits, throughout the term of the Contract, through in-room signage, non-personal interpretive information regarding conservation measures and accomplishments, twice-weekly interpretive talks, large screen displays in every lobby/registration area, and through the use of a mobile app providing water conservation status through real time data collection. The Concessioner also must implement a visitor participation program encouraging visitors to pledge to conserve water and a monthly drawing for a free stay. The Concessioner also must encourage the use of the public transportation system through interpretive information and discount incentives at food and beverage and retail operations. (Exh B: 6.C.6) Although YH has implemented many of these initiatives, they have not developed a mobile app providing water conservation status through real time data collection.

The Concessioner must develop a Vehicle Management Plan **within 60 days following the effective date of the Contract** that identifies all vehicles by serial number, age, style, purpose, mileage, fuel-use, etc. Based on this information, the Concessioner must implement the following **no later than the first anniversary of the Contract effective date** (unless otherwise stated): Eliminate at least 10 vehicles from fleet purchased from the prior concessioner; Replace at least 15 additional gasoline powered vehicles with all electric work vehicles; After (i) and (ii) are completed above, replace one third of its remaining fleet (in place prior to the effective date of the Contract) annually with hybrid or the most fuel efficient alternative technology available no later than the first, second, and third anniversaries of the Contract effective date; Any new vehicle purchased after the Contract effective date must use the most efficient alternative technology available; Establish during the first year of the Contract, and enforce throughout term of the Contract, a no-idling policy for all Concessioner vehicles and visitor transportation buses; Provide a plan regarding the location and installation of up to five vehicle charging stations and compressed air stations for Service review and approval and complete installation within one year of Service approval; Provide a mobile air compressor at all winter tire-chain installation locations and mobile tire-chain service units. (Exh B: 4.F.8.c) Although YH has implemented several of these initiatives, they have not continued to replace their fleet with the most fuel-efficient alternative technology on the schedule required by the Contract, a significant element of this Contract requirement. Progress made towards this requirement must be documented and submitted to the Service.

Provide a plan to the Service for the installation of a rooftop solar energy system, one geothermal ground loop system, and replacement of parking lot area lights with energy-efficient low pressure sodium lighting systems (powered with individual solar charging and energy storage systems) no later than the second anniversary of the Contract effective date. If approved, the Concession must complete installation no later than the fourth anniversary of the Contract effective date. (Exh H: Part C.J.6.b) The Service acknowledges YH did submit plans for these projects but not all were approved by the Service. The Service would like YH to submit an alternative project proposal to take the place of this Element of a Better Offer.

Several of these listed items are several years past due and were identified and documented in the 2020 AOR. The Service expects YH to submit plans identifying how they will complete each of these Contract requirements in 2022.

Public Health

Overall, YH received a Satisfactory for its Public Health Program Evaluation Report rating.

LCDR (b) (6) [redacted] (Registered Environmental Health Specialist/Registered Sanitarian, Regional Public Health Consultant - NPS Office of Public Health (OPH)) conducted routine environmental health assessments of Concession Facilities operated by YH. Specific focus areas included: food safety and zoonotic disease prevention.

Routine public health inspections during 2021 remained limited due to the ongoing COVID-19 response. A total of 21 food service inspections were completed throughout the operating year including routine and pre-operational inspections. Each report identifies issues that should be addressed to improve food safety within these operations. Issues consistently identified in reports included pest exclusion at outer openings to facilities, improper cold-holding temperatures, and improperly functioning equipment. Lastly, renovation of Curry Village facilities began prior to submission, review, and approval of plans by the NPS Office of Public Health; please note any alteration, renovation, or new construction of a food establishment must include a Plan Review Application submission to YOSE Concessions and NPS OPH to be reviewed and approved prior to any renovation or construction work occurring on food service facilities.

Long-term rodent surveillance efforts around the park conducted with the California Department of Public Health's Vector-borne Disease Section (CDPH) saw a substantial decline in successful captures during 2021. This is due in large part to the successful efforts of the contracted pest control program via Sprague. According to CDPH, "although the recent drought conditions and limited visitors to the park may be providing less food for deer mice and other rodents, this extensive rodent control and monitoring program appears to be effective at reducing deer mouse abundance in developed areas of the Valley. Very few deer mice were trapped by [Heluna Health] and CDPH during Yosemite Valley surveillance events in 2020 and 2021." Rodent control record keeping at the High Sierra Camps was not assessed due to their closure in 2021. YH provided weekly rodent trapping logs throughout 2021.

Asset Management

Overall, YH received an Asset Management Program Evaluation Report rating of Marginal.

YH generally submits contractually required reports on time and keeps its CMMS updated and current. YH provided a detailed Annual Concessioner Maintenance Plan (ACMP) describing maintenance activities planned for 2021. The plan was submitted on time, complete, and included anticipated maintenance expenditures.

However, the Annual Concessioner Maintenance Report (ACMR) describing maintenance activities undertaken in 2021 reflects a lack of completion of work in several key areas, including preventative maintenance (PM), unscheduled repairs, and component renewal. The report shows a number of work orders for PM activities that were closed with no indication of completion, including filter replacements and scheduled inspections. Service observations of facilities also indicate a lack of PM activities. With the exception of the Wawona Hotel, grease traps were not pumped according to schedule. In several locations, roofs and gutters were not cleared or repaired as needed, resulting in ice and water damage to at least one facility. Unscheduled repairs due to storm damage remain incomplete, including the ice rink men's restroom, Curry Village tent cabin rebuilds, and Housekeeping Camp lodging unit repairs. Additionally, removal of failed diesel tanks at Yosemite Valley Lodge and The Ahwahnee Hotel have not been completed.

Several component renewal projects, including Wawona employee cabins roof repair/replacement, Wawona Hotel doors replacement, The Ahwahnee Hotel elevator repairs, and Ahwahnee Dorm roof repair/replacement have not been completed for several years. YH states these have not been completed due to a lack of Component Renewal Reserve (CRR) funds, as funds have been diverted to several large, unexpected projects. Pursuant to the Contract, the Concessioner is solely responsible for the maintenance of all Concessions Facilities to the satisfaction of the Service and these projects must be completed in a timely manner regardless of CRR funding availability.

YH has made significant progress towards completing Deferred Maintenance (DM), with 4300 individual work orders closed since 2016. YH received an additional extension of one year to complete remaining DM at the High Sierra Camps. In September the Service visited each of the camps to conduct exterior facility condition inspections. YH responded quickly to findings that required immediate attention.

YH struggles to provide inspection reports to the Service in a timely manner, and in some instances, to address deficiencies appropriately. The Service approved the closure of Badger Pass and Curry Village over the winter season, with a requirement that daily facility inspections be conducted and documented. YH did not regularly provide documentation of these inspections and the Service does not believe they occurred on a regular basis, as Service staff regularly discovered minor damage and unsecured buildings that should have been addressed during these inspections. More significantly, a broken pipe in Stoneman Cottage room 808 went unaddressed for some time, as indicated by significant mold growth throughout the room. Extensive and timely repairs, including repeated mold testing, were required.

YH has not prioritized addressing inspection findings with life/safety impacts. Fire alarm and suppression system inspections, conducted by a contractor, regularly include comments on needed repairs dating back as far as 2018. The Wawona Hotel pool fence remains unrepaired, despite being out of compliance with current safety codes. Leaking diesel tanks at both Yosemite Valley Lodge and The Ahwahnee Hotel have been removed from service, but continue to remain in place, with temporary tanks in use.

Due to ongoing COVID-19 precautions, the Service conducted fewer Periodic Evaluations in 2021 than usual. YH was responsive to most maintenance-related findings, either through immediate repair or development of longer-term rehabilitation projects.

YH continues to struggle to provide sufficient maintenance staff to complete work in a timely manner. The Preservation Maintenance Lead position remained vacant for all of 2021 and YH's required "Preservation Academy" trainings did not take place. Facility incident reporting has been inconsistent and seems to be driven by certain YH employees. Several unreported facility incidents include water leaks at The Ahwahnee Hotel and Curry Village, a sewer spill at Housekeeping Camp, and long-running trouble alarms and disabled fire system components.

Although progress continues, several personal property upgrade projects have not been fully completed, including the Curry Village soft goods refresh and wayfinding sign replacement, The Ahwahnee Hotel Great Lounge and Suites soft goods refreshes, and Wawona Hotel soft goods refresh. General Managers overseeing these projects are generally cooperative in working with the Service to understand and adhere to project expectations. In general, YH continues to struggle to submit requested project closeout documentation and will need to catch up on submittals in 2022.

Finally, the contract requires YH to submit an initial Grounds and Landscape Management Plan to the Service and provide annual updates. YH submitted a draft Grounds and Landscaping Plan for The Ahwahnee Hotel in June 2017 but has not finalized the plan or submitted plans for other concession-assigned areas. We look forward to seeing additional plans prepared and submitted for review and approval, as these will guide future maintenance and restoration of these areas.

Although YH struggled in some areas this year there were several positive collaborative moments with the Service on projects, power outages, and emergency maintenance issues. We continue to appreciate YH's partnership in these instances.

Administrative Compliance Reporting

Overall, YH received a Satisfactory for its Administrative Compliance Evaluation Report rating. Although YH generally met reporting requirements, they did not effectively manage all aspects of the Assigned Government Personal Property and missed several submission deadlines. Additionally, there continue to be a number of specific contract requirements which have still not been met.

The COVID-19 pandemic continued to impact operations in substantial ways. Several required services were not provided due to social distancing requirements, including the High Sierra Camps, visitor shuttles, and interpretive tours. Additionally, the Service continued to require single-occupancy housing for the entirety of the year, which limited the number of staff available for services that could still operate. YH submitted a detailed COVID-19 Modified Operating Plan for both the summer and winter seasons to reflect changes across all operations, including facility closures, modified hours, COVID-19 mitigations, etc. These plans were well thought out, provided a high level of detail, and served as the basis for two temporary Contract modifications prepared by the Service (summer and winter). Although there were slight deviations from the plans due to changing conditions and visitor demand throughout the year, YH was generally proactive in requesting changes in advance and honoring specific requests made by the Service.

YH appeared to manage their staff well in 2021. New employees were provided a general on-boarding session at the start of their work period, followed by job-specific training at their work site. YH facilitated Service participation in several of the onboarding trainings and has expressed a desire to continue this partnership in the future. YH took steps to re-open the Wellness Center and Carabiner and once again hosted community holiday celebrations, with COVID-19 mitigations in place. In instances where Service Law Enforcement personnel responded to incidents involving YH employees, YH Human Resources staff were responsive to requests for follow-up information and took appropriate action to remove employees from the workplace and housing, when appropriate.

As a company, YH did not receive any violations of law that the Service is aware of.

YH has been cooperative in working with Service staff to inventory individual pieces of Assigned Government Personal Property (AGPP) at The Ahwahnee and Wawona Hotels. They have applied RFID tags to most pieces of AGPP, but the software system which reads these tags was not working at any point in 2021. YH confirmed they could not find one piece of AGPP, a computer assigned to them as part of the VTS fleet operations. Additionally, YH has not inventoried and barcoded all personal property valued over $100, as required by the Contract.

To assist in the fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the AFR due during this rating period, Schedule H Lines 11 and 23, YH met this requirement. YH funded several projects using CRR funds, including the Wawona Hotel electrical upgrade, Highland Court parking lot ADA additions, and components of the Curry Village Seven Tents Pavilion upgrade. YH properly requested and accounted for the use of the CRR account. YH accounted and reported handicraft sales appropriately, with invoices provided upon request.

Franchise fee and utility payments were received on time and in the correct amounts.

YH submitted most Contract required reports and deliverables on schedule in 2021, including monthly operational stats reports, monthly customer comment reports, bi-annual management listing, annual inventory of waste streams, VTS reports, etc. Rate requests were submitted on schedule and with appropriate documentation. Operations proposals were submitted prior to implementing any new services or making significant changes to existing services. On at least three occasions, YH missed the park-established submission deadline for the YOSE Guide and updated information had to be requested by Service staff.

The Service noted several missed Contract requirements in 2021 that were not addressed in other program-specific reviews, including the following:

The Concessioner must establish a Seasonal Employee Housing Complex, subject to necessary compliance, outside the Area. This seasonal employee housing complex must be fully furnished and house approximately 430 seasonal employees and include food service, training, and recreational facilities. The Concessioner must move the seasonal employees out of the Area **no later than the second anniversary of the Contract effective date. (**Exh B-7: 3.C.4)

The Concessioner must establish a comprehensive wireless communication system and array of sensors **no later than the first anniversary of the Contract effective date,** to accomplish the following: optimize its "just-intime" delivery of merchandise, monitor the use of purchased electricity, monitor water use, monitor food storage temperatures, track fuel transfers to company vehicles, shuttles, and buses, monitor vehicle positions and speeds, and monitor underground and aboveground storage tanks. The Concessioner will track all of this information at the Support Facility. The Concessioner must implement the use of its "Road Net" transportation management software system, as part of its sensor array, to ensure employees arrive at designated times and to schedule deliveries **no later than the first anniversary of the Contract effective date.** (Exh B: 11.A.3)

The Concessioner must stage and store all preposition construction materials, heavy equipment, new personal property ready for transfer into the Area, deconstruction debris, used personal property, and other materials coming out of the Area at its forward staging area. The Concessioner will move necessary materials into the Area at night to reduce traffic and visitor distraction. (Exh B: 11.A.2)

No later than the second anniversary of the effective date of the Contract, the Concessioner must inventory, determine the condition of, and bar code all personal property valued at $100 or more. On items determined by the Service and Concessioner to be high value, the Concessioner must place a radio frequency identification (RFID) tag to track personal property. (Exh H: A.9.A)

The Concessioner must ensure its overnight accommodation managers are all Certified Hotel Administrators from the American Hotel and Lodging Educational Institute (AHLEI) (or equivalent) and all housekeeping supervisors are Certified Rooms Division Executives and Certified Hospitality Housekeeping Executives through AHLEI (or equivalent). Initial certifications must be obtained **no later than the second anniversary of the Contract effective date.** (Exh B: 11.B.2.a) The Service acknowledges that YH submitted a request to modify this Contract requirement in January 2022, which was approved.

Some of these listed items are several years past due and all were also included in the 2020 AOR. Additional details are provided in the "Future Plans for Concession Operations" section of this narrative.

During the 2022 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

Annual Visitor Use Statistics / Utilization Data

The park continued to be impacted by the COVID-19 pandemic throughout the entirety of 2021. The park was limited to day-use only for the month of January by a State of California "Stay at Home" order. The Service also implemented a day-use reservation system for several weeks in February to limit crowds viewing Horsetail Falls and again from May 21 through September 30 to limit peak season crowding. All Curry Village services remained closed until April 2 and approximately 55 units were temporarily re-purposed from guest lodging to employee housing for much of the year. Housekeeping Camp was limited to 50% capacity. White Wolf Lodge, Tuolumne Meadows Lodge, and the High Sierra Camps remained closed in 2021, in addition to many food and beverage outlets, special events, recreational services, tours, etc. However, YH visitor use did recover moderately, relative to 2020.

In all months, YH submitted the required consolidated Operational Performance Report by Use (stats report) on time to the Service.

Problems/Issues and Resolutions

Although no longer an "emergency", the ongoing COVID-19 response continued to challenge operations in 2021. Single occupancy housing continued to be required for the entirety of the year, limiting YH's available staff and necessitating reduced operations. Specific operations were further impacted when employees testing positive for or exposed to COVID-19 had to remain away. Nationwide labor shortages further challenged staffing in trades with specialized skills, including culinary and commercial driving.

Fueling options within Yosemite changed little during 2021. Though all sites were unstaffed, fuel remained available 24 hours per day. In the few instances where fuel was not available, YH quickly remedied the situation with their vendor. Restrooms at Crane Flat and Wawona were closed and human waste around the buildings became a recurring problem. Improved signage directing visitors to open restrooms and cleaning of the area improved conditions at Crane Flat. Visits to the Wawona service station in April and July identified significant amounts of human waste behind the building that had not been addressed for months. In August, and after repeated reminders from the Service, both restrooms were opened at the Wawona service station and the area began receiving regular service and cleaning.

Recognizing a nationwide driver shortage, towing operations continued to struggle throughout the first half of 2021. Most of these issues were related to a lack of tow coverage, tow staffing, and general availability. YH responded to these complaints by increasing their outreach and incentives to attract additional drivers. By August, tow operations were fully staffed and meeting contract requirements.

The Wawona Hotel electrical retrofit was not completed on schedule, resulting in a delayed and only partial opening of the hotel. As a result of the delays, the personal property upgrades were also not completed as scheduled. Although construction delays are not always avoidable, the Aramark project manager YH selected for the job has been unresponsive to Service requests on several occasions. It was also apparent that YH had not been maintaining the facilities during the year-long closure and staff struggled to have them ready in time for opening, on top of the work needed for staff training, cleaning and prepping rooms, etc. Guests noted the lack of preparations in online reviews from this time.

Also at Wawona Hotel, YH struggled to complete necessary repairs to seal gaps in several guest room doors in a timely manner. On several occasions, the General Manager provided progress reports which were later found to be inaccurate, as no work had been completed. YH is working on a project to replace all these doors in 2022.

The Ahwahnee Hotel grounds and building sustained damage in a late January storm. Tree limbs damaged one cottage and rainwater intrusion damaged several guest room ceilings in the main building. Interior repairs were eventually completed but the chimney was never addressed. Additional leaks occurred throughout the year from interior plumbing failures. YH has been quick to notify the Service when these incidents occur and has taken appropriate repair actions.

Accomplishments or Outstanding Work

Although 2021 presented challenges, YH continued to strive to meet the needs of visitors, employees, and the Service.

In May, YH hired a new Vice President of Operations, (b) (6) [redacted], to serve as the head of all on-site operations. (b) (6) [redacted] has proven to be a willing and cooperative partner. After many months of vacancy, YH also filled The Ahwahnee Hotel General Manager position with an internal candidate who has been eager to implement improvements and upgrades to the property, including partnering with the Service to improve interpretive messaging throughout the facility.

Service Visitor and Resource Protection (VRP) staff indicated that YH leadership was typically responsive to information requests regarding incidents they had responded to. YH has also been very

communicative and cooperative during severe weather events necessitating evacuations of soft-sided structures. In July, two YH employees responded to an individual experiencing a cardiac event near Glacier Point. Their quick thinking and action are credited with likely saving the individual's life.

YH has made a commendable effort to maintain core operations despite limited staffing resources, supply chain issues, and an ever-changing landscape of COVID-19 safety requirements. In particular, food and beverage operations were heavily modified throughout the year, with adjusted service styles, menus, and hours in response to shortages. Weekly check-ins provided numerous opportunities to respond to visitor comments or Service findings and YH provided excellent communication surrounding issues and challenges. Of note, YH has done a great job submitting food borne illness reports in a timely manner and refreshing staff on food safety procedures, processes, and best management practices in response to these reports. YH continues to adjust menu items to reflect a local, seasonal, and sustainable focus in dish and ingredient options. After several unanticipated delays, the Curry Village Pavilion renovation was completed. Although not all facilities were in use due to COVID-19 restrictions, the Pizza Deck, Bar 1899, and Coffee Corner operated efficiently and were well-received by visitors.

YH was generally responsive to guest demand and Service expectations throughout the year. Although initially scheduled to remain closed through the holiday season, YH opened the Wawona Hotel in response to high demand for lodging during that time. Although Badger Pass was closed for the 2020/21 winter season, YH worked cooperatively with Service staff to coordinate access plans, signage, and plowing responsibilities. The 2021/22 winter season saw the successful reopening of the Badger Pass alpine and nordic ski operations. YH developed and updated their operations plans with COVID-19 safety considerations and provided weekend shuttle service to the public. Lessons and food and beverage services were phased in, however reduced staffing contributed to frequent service interruptions. The opening of Badger Pass was a priority for the Service and the Yosemite community was thrilled to welcome the return of ski and snow operations.

Due to continued COVID-19 impacts, Visitor Transportation System (VTS) shuttle services remained closed for most of 2021. YH employed a garage manager, shuttle driver, and garage staff to meet minimum requirements for extended storage of the shuttle fleet. Throughout the remainder of the year, YH provided timely monthly usage statistics (odometer, fuel, maintenance) and an updated budget and operating plan. YH provided staff assistance for continued Avail Technologies installation and retrofitting of ten shuttles to improve ridership data and experience, continued to repair out-of-service vehicles, and provided reports and budget analysis upon request to meet the constantly changing VTS scenarios and considerations throughout the pandemic. In coordination with the Service, YH proposed and executed a limited shuttle service beginning on December 17, 2021. Balancing nationwide driver shortages with visitor and park demands for shuttle services, YH is utilizing two temporary routes designed to maximize service to the busiest areas of the park.

YH successfully managed safety and demand at all bike rental operations in 2021. To meet increasing demand for bikes, YH continued to expand their rental inventory with new e-bikes at The Ahwahnee Hotel and an additional Yosemite Village rental location. Evaluations revealed a rental system that seamlessly implemented COVID-19 precautions and sanitation requirements.

After cutting back many employee and community resources in response to COVID-19, YH implemented a phased return of these services in 2021. The Wellness Center and Carabiner both re-opened for employee and community use. Community holiday dinners were provided for both Thanksgiving and

Christmas and several other employee appreciation events were held throughout the year. After an off-duty employee fatality, YH leadership provided impacted employees time off and counseling opportunities. At one point in the year, the Wawona Hotel was opened to local employees who were impacted by an ongoing power outage. We appreciate YH's efforts to support their staff and the community at large.

YH was once again supportive of the day-use reservation system that was in place throughout the summer season. They diligently submitted the lodging arrivals list nightly, which was used by fee booth staff daily. YH was responsive to requests to use their engine bay to house Service firefighting equipment after the Service's facility was unexpectedly condemned.

Future Plans for Concession Operations

As the nation continues to recover from the impacts of the COVID-19 global pandemic, YH is working towards a gradual return to more normalized operations, with expanded hours and service options at most facilities. The Service will continue to support YH in their efforts to provide guest services while maintaining guest and employee safety throughout all operations.

YH has initiated planning on several projects to renew aging facilities and benefit guests. Yosemite Valley Lodge is scheduled to receive in-room lighting upgrades and bathtub replacement throughout 2022, as well as completion of the amphitheater bench replacement. Planning is underway for a comprehensive rehabilitation of aging guest units at Housekeeping Camp, in addition to the installation of new fire rings and bear lockers. The Ahwahnee Hotel GM is working towards increasing opportunities for interpretation of the historic facility.

Planning continues to move forward on The Ahwahnee Hotel Seismic Strengthening project, now scheduled to start in January 2023. Although the project is fully funded and managed by the Service, YH will continue to be highly involved in the planning and logistics for the duration of the project. Work is estimated to take approximately five months to complete, with a full hotel closure for the first eight weeks of the project. Although this work and associated closure will have a significant impact on YH's operations, the project is necessary to meet compliance with modern building codes and repair the severely damaged kitchen floors. Also, at The Ahwahnee Hotel, the Service is working towards a comprehensive terrace repair project to address ongoing leaks into the rooms below.

Unfortunately, a number of projects planned for 2021 were not initiated or completed as scheduled. Most notably, the Wawona Hotel electrical retrofit was not completed and continues into 2022. The Ahwahnee Hotel pool repairs and boiler conversion were also not completed but are scheduled for early 2022. Although progress continues to be made, several contractually required personal property replacement projects in lodging facilities remain incomplete. Locations include Curry Village, The Ahwahnee Hotel suites and great lounge, and Wawona Hotel. The Curry Village wayfinding sign replacement project has also been significantly delayed. We expect each of these projects to be completed, as proposed by YH and to the satisfaction of the Service, in 2022.

As previously noted in this narrative, a number of contractually required projects and initiatives remain incomplete. Although we recognize the challenge YH has faced over the last two years due to the

COVID-19 pandemic, it is time for YH to re-commit to completing these contract requirements, many of which were elements of a better offer in YH's bid for the contract.

YH is required to complete several projects in support of their commitment to move support services out of the park itself. No later than March 1, 2018, YH was to have established a seasonal employee housing complex outside the area. This has not been achieved and it does not appear that YH is actively working towards meeting this requirement. We expect to see progress towards establishing this housing complex in 2022.

YH is required to utilize a forward staging area outside the park, which it has yet to acquire. We expect progress to be made towards fulfilling this requirement in 2022.

By March 1, 2017, YH was to have installed a comprehensive wireless communication system and array of sensors to monitor a variety of functions including deliveries, electricity and water usage, food storage temperatures, vehicle use, underground and aboveground storage tanks, etc. Although progress continues, the project remains incomplete. We expect to see continued progress towards fulfilling this requirement in 2022.

Visitor Satisfaction

For the period of January 1, 2021, to December 31, 2021, the concessioner collected 14,332 surveys and submitted a summary of the surveys to the Park Service with the following results:

The Ahwahnee Hotel (AH) lodging and associated services:

- AH Hotel: 2,454 surveys; 72.75% overall customer satisfaction
- Dining Room: 23 surveys; 71.21% overall customer satisfaction
- Bar: 4 surveys; 89.53% overall customer satisfaction
- Sweet Shop: 11 surveys; 92.47% overall customer satisfaction
- Gift Shop: 4 surveys; 89.35% overall customer satisfaction

Curry Village (CV) lodging and associated services:

- CV Lodging: 4,439 surveys; 76.36% overall customer satisfaction
- CV Food & Beverage services: 12 surveys; 85.53% overall customer satisfaction
- Mountain Shop: 17 surveys; 81.96% overall customer satisfaction
- Grocery and Gift Shop: 4,100 surveys; 80.05% overall customer satisfaction

Yosemite Valley Lodge (YVL) lodging and associated services:

- YVL Lodging: 5,363 surveys; 75.99% overall customer satisfaction
- YVL Food & Beverage Services: 37 surveys; 87.86% overall customer satisfaction
- YVL Retail Services: 66 surveys; 91.78% overall customer satisfaction

Housekeeping Camp (HSKC) lodging and associated services:

- HSKC Lodging: 520 surveys; 80.41% overall customer satisfaction
- HSKC Retail Services: 2 surveys; 85.53% overall customer satisfaction (not operational in 2021)

Wawona (WA) area lodging and associated services:

- WA Hotel: 989 surveys; 71.77% overall customer satisfaction
- WA Food & Beverage Services: 6 surveys; 85.00% overall customer satisfaction
- WA Store: 16 surveys; 85.00% overall customer satisfaction

Additional Services:

- Degnan's Deli: 11 surveys; 88.20% overall customer satisfaction
- Village Store: 270 surveys; 89.99% overall customer satisfaction
- Glacier Point Gift Shop: 18 surveys; 90.65% overall customer satisfaction

YH changed their survey platform in 2021, with updated rating categories and questions. As such, a direct comparison of 2021 customer satisfaction ratings to previous years' ratings are not possible.

The COVID-19 global pandemic seems to have greatly influenced the number and type of comments submitted by visitors. The Service received only seven visitor comments via mail, email, and on-site comment cards; not included are comments received through social media sources (Facebook, Twitter, etc.). The Service forwards all visitor comments to YH, in addition to responding directly to the commenter.

Comments included concerns about reservations via YH's website, a lodging cancellation necessitated by the COVID-19 operating posture, concessioner facilities, and a lodging rate.

One employee comment was received concerning grey water disposal procedures in Housekeeping Camp. YH was responsive in addressing the issue.

United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2021
Contract Number:	CC-YOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:

- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

- For 8.B., use the concessioner's due date for their 2020 Annual Financial Report to complete the evaluation. If the 2020 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	Due to the ongoing impact of COVID-19, YH operated at reduced capacities in many areas. YH requested all changes to required service offerings and hours through two Modified COVID-19 Operations Plans, which were formalized through two Temporary Contract Modifications (summer and winter).
	1.2*	All services provided by the Concessioner were authorized by the Contract.	Yes	
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	Yes	
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	No	YH has placed RFID tags on all pieces of AGPP, but the software for reading these tags was not functional in 2021. They were also unable to locate a computer assigned to them as part of the VTS operation.
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	No	
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.		
	5.4	The Concessioner started the project on time.		
	5.5	The Concessioner completed the project on time.		
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.		

6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	To assist in the fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on 2020 AFR, due during this rating period, 2019 gross receipts and Schedule H, Lines 11 and 23, the Concessioner spent 4.29 percent and met this requirement.
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	YH utilized CRR funds (formerly RMR) appropriately and with prior Service approval.
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	Yes	
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	
7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	Per NPS Memorandum: Surety Bond in Lieu of Contractual Deductible Requirement, dated 6/21/2018, approval to use a surety bond in lieu of deductible is "...contingent on the concessioner's agreement to complete mutually agreed upon improvements to the visitor services above those required under the terms of its contract(s)." The Concessioner requested this flexibility in 2018 and has yet to implement the mutually agreed upon improvements referenced. If this issue is not resolved during the 2022 calendar year, insurance compliance will be considered deficient until resolved.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	The AFR is due within 120 days of the Concessioner's fiscal year end. The 2020 AFR was due no later than January 30, 2021 and submitted January 21, 2021.
	8.3*	The Concessioner submitted the AFR on time.	Yes	AFR submitted January 21, 2021.
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	Yes	
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	YH provided detailed Modified COVID-19 Operations Plans for both the summer and winter seasons, including facility operation status, hours, modifications to services, etc. Changes were requested and approved as needed throughout the year.
		iv. Management Listing	Yes	Management listing was provided bi-annually, as required.
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	N/A	There were no changes to the Employee Handbook for 2021.
		vii. *Any additional pertinent reports*	Yes	VTS reports were submitted as required.

10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	Electricity is provided by PG&E and passed through to the Concessioner by NPS-owned infrastructure.
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes	
13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	No	On three separate occasions, YH did not meet the Service-established deadline for submitting updated operating information for publication in the YOSE guide.
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	Yes	
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	Several Contract requirements not addressed in other program-specific reviews have not been met, including: - Establish a forward staging area outside of the Area - Establish a comprehensive wireless communication system and array of sensors - Establish a Seasonal Employee Housing Complex outside the Area - Barcode all personal property valued at $100 or more - Ensure housekeeping supervisors hold Certified Rooms Division Executive certification (modification request submitted/approved in early 2022) During the 2022 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and to communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

ADDITIONAL NOTES / COMMENTS

See attached narrative summary

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Services and Operations	100.0%	9. Other Reporting Requirements	100.0%
2. Concessioner Personnel	100.0%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	50.0%	12. Special Provisions – Utilities	100.0%
5. Construction or Installation of Real Property Improvement	n/a	13. Advertising and Promotional Materials	66.7%
6. Tracking and Payment of Required Fees	100.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
25	**3**	**0**	**14**	**28**

Administrative Compliance Score	**89.3**
Adjusted Administrative Compliance Score	**89.3**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2021
Contract Number:	CC-YOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
AH Hotel/ AH Rooms and Cottages	Lodging - Upscale	2 - Medium	4				4.0	**8.0**
Curry Village/ CV Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3				3.0	**9.0**
Curry Village/ CV Bike Stand	Rentals – Recreational Equipment	2 - Medium	3				3.0	**6.0**
Curry Village/ CV Coffee Corner	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
Curry Village/ CV Guest Hard-side Accomodations	Lodging – Basic	2 - Medium	4	4			4.0	**8.0**
Curry Village/ CV Guest Tents	Lodging – Rustic	2 - Medium	3	4			3.5	**7.0**
Curry Village/ CV Meadow Grill	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
Curry Village/CV Mountaineering	Mountaineering	2 - Medium	5				5.0	**10.0**
Curry Village/ CV Pizza Patio	Food and Beverage – Quick Service	3 - High	4				4.0	**12.0**
Housekeeping Camp/ HC Lodging Units and Showers	Lodging – Rustic	2 - Medium	4	4			4.0	**8.0**
Wawona/ Wawona Gas Station	Automobile Services	2 - Medium	3				3.0	**6.0**
Wawona Hotel/WA Tennis Court	Tennis Courts	2 - Medium	3				3.0	**6.0**
Yosemite Valley Lodge/ YVL Bike Stand	Rentals – Recreational Equipment	2 - Medium	4				4.0	**8.0**
Yosemite Valley Lodge/ YVL Lodging	Lodging - Midscale	2 - Medium	4				4.0	**8.0**
Yosemite Village/ Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	4				4.0	**12.0**
AH Hotel/ AH Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
Yosemite Village/ Village Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**

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

The Service determined weighting Concessioner service categories based on the number of users of such services and perceived importance to the visitor experience in Yosemite, as follows:
- HIGH: Food and Beverage, Visitor Transportation System (did not operate for most of 2021)
- MEDIUM: Lodging, Recreation, Employee Housing, Fuel
- LOW: Retail, Interpretation (did not operate in 2021)

The Service shared this rating determination with the Concessioner through a signed letter from the Superintendent, sent 3/26/2019.

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score	**77.9**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

ADDITIONAL NOTES / COMMENTS

Many PEs not conducted in 2021 due to ongoing COVID-19 precautions and limitations on extended in-person interactions.

United States Department of the Interior - National Park Service

Form 10-PHP - Public Health Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2021
Contract Number:	CC-YOSE004-16		

Instructions:

Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	12	Ahwahnee Hotel Kitchen, Ahwahnee Hotel Bar, Curry Village Pavilion, Curry Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Wawona Hotel Kitchen, Yosemite Valley Lodge Basecamp, White Wolf	Mountain Room, Mountain Room Bar, Curry Pavilion, White Wolf, Yosemite Valley Lodge Basecamp and the Ahwahnee Kitchen were not inspected in 2021.
Snack Bars	8	Glacier Point Snack Bar, Wawona Hotel Pro Shop, Curry Village Peet's Coffee, Badger Pass Snack Bar and Grill, Badger Pass Snowflake Room, Tuolumne Meadows Grill, Village Grill, Meadow Grill, Starbucks	Glacier Point Snack Bar, Wawona Hotel Pro Shop, Village Grill, and Starbucks were not inspected in 2021.
Grocery	6	Curry Village Gift and Grocery, Village Store, Houskeeping Camp Store, Crane Flat Grocery Store, Tuolumne Store, Wawona Grocery Store, Yosemite Valley Lodge Gift and Grocery	Village Store, Housekeeping Camp Store, Crane Flat Grocery Store were not inspected in 2021.
Pre-Packaged	3	Ahwahnee Sweet Shop, Yosemite Hospitality Warehouse, Badger Pass Sport Shop	YH Warehouse was not inspected in 2021.
Bar	1	Curry Village Bar	
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	High Sierra Camps and Glacier Point Ski Hut were not inspected in 2021.
Temporary (Identify)	1	Wawona Hotel BBQ	Wawona Hotel BBQ was not inspected in 2021.
Vending			
Mobile			
Other1	4	Recreation Water (Pools)	No pool inspections were conducted in 2021.
Other2			
Total Number of Facilities:	41		
ADDITIONAL NOTES / COMMENTS			
See attached narrative summary.			

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	21	2100
# Marginal		
# Unsatisfactory		
Total	21	2100

Public Health Score	**100.0**
Adjusted Public Health Score	**100.0**
Rating	**Satisfactory**

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

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

#REF!

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2021
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	The responsibilities and program area restructuring that YH enacted in 2020 have been documented and included in the 2021 RMP.
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	Yes	

3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	Yes	Qualification requirements, as well as the Senior Safety Specialist's actual qualifications, are provided.
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	Training plan matrix is included in updated RMP.
	3.3	The concessioner has conducted and documented all training.	Yes	YH was requested to provide full employee training logs for all Yosemite Valley Lodge employees as well as training records for representatives of the following positions: senior manager, supervisor, shuttle driver, human resources, maintenance staff (general, garage, electrician), and bartender. This request proved to be difficult to accomplish, however YH was eventually successful in providing these records and are working to improve their training record tracking for future requests. YH expanded their talent acquisition processes to include on-the-job training in order to meet tow service requirements. Periodic evaluations for Housekeeping Camp (10/1) and the Curry Village office found that current SAFE briefs were not being posted in employee areas. Supervisor indicated SAFE briefs are not reviewed with staff due to lack of time. Maintenance staff could not identify topic of most recent SAFE brief.
4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	Extensive operating procedures associated with COVID-19 safety and reporting requirements were successfully implemented and followed throughout 2021. SOP list was included in updated RMP.
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	

5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	RMP is available online. Also as part of employee inbriefing, staff receive risk management traininig and refresher training.
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	Public signage relating to hazard communication is found throughout YH land assignments, including: - Lodging registration cards (hanta and food storage) - COVID signage, sanitizer stations, monitoring and enforcement - Acknowledgement of Risk forms - Evacuation maps in all lodging facilities/rooms
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	YH was requested to resubmit corrected AoRs on 5/13/21. Extensive coordination took place between YH and Service legal teams to correct and update all AoRs.
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	NPS Visitor and Resource Protection division provides primary response to all emergencies. VRP staff acknowledged positive communication and coordination with YH, particularly during severe weather events. Upon request, YH participated in development of parkwide evacuation planning, which will continue in 2022.
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	A matrix of all required reports and documents was added to the updated RMP. The matrix will continue to be updated as additional reporting requirements are identified. Plans, reports, and other documentation were submitted to the the Service accordingly.
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	No	While YH's reporting improved in 2021, especially regarding Food-Borne Illness reports and storm damage, several significant events occurred without timely reporting to the Service. In January, a water leak in Stoneman Cottage room 808 went unaddressed and unreported for several weeks, resulting in extensive mold growth. A formal letter was sent reminding YH of reporting obligations. Two nights in a row, bears broke into a cooler in Curry Village. It was not reported until after the second incident. The same bears later walked into the Ahwahnee Hotel. These wildlife issues culminated in the euthanization of three bears. In November, an after-hours grease fire in The Ahwahnee Hotel kitchen was not proactively reported to the Service. YH did, however, respond and abate immediately.
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	

7. Inspections 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.	Yes	YH completed internal safety inspections throughout the year. A matrix of all inspections were included in the updated RMP in 2021.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	No	The Service sent a formal letter to YH in February about the required removal of remaining hazard trees in the Curry Village area. This was the fourth letter in three years regarding hazard tree mitigation. Problems persisted throughout the year with wildlife management. In particular, Curry Village experienced numerous bear and wildlife incidents during the summer season that were determined to be a result of improper trash, waste, and intrusion management. These wildlife issues culminated in the euthanization of three bears. In February, The Service discovered YH had been using two rooms in The Ahwahnee Hotel that the Service had ordered be kept offline due to proximity to nearby water damage and concerns for additional ceiling collapse and mold growth. Although YH is meeting annual inspection requirements for fire alarms and suppression systems, inspection reports indicate deficiencies are not being corrected in a timely manner. YH made progress in identiying and cataloging hazards through their Damages Register which allowed them to track, idenitify trends, and respond to hazards in a documented and efficient manner.
8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	
	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.	Yes	Investigations and responses are documented in the Damages Register. YH procured a software platform called Fulcrum which allows for geotags, photos, GIS data and comments to be captured in field and to quickly generate related reports.
9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	YH completed a full overhaul of their RMP in 2021. These changes and updates, developed through extensive collaboration with NPS staff, produced a superior document and represented an increased administrative committment to risk management.
	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	YH submitted their revised and significantly updated RMP on time. Further revisions took place throughout the year to continue to improve the document.
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	No	YH does not have anyone with a Certified Fire Inspector II qualification on staff. During the 2022 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS
See attached narrative summary.

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	50.0%
2. Responsibility and Accountability	100.0%	8. Hazard Incident Investigations and Abatement	100.0%
3. Training	100.0%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	0.0%
5. Communications	100.0%		
6. Reporting	66.7%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
21	3	2	0	24

Risk Management Score	**87.5**
Adjusted Risk Management Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2021
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates tha there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	
	1.2**	The EMP is documented.	Yes	
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	Senior Safety Specialist is currently serving as the on-site Environmental Program Manager, as the prior manager was laid off due to COVID-19 operational modifications. YH is currently recruiting for a new, full time Environmental Program Manager.
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	No	The Environmental Management Program does not appear to be sufficiently staffed, as multiple initiatives remain incomplete. One individual is currently overseeing the program as a collateral duty. There were no regular EMP meetings held in 2021; the employee Green Team remained inactive throughout the year. Service review of YH-provided training records did not indicate completion of annual EMS Awareness training by all employees. Although YH is able to collect and manage data on general resource usage, waste, etc, they have not completed the contractually-required metering project, which will provide detailed real-time data on water and energy usage across facilities. Additional environmental initiatives called for in the contact remain incomplete including: partner with a local university to improve environmental systems and employ two students to work on water saving initiatives; fund 25% of research professor's salary to support energy conservation goals; establish an internship program to support the energy conservation program; employ one person to focus on energy conservation program performance.

3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	The EMP defines training requirements and frequency for different types of employees and indicates training will be documented.
	3.3	The concessioner has conducted and documented all training.	No	Although YH eventually provided requested training logs, they were not readily available as described in the EMP. The logs also did not reflect that all required training had been completed.
4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	No	Although the EMP references a number of SOPs, the SOPs YH provided as examples were Aramark-produced templates that had not been updated with local area information. YH's submitted 2021 Pesticide Use Report indicated the use of two different pesticides that had not been included on their Pesticide Use Request at the start of the year. As such, they had not been reviewed or approved by the Service.
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	EMP emergency plans are in place but require updates. For example, the SPCC plan has not been updated since 2016.
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	YH communicates environmental controls and initiatives to visitors in a variety of ways, including wildlife notices outside F&B outlets and on tables, information on guest check in cards, postings on fuel dispensers, etc.
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	YH submitted their Inventory of Waste Streams and Hazardous Substance inventory in January 2022, as approved by the Service. "Red-dye" diesel was not immediately included due to a vendor delay, by was later provided.
	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.	Yes	
	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.	Yes	None received in 2021.
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	Yes	

7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	No	YH indicated an Annual Environmental Safety Audit was completed in December 2021; the findings report has not yet been provided. Monthly internal SPCC inspections of aboveground storage tanks (ASTs) were not completed the first six months of the year (Jan-Jun) at Badger Pass or for the entire year for a 500 gal tank at the maintenance warehouse.
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	No	Missing SPCC monthly inspection reports was identified as a programmatic deficiency in the prior year's Environmental Safety Audit. As noted above, these inspections were still not completed for all ASTs in 2021.
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	
	7.4*,**	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	The EMP underwent a collaborative review process throughout 2021, with YH incorporating Service feedback as appropriate.
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	No	Several Contract requirements not addressed in other program-specific reviews have not been met, including: - Implement a Vehicle Management Plan - Replace 4 fuel-oil boilers with propane/most fuel efficient technology (1 replaced, others in planning stages) - Replace all fuel-oil stationary backup generators with propane or fuel-cell technology (1 replaced) - Install a rooftop solar energy system and geothermal ground loop system OR submit request for replacement EBO. During the 2022 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

** indicates a Special Attention Item*

*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS
See attached narrative summary.

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.0%
2. Responsibility and Accountability	66.7%	7. Monitoring, Measurement and Corrective Action	60.0%
3. Training	66.7%	8. Other Contract Requirements	0.0%
4. Documentation and Operational Controls	50.0%		
5. Communications	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
18	**6**	**1**	**0**	**24**

Environmental Management Score	**75.0**
Adjusted Environmental Management Score	**69.0**
Rating	**Marginal**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-AMP - Asset Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2021
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	Yes	
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	No	Curry Village and Badger Pass daily inspections during winter closure were not completed/documented as required. Installed fire systems are being inspected by a vendor, but current inspection documents are not being stored with on-site systems, as required.
	2.2	Inspection findings were addressed in a timely manner.	No	Contracted fire system inspections reflect multiple outstanding items dating back to 2018. Multiple diesel tanks in the ground can no longer be used, with temporary fixes in place.
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	Yes	
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	No	ACMR does not indicate all necessary preventative maintenance that occurred in 2021. Observations of facilities indicate that gutters were not cleaned and repaired as required and grease traps were not pumped according to schedule.
	3.2*	Recurring Maintenance	Yes	
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	No	Repairs due to storm damage remain incomplete at the following locations: Curry Village ice rink restrooms, Curry Village tent cabins, Houskeeping Camp lodging units. Several failed diesel tanks have yet to be removed at YVL and Ahwahnee.
	3.5*	Component Renewal/Replacement	No	Wawona employee cabin roofs have not been repaired despite being damaged for several years now. Damaged Wawona Hotel doors have not been repaired or replaced. The Ahwahnee Hotel elevator continues to require repair and modernization to meet current standards.
	3.6*	Deferred Maintenance	Yes	Several items of DM remain at High Sierra Camps. The Service recognizes YH did not have logistical support to complete this in 2021 and looks forward to completion in 2022.
4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	N/A	
	4.3	Fixture Replacement Report	Yes	
	4.4	Component Renewal Report	Yes	
	4.5	Personal Property Report	Yes	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	No	Several Contract requirements not addressed in other program-specific reviews have not been met, including the following: - Several personal property replacement projects remain incomplete (Curry Village soft goods, Curry Village wayfinding, Ahwahnee great lounge, Ahwahnee suites, Wawona soft goods) - YH did not employe a Preservation Maintenance Lead in 2021, or provide "Preservation Academy" training to staff - YH did not consistenly meet Service requests to submit close out documentation for projects - YH did not report several maintenance issues, including a sewer spill at Housekeeping Camp, malfunctioning fire alarms, and several water leaks - A Grounds and Landscaping Plan for all concession-assigned areas has not been submitted (plan submitted for Ahwahnee only, in 2017) During the 2022 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS
See attached narrative summary.

Table 4: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Annual Concessioner Maintenance Plan (ACMP)	100.0%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	33.3%	6. Other Contract Requirements	0.0%
3. Maintenance	50.0%		
4. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
13	6	2	1	19

Asset Management Score	**68.4**
Adjusted Asset Management Score	**68.4**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P.O. Box 577
Yosemite National Park, CA 95389

IN REPLY REFER TO:
5.B (YOSE-BRM/Y4-16)

Mr. (b) (6)
Vice President – Operations
Yosemite Hospitality, LLC
P.O. Box 306
Yosemite National Park, California 95389

Dear Mr (b) (6)

The Yosemite Hospitality, LLC (YH) 2022 Annual Overall Rating (AOR) is enclosed for your review. This AOR reflects YH's activities from January 1, 2022, through December 31, 2022. The final AOR score for the year is 66.7, which translates to a "Marginal" rating. Upon your review, please sign and email to (b) (6)

As the nation continued to recover from the COVID-19 global pandemic in 2022, YH remained flexible in making necessary adjustments to its operations while also continuing to adapt to the changing COVID-19 guidance. The Park commends YH on its efforts to maintain core visitors services throughout the year while also working toward resuming normal operations where allowable. The Park also acknowledges YH's positive contributions to parkwide incidents, and its collaborative engagement with the Park to mitigate impacts to operations and resources.

We appreciate the thorough planning you have put into your 2023 operations, including increased efforts to recruit staff and maintain core operations despite the continued labor shortage. The Park will continue to support YH in its efforts to provide guest services while maintaining guest and employee safety throughout all operations in 2023 and beyond.

Your performance for the year is documented in the AOR workbook and detailed throughout the narrative. Missed Contract requirements are noted with the expectation that YH communicate plans specifying how it will work towards meeting these requirements in 2023 and beyond. The Park looks forward to YH continuing to return to normal operations in 2023 and YH making considerable efforts toward improving many of the program areas identified as Marginal and Unsatisfactory in this AOR.

NPS policy states:

Concessioners should not receive approval for a rate increase if they have an Annual Overall Rating (AOR) score of marginal or unsatisfactory. Such scores represent failure for the concessioner to substantially meet visitor service standards and/or administrative requirements. Exceptions may be granted by the Superintendent if the concessioner demonstrates rates are significantly below market pricing; however, even in these circumstances, approval for the full request to bring them to an industry standard should not be provided until the concessioner's performance is improved to satisfactory.

The Park will not review rate requests for the 2023 operating season including rate requests previously submitted. Exceptions may be made on a case-by-case basis in accordance with NPS policy. In the spirit of partnership during the COVID-19 pandemic and subsequent park incidents, the Park has decided to waive the requirement to refund advanced rates approved in January 2023. As a reminder, NPS policy states:

If the final approved rate for the season is lower than the advance rate, the concessioner must refund the difference between the advance rate deposit and the actual rate deposit to the park visitor. If the final approved

rates are higher than the advance rate, the concessioner must honor the advance rate for the entire length of stay.

Additionally, the Park previously granted an off-cycle rate approval in 2022 in response to YH's request to increase food and beverage rates due to inflation. In our approval we had previously indicated the temporary food and beverage increase must be removed, revert to previously approved rates, and an updated limited review be conducted to establish new rates; however, the Park is willing to allow the previously requested temporary Consumer Price Index increase to food and beverage operations to remain in effect without reverting to previously approved rates.

If you have any questions concerning the 2022 AOR, please contact (b) (6) Chief of Commercial Services, at (b) (6)

Sincerely,

Cicely Muldoon
Superintendent

Enclosure

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation:	**2022**

Park:	Yosemite National Park	**Contract Term Effective Dates:**	March 1, 2016 - February 28, 2033
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner Doing Business As:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		
Evaluator Name:	BRM - YOSE Commercial Services	**Date of Review:**	1/1/2023

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Automobile Services	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food and Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2022

Park: Yosemite National Park

Contract Term Effective Dates: March 1, 2016 - February 28, 2033

Concessioner Name: Yosemite Hospitality, LLC

Concessioner DBA: Yosemite Hospitality, LLC

Contract Number: CC-YOSE004-16

Table 1: AOR Score

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	89.7	89.7	Satisfactory
Operational Performance (10-OPR)	59.8	59.8	Marginal
Public Health (10-PHP)	91.1	84.0	Marginal
Risk Management (10-RMP)	70.8	69.0	Marginal
Environmental Management (10-EMP)	65.2	49.0	Unsatisfactory
Asset Management (10-AMP)	52.6	49.0	Unsatisfactory

AOR Score	71.5
Adjusted AOR Score	66.7
Rating	Marginal

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
-The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
-If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
-If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 69 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating Marginal

Narrative (explain reasoning for any changes made by the superintendent)

Superintendent's Signature [signature] **Date** 4/3/2023

Concessioner Signature (to signify receipt of rating) (b) (6) [redacted] **Date** 5/11/2023

Table 3: Evaluation Narratives

Evaluation Narratives	
Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable. If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below. *Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.*	
CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	See attached narrative summary.
Leasehold Surrender Interest / Possessory Interest	See attached narrative summary.
Franchise Fees	See attached narrative summary.
AFR	See attached narrative summary.
Insurance	See attached narrative summary.
Risk Management	See attached narrative summary.
Environmental Management	See attached narrative summary.
Public Health	See attached narrative summary.
Asset Management	See attached narrative summary.
Administrative Compliance Reporting	See attached narrative summary.
Annual Visitor Use Statistics / Utilization Data	See attached narrative summary.
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	See attached narrative summary.
Accomplishments or Outstanding Work	See attached narrative summary.
Future Plans for Concession Operation(s)	See attached narrative summary.
Visitor Satisfaction	See attached narrative summary.
Final Remarks:	

ANNUAL OVERALL RATING REPORT (10-AOR) NARRATIVES

Some of the information below may be addressed in more detail in other program reviews.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects

Component Renewal Reserve Projects:

- Wawona Hotel: Electrical Rehabilitation (complete)
- The Ahwahnee Pool Restoration (in progress)

YH Funded Projects:

- The Ahwahnee: Boiler Conversion (complete)
- Curry Village 500 Restrooms Rebuild (complete)
- Curry Village: Rebuild Damaged Tents (complete)
- Curry Village: Wayfinding Signage (complete)
- Wawona Hotel: Soft Goods (complete)
- Yosemite Valley Lodge: Kitchen Water Leak (complete)

Leasehold Surrender Interest

Leasehold Surrender Interest was not requested or authorized in 2022.

Franchise Fees

Franchise fees and associated reports were paid and submitted monthly.

Annual Financial Report (AFR)

Annual Financial Report for the prior year was submitted on time, January 28, 2022, and a revised version was submitted on April 12, 2022. The Concessioner had changed accounting firms since the prior year and there were several formatting and labeling issues with the initial submission which were resolved in the subsequent submission.

Insurance

Current insurance certificates were submitted on time and found by third party review to be in compliance with the requirements of the contract. However, this finding of compliance relies on the use of a surety bond in lieu of contractual deductible requirement.

Per NPS Memorandum: Surety Bond in Lieu of Contractual Deductible Requirement, dated 6/21/2018, approval to use a surety bond in lieu of deductible is "...contingent on the concessioner's agreement to complete mutually agreed upon improvements to the visitor services above those required under the terms of its contract(s)." The Concessioner requested this flexibility in 2018 and had not implemented the mutually agreed upon improvements referenced as of the last AOR. Flexibility was allowed in the prior two years due to the COVID-19 pandemic creating numerous higher-priority issues.

During 2022, NPS and the Concessioner came to a mutual agreement that the Concessioner would provide on-site mental health services as their improvement to services, with a minimum program cost

of $20,000 in FY 2023 and $25,000 each year thereafter. As of this report, the Concessioner has committed to this improvement to services but has not yet provided documentation that it has been implemented.

Risk Management

Overall, YH received a Risk Management Program Evaluation rating of Marginal.

YH submitted its Risk Management Plan (RMP) for 2022 on time and absent any material updates. The previous year's updates were developed in coordination with the Service and greatly improved RMP alignment with Service standards. The expectation remains that the RMP serves as a dynamic and usable document that would provide each party with a one stop location for relevant risk management information.

For most of the year, the RMP identified a Senior Safety Officer. In November the Senior Safety Officer relocated and a new safety and health official has not since been identified. The Service expects this required role to be identified as soon as possible. While the RMP documents resources needed to execute the program, including the identification of personnel, data management systems, training programs, and corporate support, issues with unauthorized disabling of fire systems, an absence of required training records, inspection reports and audits, and repeat evaluation findings and food storage concerns indicate that present and available resources are not adequate to fully realize and execute the program. These incidents contributed to the noncompliant scoring of ID 2.3 (Responsibility and Accountability).

YH utilizes a virtual Learning Management System (LMS) and Global Metrics Monitor to assist with trainings. Additionally, YH provides a weekly SAFE Brief to supervisors to be shared with all associated employees in the workplace. A training matrix is included in the RMP to list and track trainings required and received by staff. As part of the September NPS Environmental Audit of concessioner properties, YH was requested to produce associated training records for managers and staff. YH was unable to provide any training records at that time. During the 2022 RMP/EMP review with YH, the Service requested YH provide full employee training logs for Wawona representatives of the following positions: senior management, supervisory manager, shuttle driver, human resources, maintenance staff, and bartender. Despite last year's commitment to improve training record keeping methodology, YH did not respond to this request and did not provide any training records for review. The absence of these records prevent confirmation that managers and staff with safety and health responsibilities meet qualification requirements defined in the contract and RMP and contributed to a noncompliant scoring of ID 3.1 and 3.3 (Training).

Operating procedures associated with COVID-19 safety and reporting requirements were successfully implemented and followed throughout 2022. A list of standard operating procedures associated with risk and safety and general emergency plans are included in the RMP. YH was asked to develop site specific emergency plans in 2022 and to-date has produced plans for Wawona and Curry Village. The Service expects emergency plans for the remaining sites to be completed in 2023.

YH participated in the development of parkwide evacuation plans in 2022. NPS Visitor and Resource Protection division (VRP) staff were satisfied with response and coordination efforts shown by YH. This was especially true during multiple weather and fire events where YH was proactive in their

communication and coordination with VRP. YH continued to work closely with the Service to adapt and respond to challenges associated with weather events and COVID-19 impacts.

YH continued to use an internal Damage Reporting tool to electronically report when and where issues are found. These reports allow for a quick response and are used to identify, address, and prevent repeat risks. Several examples of timely reporting of incidents include: a fire suppression repair at Badger Pass, a chimney fire in the Ahwahnee Library suite, a small cooking oil fire in the Ahwahnee kitchen, a glycol spill at the Curry Village Ice Rink, and food borne illnesses.

Unfortunately, YH struggled with timely reporting of incidents to the Commercial Services Branch for several significant events. In May, a hood system fire in the Ahwahnee kitchen occurred and was not reported to the Service in a timely manner. As noted in the 2021 AOR, this system had seen a previous fire in November 2021 which was also not reported in a timely manner. The Service requested a new test of the system and repairs be made in June. Also in May, two related water leaks occurred between the Yosemite Valley Lodge Basecamp and Mountain Room kitchens. These leaks were not initially reported to the Service and upon inspection, and mold was found in the ceiling area. In June, a fire suppression issue occurred at the Wawona Hotel. Despite the requirement of notifying the Service as soon as an emergency is discovered, this was reported to the Service six days after the event. A formal letter was sent to YH regarding compliance of contractual reporting requirements. Failure to report these incidents in a timely manner contributed to the noncompliant scoring of ID 6.2 (Reporting), a Special Attention Item.

Required annual inspections of fire alarms and fire suppression systems were not submitted in 2022. During the RMP review with YH, the Service requested these reports and YH was unable to provide them. Failure to conduct and provide these annual reports contributed to the noncompliant scoring of ID 6.3 (Reporting).

An annual comprehensive environmental and safety compliance audit, as required by the Contract (Exh. B 6.A.1), was not performed in 2022. Additionally, on-site inspections by the Service revealed that required safety inspections, including those for generators, fire systems, and fuel storage tanks, were not completed in 2022. Upon review of the Ahwahnee hood system fire incident in June, the Service called into question the validity of the inspection report provided by YH. The Service found numerous noncompliant issues with the system that a legitimate inspection should have identified and were unsatisfied with follow-up system testing. Despite a request from the Service that YH provide a new safety inspection of the hood system, the original report was again sent to the Service. In July, an additional request was made by the Service for a new system safety inspection report which was received from YH weeks later. Failure to conduct these contractually required and necessary inspections contributed to the noncompliant scoring of ID 7.1 (Inspections and Corrective Action).

During 2022, YH made significant improvement on hazard tree management and continued to utilize software to catalog hazard trees to help staff quickly find specific trees that needed to be removed. YH removed over 700 hazard trees from its land assignments and were responsive with identifying and addressing newly discovered hazard trees. Additionally, the Damages Register used by YH in 2021 to track, identify trends, and respond to hazards continued to provide valuable data to analyze and correct deficiencies in 2022.

Several examples of failures to address hazard deficiencies were identified in internal or external inspections throughout the year, however. In April, a pre-opening inspection with NPS identified damaged fire rings at Housekeeping Camp. The Service directed YH to remove these hazards, however shortly after opening some remained and a child was injured after tripping over a damaged fire ring in camp. In addition to the lack of reporting on The Ahwahnee hood system fire, YH also failed to address the hazard in a timely manner. Following June's formal letter to YH expressing concern about the validity of an inspection report on hood system equipment involved in a kitchen fire at the Ahwahnee Hotel, the Service requested a new test of the system and repairs to be submitted a week after an NPS inspection identified missed items. This request was not completed within given timeframes and in July the Service sent an additional formal letter requiring immediate action be taken after numerous attempts to retrieve an updated report from YH were unsuccessful. In September, overhead electrical line maintenance was reported as completed, however site inspections at the Valley Stables, Yosemite Valley 1000 Cabins housing area, Huff cabins, and Curry Village found that this preventative maintenance had not actually been completed. Finally, prior inspection reports of fire alarms and suppression systems indicated repeat deficiencies that are not being corrected in a timely manner. YH did not conduct and submit these required annual inspections in 2022 and the Service cannot verify if these deficiencies were corrected.

YH also struggled with addressing repeat deficiencies identified in periodic evaluations and evaluation scores reflected the need for facility safety and operational improvement. Problems persisted throughout the year with wildlife safety, despite Service inspections identifying concerns regarding food storage and overflowing trash cans. The Ahwahnee and Curry Village experienced numerous bear and wildlife incidents throughout the summer that were determined to be a result of improper waste management at outdoor food service locations, general infrastructure deficiencies, and employee negligence. These accumulated incidents contributed to the noncompliant scoring of ID 7.2 (Inspections and Corrective Action), a Special Attention Item.

YH was very proactive and responsive to multiple emergency incidents in 2022. YH was helpful during the two large fire events, the Oak Fire and Washburn Fire, that impacted Yosemite and the surrounding communities in 2022. YH worked closely with NPS staff to aid and support, prioritizing safety and health for residents and visitors, including providing shuttles for the evacuation and repopulation of Wawona, food staging at Badger Pass and Wawona, and coordination efforts at White Wolf. YH was quick to respond to additional storm related damages and impacts, including multiple wind hazard evacuations in the Valley. YH continued to respond and adjust to changing COVID-19 safety and reporting requirements throughout the year.

Finally, YH proposed and was approved to replace the Certified Fire Inspector II contract requirement (Exh. B 8.B.2.e) with a Certified Fire Inspector I certification from the National Fire Protection Association and to employ a certified first aid and CPR instructor. The Service expects these requirements to be met in 2023.

Environmental Management

Overall, YH received an Unsatisfactory for its Environmental Management Program Evaluation Report rating.

In November 2022 YH completed and submitted annual updates to its documented Environmental Management Plan (EMP). Since the departure of the Senior Safety Specialist, documented EMP roles were not updated. Notably Spill Prevention, Control, and Countermeasure (SPCC) updates were also out of date. The Service accepted the EMP in February 2023.

As noted in previous AORs, prior to the COVID-19 global pandemic, YH had a dedicated environmental management team and Environmental Manager. In 2021, YH enacted a significant restructuring of EMP roles and responsibilities that continued throughout 2022, with most responsibilities shifting to one person locally (Senior Safety Specialist) and to environmental staff from Aramark corporate offices. A new Environmental Operations and Sustainability Manager was onboarded mid-year. Although YH's Senior Safety Specialist was qualified to fill the Environmental Officer role, it is evident that YH does not currently possess the adequate specialized personnel resources to fully execute its environmental management program.

As noted in 2022, YH trained its managers on all elements of the EMP and trained hourly staff on certain elements of the EMP as it relates to their specific duties, with training requirements outlined in the updated EMP document. YH conducted its environmental management training through a combination of in-person and online training through YH's Learning Management System (LMS). All training was documented through a combination of electronic and physical training records. However, YH struggled to produce training records upon request and the records that were submitted did not fully reflect all the training outlined in the EMP. The Service looks forward to seeing a more robust training program, including improved training record management systems.

Although YH's documented EMP was accepted, it referenced several Standard Operating Procedures (SOPs) for activities with environmental impacts. Many of the SOPs YH provided as examples have yet to be updated with specific local area information as requested in 2022. Additionally, YH's SPCC plans, and emergency plans are also outdated and still require updates as previously noted.

On December 5, 2022, there was an unintentional 500-gallon Glycol release at the Curry Village Ice Rink. The Service would like to note the appropriate and timely response to the incident. It was resolved in a timely manner and notifications were made as required for this type of incident. However, it is also noted that follow-up communication was lacking necessitating direct requests from the Service to determine the outcome and disposition of the incident. The Service expects in future incidents that YH fully communicate all pertinent details to events of this nature.

YH repeatedly failed to meet Service requirements for pesticide use in 2022. YH's year-end pesticide use report, generated by contractor Sprague Pest Solutions (Sprague), listed PT-565 Plus XLO, Vendetta Cockroach gel bait, Gentrol IGR Concentrate, ULD BP 100 Contact insecticide II MGK none of which had been requested or approved for use in 2022. Although YH may submit modifications to its pesticide use request throughout the year, all products must be reviewed and approved by the Service prior to application. Additionally, it was noted during the NPS environmental audit that aerosol Bed bug spray as well as other aerosol pesticides were present throughout concessions operations without request or approval.

YH is responsible for communicating its EMP to staff and visitors. The EMP was available to all staff online through YH's internal website. Individual staff responsibilities for environmental protection and implementation of sustainability measures are identified during orientation and on-the-job

training. During the 2022 operating year, YH communicated its environmental controls and initiatives to visitors primarily through signage and at lodging check-in. YH covers topics related to appropriate trash/food storage, pest management and sightings, water conservation and protecting wildlife.

As previously mentioned, YH did not complete a contractually required environmental and safety audit in 2022. The Service expects YH to conduct an environmental and safety audit on an annual basis per the contract. Required monthly aboveground storage tank (AST), Underground storage tank (UST) along with Spill Prevention, Control, and Countermeasure (SPCC) inspection reporting data submitted to the Service was not submitted for 2022 after numerous requests from the Service and during the environmental audit process. Additionally, the 2020 YH environmental safety audit report indicated the following corrective action: "Review SPCC monthly inspection forms and ensure a form is completed for each oil containing AST with capacities of 55 gallons or more. Consider using the inspection forms provided in the SPCC plan to inspect each tank." As noted above, the Service was unable to review YH's monthly inspection reports indicating a continuing operational and programmatic deficiency in this assessment area.

The Service conducted a mandated Environmental audit from 9/22/2022 to 9/30/2022 on YH facilities, services and operations located within the park boundary and assigned to YH. The environmental audit identified 66 findings of non-compliance with applicable laws and policies. The findings from the audit detailed extensive environmental systemic/programmatic failures. The final environmental audit report was completed on 12/9/2022 and was distributed to YH for curing the noted findings. The Service looks forward to expedient and thorough resolution in 2023.

The following are the functional programmatic areas of concern noted during the audit: Air Quality Management, Fuel Storage Management, Hazardous Waste Management, Hazardous Materials Management, Solid waste Management, Universal Waste Management, Wastewater Management, Stormwater Management, Pesticide Management, SPCC Planning and Environmental, Systems Management. The details to these findings are in the previously distributed report.

Lastly, the Service noted several Contract specific environmental requirements not otherwise addressed in the EMP standards were not met in 2022, including the following:

The Concessioner must complete the following **no later than the first anniversary of the Contract effective date**: Install over 100 water monitor devices to overnight accommodation buildings, food and beverage work areas, and employee housing, to monitor water flow; Complete and provide to the Service a Water Use Report, including a 100% survey documenting water use of existing fixtures and monitoring devices; Provide the Service and its employee's access to a website monitoring daily water usage. (Exh H: Part C.J.5.d)

The Concessioner must complete the following **no later than the first anniversary of the Contract effective date**: Install over 200 electricity monitoring sensors (part of overall sensor array program) in target buildings and rooms to monitor electricity use. (Exh H: Part C.J.6.c)

The Concessioner must partner with a local university or college with an environmental program to improve its environmental systems and employ at least 2 students every season to work on implementing approved water conservation initiatives and evaluate the success of these initiatives **throughout the term of the Contract**. (Exh B: 6.C.4)

The Concessioner must fund at least 25% of a research professor's salary to support its energy conservation goals by investigating new technologies and methods. The Concessioner also must establish an internship program to include at least two graduate students to support the Concessioner's energy conservation program. Additionally, the Concessioner must employ one person to focus on the Concessioner's energy conservation program to monitor performance information and provide weekly summaries to the Environmental Manger **throughout the term of the Contract**. (Exh B: 6.C.5)

The Concessioner must educate visitors about water conservation and energy efficiency initiatives, savings, and benefits, throughout the term of the Contract, through in-room signage, non-personal interpretive information regarding conservation measures and accomplishments, twice-weekly interpretive talks, large screen displays in every lobby/registration area, and through the use of a mobile app providing water conservation status through real time data collection. The Concessioner also must implement a visitor participation program, encouraging visitors to pledge to conserve water and a monthly drawing for a free stay, which was active prior to the pandemic but did not resume in 2022. The Concessioner also must encourage the use of the public transportation system through interpretive information and discount incentives at food and beverage and retail operations. (Exh B: 6.C.6) Although YH has implemented many of these initiatives, they have not developed a mobile app providing water conservation status through real time data collection.

The Concessioner must develop a Vehicle Management Plan **within 60 days following the effective date of the Contract** that identifies all vehicles by serial number, age, style, purpose, mileage, fuel-use, etc. Based on this information, the Concessioner must implement the following no later than the first anniversary of the Contract effective date (unless otherwise stated): Eliminate at least 10 vehicles from fleet purchased from the prior concessioner; Replace at least 15 additional gasoline powered vehicles with all electric work vehicles; After (i) and (ii) are completed above, replace one third of its remaining fleet (in place prior to the effective date of the Contract) annually with hybrid or the most fuel efficient alternative technology available no later than the first, second, and third anniversaries of the Contract effective date; Any new vehicle purchased after the Contract effective date must use the most efficient alternative technology available; Establish during the first year of the Contract, and enforce throughout term of the Contract, a no-idling policy for all Concessioner vehicles and visitor transportation buses; Provide a plan regarding the location and installation of up to five vehicle charging stations and compressed air stations for Service review and approval and complete installation within one year of Service approval; Provide a mobile air compressor at all winter tire-chain installation locations and mobile tire-chain service units. (Exh B: 4.F.8.c) Although YH has implemented several of these initiatives, they have not continued to replace their fleet with the most fuel-efficient alternative technology on the schedule required by the Contract, a significant element of this Contract requirement. Progress made towards this requirement must be documented and submitted to the Service.

Provide a plan to the Service for the installation of a rooftop solar energy system, one geothermal ground loop system, and replacement of parking lot area lights with energy-efficient low pressure sodium lighting systems (powered with individual solar charging and energy storage systems) **no later than the second anniversary of the Contract effective date**. If approved, the Concession must complete installation no later than the fourth anniversary of the Contract effective date. (Exh H: Part C.J.6.b) The Service acknowledges YH did submit plans for these projects but not all were approved by the Service. The Service would like YH to submit an alternative project proposal to take the place of this Element of a Better Offer.

Several of these listed items are several years past due and were identified and documented in the 2020 and 2021 AOR(s). The Service expects YH to submit plans identifying how they will complete each of these Contract requirements in 2023.

Public Health

Overall, YH received a Marginal for its Public Health Program Evaluation Report rating.

LCDR (b) (6) [redacted] (Registered Environmental Health Specialist/Registered Sanitarian, Regional Public Health Consultant - NPS Office of Public Health (OPH)) conducted routine environmental health assessments of Concession Facilities operated by YH. Specific focus areas included: food safety and zoonotic disease prevention.

A total of 28 inspections were completed throughout the operating year including routine and pre-operational inspections. The Ahwahnee Pool (inspected 8/4/22), Yosemite Valley Lodge Basecamp (inspected 6/29/22) and Village Grill (inspected 8/18/22) received Marginal inspection ratings while Badger Pass Skier's Grill received an Unsatisfactory rating from an inspection conducted on 3/18/22.

NPS Office of Public Health advises following the detailed recommendations provided in each facility's inspection report to improve sanitation and safety of all operations.

Additionally, work on renovating the Village Store facility flooring occurred without a notification or any plan review process involving OPH (as the Regulatory Authority as defined by the FDA Food Code), and a 2022 OPH request for a Plan Review Application pertaining to the Ahwahnee Hotel kitchen project was not responded to until construction work on the facility, design and installation of a temporary kitchen had already occurred in 2023. Please ensure OPH receives a completed Plan Review Application for any renovation, alteration, or new construction involving YOSE food service facilities so proper review can occur with the goal of minimizing predictable food safety and associated operational risks and deficiencies. A food facility plan review process is a requirement of the FDA Food Code and NPS Reference Manual 83A (Public Health: Protection and Prevention).

Asset Management

Overall, YH received an Asset Management Program Evaluation Report rating of Unsatisfactory.

YH provided a detailed but incomplete Annual Concessioner Maintenance Plan (ACMP). It was submitted on time and provided maintenance expenditure details; however, review of the plan showed inspection plans and procedures that demonstrate how the Concessioner will conduct maintenance during the next calendar year were missing.

YH struggled with inspections of property and equipment during 2022 and several inspections were missed. The Service noticed several places where daily checks were not completed including housing, grease traps, roofs, generators, fuel stations, fire alarms and buildings. YH only sent the Service reports after several requests from the Service, including reports on fire system alarms from PBX. A repeat deficiency noted in 2022 was fire inspections as required repairs to critical life/safety systems identified several years ago have not been addressed. The Wawona pool fence has also been noted on inspections; compliance is complete but has not been replaced to make it code compliant. Several other areas such as electrical line and propane tank clearance have been noted on Service inspections.

Additionally, the disrepair of YH housing units and fire clearance around housing areas were identified as areas of concern.

YH struggled to address routine maintenance activities, specifically: Preventative Maintenance (PM), Recurring Maintenance, Unscheduled Repairs, and Component Renewal. The Annual Concessioner Maintenance Report (ACMR) showed several workorders that were closed out but not completed, such as filter replacements, inspections, and other PM activities. Additionally at facilities grease traps had not been pumped according to schedule. Several roofs and gutters were not cleared or repaired resulting in damage to facilities. Several areas have temporary fixes or have not been fixed from previous years storm damage. Recurring maintenance items such as, painting, cleaning, carpet replacement continue to be lacking and were not addressed in 2022. Areas that are not visitor facing including employee housing or back of house areas have suffered from continued lack of maintenance. Unscheduled maintenance repairs that were not addressed in 2022 include: ice rink men's restroom, Wawona door repairs, and boiler conversions due to failed tanks. YH indicated that some projects have not been completed because Component Renewal Reserve (CRR) funds have been depleted due to several large and unexpected projects. Projects must be completed in a timely manner regardless of an existing CRR balance. Some of the outstanding projects (including some component renewal projects) were, Wawona employee cabins roofs, Wawona Hotel Pool, The Ahwahnee Hotel elevators, and dorm roof. Pursuant to the Contract, the Concessioner is solely responsible for the maintenance of all Concessions Facilities to the satisfaction of the Service. YH improved significantly on curing the Deferred Maintenance (DM) identified in Exhibit H, and most DM was nearly complete in 2022. The remaining DM workorders at the High Sierra Camps still exist because they need to be converted to projects in 2023.

YH was timely and consistent in maintaining and keeping its CMMS current. The Service received contractual deliverables on time and YH proactively requested extensions, when needed.

Maintenance staffing continued to be a challenge for YH during 2022. The Preservation Maintenance Lead position remained vacant in 2022. Although reporting was improving toward the end of 2022, YH struggled to maintain the momentum gained in its timely reporting when key YH employees were unavailable or on leave. As previously noted in other sections of this AOR, fires at The Ahwahnee Hotel, water leaks at Tecoya A dorm and YVL, and several alarms were not reported. Also noted in previous AOR's, YH continued to struggle in submitting project closeout documentation, including the severe delay in submitting the Wawona Electrical Retrofit closeout package, and required numerous requests from the Service.

Although YH struggled in several areas related to asset management in 2022, there were several positive collaborative moments with the Service on projects, power outages and emergency maintenance issues.

Administrative Compliance Reporting

Overall, YH received a Satisfactory for its Administrative Compliance Evaluation Report rating.

The COVID-19 pandemic continued to impact YH operations in 2022, especially during the beginning of the year when COVID-19 cases were increasing. COVID-19 guidance continued to change and YH remained flexible as new guidance regarding shared housing was released in 2021 and 2022. While vaccinated employees were approved to share housing in cohorts in 2021, unvaccinated employees were still in single-occupancy units in the beginning of 2022. Updated guidance was released that

allowed unvaccinated cohorts to share housing. The Service accepted YH's Shared Housing Transition Plan in March 2022, which provided more flexibility in its efforts to hire employees and begin to normalize its operations. Additionally, YH continued to operate under Modified Operating Plans for both the summer and winter seasons, which included facility operation status, hours, modifications to services, etc. As part of the development of these plans, YH worked on internal scenario planning while COVID-19 was on the rise in January. Scenario plans included reviewing and modifying operations to keep critical visitor operations open without immediately submitting closure requests to the Service. Badger Pass successfully reopened, visitor shuttles, the Yosemite Valley Floor motorized interpretive tour, and rafting operations all resumed in 2022; however, several required services including High Sierra Camps, Tuolumne Lodge and Grill were not provided due to the ongoing pandemic and national labor shortages impacting Concessioner staffing. Although there were slight deviations from the plans due to changing conditions and visitor demand throughout the year, YH was generally proactive in requesting changes in advance and honoring specific requests made by the Service.
YH appeared to manage their staff well in 2022. New employees were provided a general on-boarding session at the start of their work period, followed by job-specific training at their work site. YH facilitated Service participation in several of the onboarding trainings and has expressed a desire to continue this partnership in the future.

In 2022 it was determined that the entire El Portal Trailer Court needed to be evacuated due to immediate life/safety concerns. Contractually, YH was assigned three trailer sites within the El Portal Trailer Court. The Service plans to work with YH to relocate those trailer sites. Additionally, YH was responsive and proactive in offering its employees an alternative housing option and was successful in relocating its interested employees to Yosemite Valley.

However, during a site visit on January 20, 2022, at the Curry Village Ice Rink, the Park's Public Health Consultant and Concessions Specialist noted the sale and service of alcoholic beverages at the ice rink were not being conducted in accordance with CC-YOSE004-16 nor with Aramark's own Leisure Alcohol Service Policy. To serve alcoholic mulled wine, the National Park Service requires staff complete an approved alcoholic beverage service training and the presence of an on-site manager who has completed a liquor law training program. Conversations with ice rink staff determined that only three out of ten employees at the ice rink had received TIPS training in 2020. Additionally, in the absence of TIPS training records requested by NPS, YH discontinued alcohol services at the ice rink.

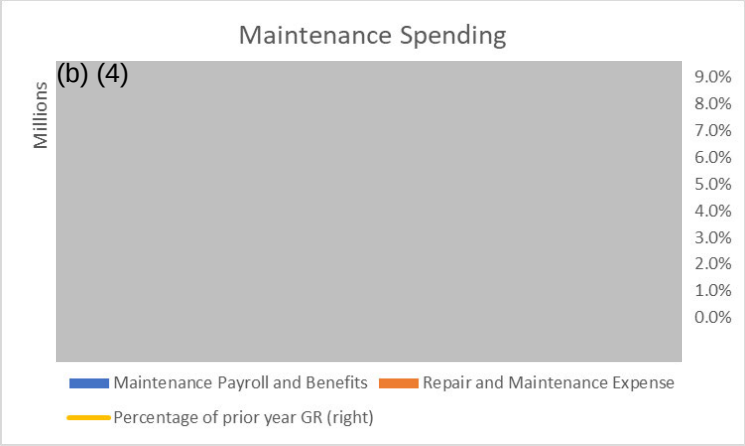
NPS law enforcement contacted the NPS Commercial Services office in April 2022 with questions regarding YH's reporting requirements for law enforcement incidents and investigations. While YH has a thorough administrative investigation process for its employees, Law Enforcement Rangers (LE) shared concerns that YH's administrative investigation process was interfering with a law enforcement investigation. YH, LE, and the Commercial Services office met to discuss the incident. YH was responsive to LE concerns and all parties were able to align on process and timelines for law enforcement investigations and YH's administrative investigations to be conducted. The Commercial Services office did not receive any other concerns regarding investigations from LE following those discussions.

As a company, YH did not receive any violations of law that the Service is aware of.

In May, the Service sent a formal letter regarding missing AGPP and a request that YH locate the missing property by end of June. YH responded in a timely manner and was cooperative in working with the Service to provide updates on locations for most of the property; however, YH indicated it was still

attempting to locate the original FURN 026B, and to date has not located it. YH also planned and successfully stored AGPP during the beginning phases of The Ahwahnee Hotel Seismic Project and will work with the Service to inventory all AGPP after The Ahwahnee Seismic Project. YH has applied RFID tags to most pieces of AGPP. YH has not inventoried and barcoded all personal property valued over $100, as required by the Contract, but plans to propose an alternative in 2023.

To assist in the fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the 2021 AFR due during this rating period, Schedule H Lines 11 and 23, YH met this requirement though their maintenance expense has been on a downward trend. It should also be noted that this requirement represents a minimum and does not excuse the Concessioner from the obligation to maintain all Concession Facilities to the satisfaction of the Director, which is discussed further in the Asset Management section of the AOR.



YH funded the Wawona Hotel electrical rehabilitation project using CRR funds. YH properly requested and accounted for the use of the CRR account. YH accounted and reported handicraft sales appropriately, with invoices or certificates of authenticity provided upon request. Franchise fee and utility payments were received on time and in the correct amounts.

YH submitted most Contract required reports and deliverables on schedule in 2022, including monthly operational stats reports, monthly customer comment reports, bi-annual management listing, annual inventory of waste streams, VTS reports, etc. Rate requests were submitted on schedule and with appropriate documentation. Operations proposals were submitted prior to implementing any new services or making significant changes to existing services.

YH's Director of Marketing departed Yosemite in early 2022 and YH filled the position shortly after. Occasionally during 2022, the Service identified that YH's website did not provide the most accurate and up to date information, including Badger Pass operations and menus for its food and beverage operations. As several entities use the YH website to locate accurate information, the Service expects YH to maintain its website and social media platforms with the most up to date information.

The Service noted several missed Contract requirements in 2022 that were not addressed in other program-specific reviews:

The Concessioner must establish a Seasonal Employee Housing Complex, subject to necessary compliance, outside the Area. This seasonal employee housing complex must be fully furnished and house approximately 430 seasonal employees and include food service, training, and recreational facilities. The Concessioner must move the seasonal employees out of the Area **no later than the second anniversary of the Contract effective date. (**Exh B-7: 3.C.4)

The Concessioner must establish a comprehensive wireless communication system and array of sensors **no later than the first anniversary of the Contract effective date,** to accomplish the following: optimize its "just-intime" delivery of merchandise, monitor the use of purchased electricity, monitor water use, monitor food storage temperatures, track fuel transfers to company vehicles, shuttles, and buses, monitor vehicle positions and speeds, and monitor underground and aboveground storage tanks. The Concessioner will track all of this information at the Support Facility. The Concessioner must implement the use of its "Road Net" transportation management software system, as part of its sensor array, to ensure employees arrive at designated times and to schedule deliveries **no later than the first anniversary of the Contract effective date.** (Exh B: 11.A.3)

The Concessioner must stage and store all preposition construction materials, heavy equipment, new personal property ready for transfer into the Area, deconstruction debris, used personal property, and other materials coming out of the Area at its forward staging area. The Concessioner will move necessary materials into the Area at night to reduce traffic and visitor distraction. (Exh B: 11.A.2)

No later than the second anniversary of the effective date of the Contract, the Concessioner must inventory, determine the condition of, and bar code all personal property valued at $100 or more. On items determined by the Service and Concessioner to be high value, the Concessioner must place a radio frequency identification (RFID) tag to track personal property. (Exh H: A.9.A)

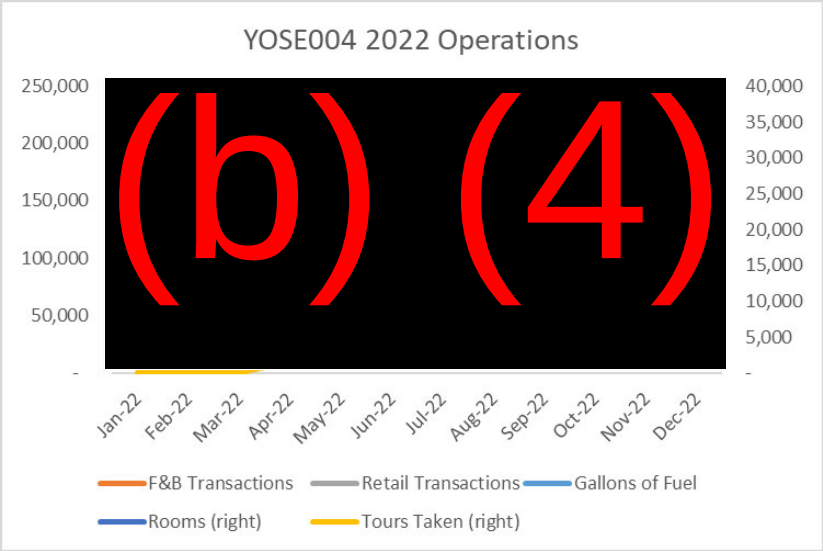
Some of these listed items are several years past due and all were also included in the 2020 and 2021 AOR's. Additional details are provided in the "Future Plans for Concession Operations" section of this narrative.

During the 2023 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

Annual Visitor Use Statistics / Utilization Data

To limit peak season crowding, the Service implemented a peak hour's reservation system May 20 through September 30. White Wolf Lodge, Tuolumne Meadows Lodge, and the High Sierra Camps remained closed in 2022, in addition to many special events, recreational services, tours, etc. However, overall revenue returned to levels similar to pre-pandemic range.

In all months, YH submitted the required consolidated Operational Performance Report by Use (stats report) on time to the Service.



Problems/Issues and Resolutions

Although many of the topics below were identified and detailed in previous sections of this narrative, several of these areas continue to be trending issues.

The Service recognizes staffing challenges continue to be a nationwide challenge. YH was responsive in hiring its necessary transportation and recreation positions throughout 2022. However, food and beverage services experienced significant challenges brought on by the COVID-19 pandemic including supply chain issues, staffing, and inflation in 2022. Most operations continued in some modified state, such as touchless buffet options at the Ahwahnee and Wawona dining rooms during the first half of the year, and YH managers were constantly adjusting menu availability to address and manage daily changes in staffing levels. To focus available staff at high demand locations in the Valley, Starbucks, the Curry Village Meadow Grill, and the Tuolumne Meadows Grill remained closed through 2022.

Weekly check-ins with NPS provided numerous opportunities to coordinate plans and respond to visitor comments and periodic evaluation findings, however the departure of a head chef in September decentralized these communications with mixed results. YH struggled with addressing repeat deficiencies identified in periodic evaluations and evaluation scores reflected the need for facility and operational improvement. YH's head chef position remains vacant.

Recognizing a continuing nationwide driver shortage, YH responded to these concerns of inadequate coverage by increasing their outreach and incentives to attract additional drivers. Though towing operations struggled at times during the year, YH made significant efforts to attract and retain drivers and were generally successful at providing coverage. YH also expanded their service station staffing hours and availability for snow chain sales and rentals to match contract requirements.

Fueling options within Yosemite in 2022 saw the return of staffed service stations in El Portal and Wawona. Fuel remained available 24-7 and infrequent fuel availability incidents were quickly remedied with the vendor. YH expanded service station hours to meet contract requirements as staffing availability allowed and improved availability of snow chains in the winter season.

Despite YH's efforts to hire and retain key leadership positions and YH's consistent updates to the Service, staffing continues to be a challenge. The Senior Human Resources Lead and the Preservation Maintenance Lead also remain vacant. Additionally, the Service continues to have concerns regarding the Senior Safety Specialist position and the increased complexity of the position after the restructuring. Duties of previous teams were absorbed into a single position in 2021 and continued throughout 2022. As previously mentioned in this AOR and previous AOR's, the lack of adequate staffing to carry out the standards of Risk and Environmental Management Programs continues to suffer.

Inspections, reporting and routine maintenance on YH assigned facilities continues to be a trending issue. Project related closeout documentation remains outstanding for some projects dating back to 2016. The Service expects YH to improve timely submission and to provide complete project closeout documentation.

Wildlife concerns and issues of improperly stored food, trash, and recycling were particularly significant during the summer months. Repeated food storage issues occurred at several back docks including: The Ahwahnee, Curry Village, and the Village Grill over several months. Non-bearproof trashcans were identified at The Ahwahnee. At Curry Village doors were unsecured, trash was overflowing, and a freezer trailer was left unlatched. Additionally, a bear was reported on the pizza deck. Multiple issues occurred at the Village Grill including, large industrial size bags of food trash and recycling left out and an incident occurred of a bear obtaining food, trash, and recycling.

Accomplishments or Outstanding Work

While the nation was still recovering from the COVID-19 pandemic during 2022, YH continued to strive to meet the needs of visitors, employees, and the Service.

Balancing nationwide driver shortages with visitor and park demands for shuttle services, the beginning of 2022 saw YH continue to provide two temporary routes designed to maximize service to the most popular and busy areas of the Valley. YH prioritized the filling of Transportation Director, Transportation Manager, and Garage Manager positions and was quick to replace unexpected turnover when possible. Efforts to increase staffing and retain drivers and mechanics were ever present throughout the year and YH was able to provide timely and reliable service for most of the year. In the summer, driver numbers were supplemented by school bus hires and VTS was able to match the visitor demand.

In February, YH provided additional shuttle support during the Horsetail Fall event that greatly helped manage the large crowds. In May, YH began operating two new permanent routes that were developed in conjunction with a permanent change to the Valley traffic pattern. YH was proactive in the nuanced development of these routes and communication from YH's dispatch and VTS staff was excellent. YH provided feedback and participated in the planning stages of NPS projects to update shuttle stops and to permanently implement traffic flow changes.

Throughout the year, YH provided timely monthly usage statistics (odometer, fuel, maintenance) and an updated budget and operating plan. YH provided staff assistance for continued Avail Technologies installation and the retrofitting of ten shuttles to improve ridership data and experience, continued to repair out-of-service vehicles, and provided reports and budget analysis upon request.

YH was successful with the transition and removal of all single-use plastic beverage containers from its retail sales facilities, as well as the implementation of reusable pallet wraps for shipping activities. These efforts demonstrate YH's commitment to reducing the environmental impact that results from these activities.

The Yosemite Mountaineering School provided safe, educational, and high value experiences to visitors throughout the year. Rental equipment and record keeping were well kept, and the staff prioritized park and wilderness values during their guided services. YMS staff participated in multiple outreach and community activities and provided visitors with a unique opportunity to experience the vertical and expansive Yosemite backcountry.

The Yosemite Valley Floor motorized interpretive tours resumed in 2022. YH staff worked closely with NPS interpretive rangers to provide excellent visitor experiences. Though several issues arose with unprofessional drivers, YH responded promptly and appropriately to address concerns.

YH continued to expand their rental bicycle inventory and made e-bikes available at The Ahwahnee and an additional Village bike rental location permanent to meet the increased demand. Evaluations revealed a rental system that seamlessly implemented COVID-19 precautions and sanitation requirements. YH did an excellent job managing safety and demand of their bicycle rental operations in 2022.

Raft rentals returned in 2022 with great success as well. Visitors reported being extremely satisfied with the experience and YH worked closely with NPS to establish safe and low-impact launch locations and protocols.

The 21/22 season saw the successful reopening of the Badger Pass Ski Lodge and Nordic operations. YH developed and updated their operations plans with COVID-19 safety considerations and provided weekend shuttle service to the public. Lessons and food and beverage services were phased in, however reduced staffing contributed to frequent service interruptions. The end-of-season closures of Nordic and alpine operations were somewhat abrupt and caused confusion amongst NPS and ski patrol staff. YH agreed to improved communications to ensure each partner has time to adjust work schedules and plans in future seasons.

YH continued to maintain Badger Pass throughout the summer and staff were ready when a pre-opening storm brought a significant amount of snow to the area for the 22/23 season. YH worked with NPS staff, including wilderness and law enforcement, to coordinate access, provide EMS services from a new vendor, and to keep the runs open through multiple storms and a very snowy winter.

Due to the Tuolumne Campground rehabilitation project, Tuolumne Search and Rescue (TM SAR) did not have housing during the summer. Since the Tuolumne Lodge (TM) did not open in 2022, YH supported TM SAR operations by allowing them use of the TM Lodge area for housing.

YH worked with the Service Tribal Liaisons to formalize an agreement and coordinate overnight camping space at the TM Lodge for participants of the Trans-Sierra Traditional Walk.

The Service and YH mutually agreed to having the High Sierra Camps remain closed during 2022 in part due to inoperable NPS water infrastructure at the camps. Accounting for potable water and environmental concerns, including drought, public health, and stock use, YH worked closely with NPS

staff to develop alternative loop and food and beverage options while recognizing a multiyear waitlist and high demand for a 2023 opening. Despite the closure in 2022, YH sent out work crews to address deferred maintenance and prepare the camps for 2023. YH gave a presentation highlighting the work that was accomplished, however no follow up detailing work order updates were provided.

Future Plans for Concession Operations

As previously detailed in this narrative, several contractually required projects and initiatives remain incomplete. In September 2022, the Service sent YH a formal letter regarding its outstanding unmet Contractual obligations, which were also discussed during the review of the 2021 Annual Overall Rating (AOR). YH provided a response to the formal letter with the status of outstanding Contract requirements and/or committed to deadlines, some of which were commitments by the closeout of the 2022 calendar year. Certain commitments by the end of the calendar year were not met. The Service continues to work with YH to determine next steps in meeting outstanding contractual requirements.

YH began preparation efforts for The Ahwahnee Hotel Seismic project in October 2022 and seismic work began January 2023. Although the project is fully funded and managed by the Service, YH will continue to be highly involved in planning and logistics for the duration of the project. Although this work and associated the planned closure will have significant impacts on YH operations, the project is necessary to meet compliance with modern building codes and repair the severely damaged kitchen floors. Construction will remain underway throughout 2023, but YH will reopen The Ahwahnee in March 2023.

YH continues to dedicate efforts toward hiring its key leadership positions and the Service looks forward to continued updates of its recruiting efforts throughout 2023.

The Wawona golf course remained closed throughout most of 2022 due to a large NPS project updating the Wawona wastewater treatment plant that established a leach field at the 7th fairway, the Washburn Fire, and a combination of drought and a leaking water tank that hampered maintenance and watering. The course was briefly open from June 1 through July 8, however fire response and air quality associated with the Washburn Fire ended the season early. YH assigned a gardener to the golf course to continue watering and maintenance of the course throughout the year. NPS anticipates a full opening of the golf course in 2023.

Visitor Satisfaction

For the period of January 1, 2022, to December 31, 2022, the concessioner collected 15,484 surveys and submitted a summary of the surveys to the Service with the following results:

The Ahwahnee Hotel (AH) lodging and associated services:

- AH Hotel: 2,849 surveys; 77.7% overall customer satisfaction
- Dining Room: 3 surveys; 53.26% overall customer satisfaction
- Bar: 0 surveys; no rating available
- Sweet Shop: 11 surveys; 92.40% overall customer satisfaction
- Gift Shop: 23 surveys; 95.28% overall customer satisfaction

Curry Village (CV) lodging and associated services:

- CV Lodging: 4,355 surveys; 77.12% overall customer satisfaction

- Pavilion: 7 surveys; 47.33% overall customer satisfaction
- Pizza Deck: 5 surveys; 90.06% overall customer satisfaction
- Mountain Shop: 19 surveys; 98.00% overall customer satisfaction
- Grocery and Gift Shop: 65 surveys; 91.39% overall customer satisfaction

Yosemite Valley Lodge (YVL) lodging and associated services:

- YVL Lodging: 5,363 surveys; 75.99% overall customer satisfaction
- Basecamp Eatery: 93 surveys; 72.35% overall customer satisfaction
- Mountain Room Restaurant: 6 surveys; 91.64% overall customer satisfaction
- Gift Shop: 57 surveys; 92.48% overall customer satisfaction

Housekeeping Camp (HSKC) lodging and associated services:

- HSKC Lodging: 1,328 surveys; 74.50% overall customer satisfaction
- HSKC Retail Services: 21 surveys; 84.99% overall customer satisfaction

Wawona (WA) area lodging and associated services:

- WA Hotel: 1,601 surveys; 76.24% overall customer satisfaction
- Dining Room: 4 surveys; 95.00% overall customer satisfaction
- Store: 12 surveys; 84.63% overall customer satisfaction

Additional Services:

- Degnan's Deli: 10 surveys; 73.56% overall customer satisfaction
- Village Store: 230 surveys; 88.98% overall customer satisfaction
- Glacier Point Gift Shop: 4 surveys; 94.76% overall customer satisfaction

The Service received only eight visitor comments via mail, email, and on-site comment cards; not included are comments received through social media sources (Facebook, Twitter, etc.). The Service forwards all visitor comments to YH, in addition to responding directly to the commenter.

Comments included concerns about food quality, general poor service quality from staff, High Sierra Camps (HSC) closure, HSC lottery, Valley shuttles, YH's website, a retail display, and Tuolumne Meadow Lodge and White Wolf Lodge closures due to staffing shortages.

There were no employee comments this year via mail, email, and on-site comment cards.

United States Department of the Interior - National Park Service

Form 10-ADM - Administrative Compliance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2022
Contract Number:	CC-YOSE004-16		

Instructions:

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:

- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.

- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

- For 8.B., use the concessioner's due date for their 2021 Annual Financial Report to complete the evaluation. If the 2021 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	During the 2022 operating year, due to the ongoing COVID-19 pandemic, YH continued to operate under a modified operating schedule. In December, a formal letter was issued to rescind all COVID-19 related Contract modifications.
	1.2*	All services provided by the Concessioner were authorized by the Contract.	Yes	
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	No	During a site visit on January 20, 2022, at the Curry Village Ice Rink, the Park's Public Health Consultant noted the sale and service of alcoholic beverages not being conducted in accordance with requirements in CC-YOSE004-16 nor Aramark's Leisure Alcohol Policy.
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	No	The Service sent a formal letter to YH in May 2022 regarding missing AGPP and requested an update from YH on its efforst to locate the missing property. YH responded in June; however, is still unable to locate FURN 026B.
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	N/A	
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.		
	5.4	The Concessioner started the project on time.		
	5.5	The Concessioner completed the project on time.		
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.		

6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	To assist in fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the 2021 AFR, due this rating period, 2020 gross receipts and Schedule H, Lines 11 and 23, the Concessioner met this requirement.
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	Yes	
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	
7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	YH and the Service mutually agreed upon an alternative for continued use of surety bond in lieu of contract specified deductibles.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	2021 AFR was initially submitted January 28, 2022 and a revised version was resubmitted April 12, 2022
	8.3*	The Concessioner submitted the AFR on time.	Yes	
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	Yes	Consolidated Operational Performance Report by Use (stats report) submitted on time.
		ii. Customer Comment Reports	Yes	Submitted on-time monthly.
		iii. Hours of Operation	Yes	
		iv. Management Listing	Yes	Management listing was provided bi-annually, as required.
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	Yes	
		vii. *Any additional pertinent reports*	Yes	VTS reports were submitted as required. All recreation reports submitted on time.
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	

12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	Electricity is provided by PG&E and passed through to the Concessioner by NPS-owned infrastructure.
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes	
13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	Yes	YH's website did not always reflect accurate opening dates/hours and menus. The Service notified YH staff to correct errors identified on its website.
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	Several Contract requirements not addressed in other program-specific reviews have not been met, including: - Establish a forward staging area outside of the Area. - Establish a comprehensive wireless communication system and array of sensors. - Establish a Seasonal Employee Housing Complex outside the Area. - Barcode all personal property valued at $100 or more.

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Services and Operations	100.0%	9. Other Reporting Requirements	100.0%
2. Concessioner Personnel	66.7%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	50.0%	12. Special Provisions – Utilities	100.0%
5. Construction or Installation of Real Property Improvement	n/a	13. Advertising and Promotional Materials	100.0%
6. Tracking and Payment of Required Fees	100.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
26	3	0	9	29

Administrative Compliance Score	**89.7**
Adjusted Administrative Compliance Score	**89.7**
Rating	**Satisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park: Yosemite National Park

Concessioner DBA: Yosemite Hospitality, LLC

Concessioner Name: Yosemite Hospitality, LLC

Year of Operation: 2022

Contract Number: CC-YOSE004-16

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
AH / Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	2				2.0	**6.0**
AH / Bike Stand	Rentals – Recreational Equipment	2 - Medium	4				4.0	**8.0**
AH / Dining Room	Food and Beverage – Fine Dining	3 - High	2				2.0	**6.0**
AH / Employee Dorms	Employee Housing	2 - Medium	2				2.0	**4.0**
AH / Employee Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
AH / Gift Shop	Retail	1 - Low	5				5.0	**5.0**
AH / Rooms and Cottages	Lodging - Upscale	2 - Medium	5				5.0	**10.0**
AH / Sweet Shop	Retail	1 - Low	5				5.0	**5.0**
BP / Ski Operations	Ski Services	2 - Medium	4				4.0	**8.0**
CF / Gas Station	Automobile Services	2 - Medium	2				2.0	**4.0**
CF / Grocery Store	Retail - Convenience	2 - Medium	2				2.0	**4.0**
CV / Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3				3.0	**9.0**
CV / Bike Stand	Rentals – Recreational Equipment	2 - Medium	3				3.0	**6.0**
CV / Coffee Corner	Food and Beverage – Quick Service	3 - High	1				1.0	**3.0**
CV / Cooks Tents	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Cooks WOBs	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Dorms, Wellness Center	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Huff Cabins & Rec Trailer	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Huff Tents	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Stables Cabins	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Stable Tents	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Grocery and Gift Shop	Retail	1 - Low	5				5.0	**5.0**
CV / Hardsided Lodging	Lodging – Basic	2 - Medium	4				4.0	**8.0**
CV / Ice Rink	Skating Rinks	2 - Medium	3				3.0	**6.0**
CV / Mountain Shop	Retail	1 - Low	5				5.0	**5.0**
CV / Pavilion	Food and Beverage – Family Casual Dining	3 - High	3				3.0	**9.0**
CV / Pizza Patio	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
CV / Mobile Raft Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
EP / Service Station	Automobile Services	2 - Medium	4				4.0	**8.0**
HKC / Lodging Units and Showers	Lodging – Rustic	2 - Medium	3				3.0	**6.0**
WA / Lodging	Lodging – Midscale	2 - Medium	3				3.0	**6.0**
YV / Valley Floor Tour	Guided Land Services	3 - High	3				3.0	**9.0**
YVL / Basecamp	Food and Beverage – Fast Casual	3 - High	2				2.0	**6.0**
YVL / Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**

YVL / Employee 1000 Cabins	Employee Housing	2 - Medium	1				1.0	**2.0**
YVL / Gift and Grocery	Retail	1 - Low	4				4.0	**4.0**
YVL / Lodging	Lodging - Midscale	2 - Medium	2				2.0	**4.0**
YVL / Mountain Room Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	2				2.0	**6.0**
YVL / Mountain Room Restaurant	Food and Beverage – Upscale Dining	3 - High	2				2.0	**6.0**
YVL / Pool	Swimming Pools	2 - Medium	4				4.0	**8.0**
YV / Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
YV / Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	1	1			1.0	**3.0**
YV / Lost Arrow Cabins	Employee Housing	2 - Medium	2				2.0	**4.0**
YV / Lost Arrow Dorm	Employee Housing	2 - Medium	2				2.0	**4.0**
YV / Tecoya Dorms	Employee Housing	2 - Medium	2				2.0	**4.0**
YV / Grill	Food and Beverage – Quick Service	3 - High	3				3.0	**9.0**
BP / Skiers Grill	Food and Beverage – Quick Service	3 - High	2				2.0	**6.0**

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

As per letter dated 03/26/2019 from NPS to Yosemite Hospitality, YOSE NPS weights the periodic evaluations by these categories:
High: Visitor Transportation System and Food & Beverage
Medium: Lodging, Recreation, Employee Housing, Fuel
Low: Retail, Interpretation

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score	**59.8**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

ADDITIONAL NOTES / COMMENTS

United States Department of the Interior - National Park Service

Form 10-PHP - Public Health Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2022
Contract Number:	CC-YOSE004-16		

Instructions:

Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	12	Ahwahnee Hotel Kitchen, Ahwahnee Hotel Bar, Curry Village Pavilion, Curry Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Wawona Hotel Kitchen, Yosemite Valley Lodge Basecamp, White Wolf	Tuolumne Lodge and White Wolf were not inspected in 2022.
Snack Bars	8	Glacier Point Snack Bar, Wawona Hotel Pro Shop, Curry Village Peet's Coffee, Badger Pass Snack Bar and Grill, Badger Pass Snowflake Room, Tuolumne Meadows Grill, Village Grill, Meadow Grill, Starbucks	Glacier Point Snack Bar, Curry Village Peet's Coffee, Tuolumne Meadows Grill, Meadow Grill, and Starbucks were not inspected in 2022.
Grocery	6	Curry Village Gift and Grocery, Village Store, Houskeeping Camp Store, Crane Flat Grocery Store, Tuolumne Store, Wawona Grocery Store, Yosemite Valley Lodge Gift and Grocery	Curry Gift and Grocery, Crane Flat Grocery, Yosemite Valley Lodge Gift and Grocery were not inspected in 2022.
Pre-Packaged	3	Ahwahnee Sweet Shop, Yosemite Hospitality Warehouse, Badger Pass Sport Shop	YH Warehouse was not inspected in 2022.
Bar	1	Curry Village Bar 1899	
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	Glacier Point Ski Hut and High Sierra Camp facilities were not inspected in 2022.
Temporary (Identify)	1	Wawona Hotel BBQ	Wawona Hotel BBQ was not inspected in 2022.
Vending			
Mobile			
Thermal Water			
Swimming Pools	4	Wawona Hotel Pool, Ahwahnee Hotel Pool, Yosemite Valley Lodge Pool, Curry Village Pool	Curry Village Pool was not inspected in 2022.
Other			
Total Number of Facilities:	41		

ADDITIONAL NOTES / COMMENTS

Pool and food service inspections were conducted by LCDR (b) (6) [redacted] (REHS/RS), Regional Public Health Consultant, NPS Office of Public Health (OPH). Food service operations were assessed to ensure compliance with the 2017 Food and Drug Administration (FDA) Food Code. Swimming pool facilities were inspected in accordance with standards from the Centers for Disease Control and Prevention's 2018 Model Aquatic Health Code. A total of 28 inspections were completed throughout the operating year including routine and pre-operational inspections. YH received an overall Marginal rating for its Public Health Program Evaluation Report. Specifically, Ahwahnee Pool (inspected 8/4/22), Yosemite Valley Lodge Basecamp (inspected 6/29/22) and Village Grill (inspected 8/18/22) received Marginal inspection ratings while Badger Pass Skier's Grill received an Unsatisfactory rating from an inspection conducted on 3/18/22. We advise following the detailed recommendations provided in each facility's inspection report to improve sanitation and safety of all operations. Lastly, work on renovating the Village Store facility flooring occurred without a notification or any plan review process involving OPH (as the Regulatory Authority as defined by the FDA Food Code), and a 2022 OPH request for a Plan Review Application pertaining to the Ahwahnee Hotel kitchen project was not responded to until construction work on the facility, design and installation of a temporary kitchen had already occurred in 2023. Please ensure OPH receives a completed Plan Review Application for any renovation, alteration, or new construction involving YOSE food service facilities so proper review can occur with the goal of minimizing predictable food safety and associated operational risks and deficiences. A food facility plan review process is a requirement of the FDA Food Code and NPS Reference Manual 83A (Public Health: Protection and Prevention).

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	24	2400
# Marginal	3	150
# Unsatisfactory	1	0
Total	28	2550

Public Health Score	**91.1**
Adjusted Public Health Score	**84.0**
Rating	**Marginal**

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

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

Version 4.5.22

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2022
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	For most of the year, a Senior Safety Officer was identified and resided in the park. In November, the Senior Safety Officer relocated and a new safety and health official has not since been identified.
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	The responsibilities and program area restructuring that YH enacted in 2020 are documented and included in the 2022 RMP.
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	No	Resources are documented and identified in the RMP, however incident response and prevention proved insufficient. Documented issues with facility safety, inspections, reporting, and food storage indicated that present resources are not adequate to fully realize and execute the RMP.

3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	No	In September, the Service conducted an Environmental Audit of concessioner properties in the park and requested risk-related training records for managers and staff from YH. YH was unable to provide any training records related to risk management at that time. A follow up date in February 2023 was set to provide these records, however YH was unable to provide any training records that could verify qualification requirements. The Service is therefore unable to determine if managers and staff with safety and health responsibilities meet qualification requirements.
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	
	3.3	The concessioner has conducted and documented all training.	No	As part of the September Environmental Audit of concessioner properties, YH was requested to produce associated training records for managers and staff. YH was unable to provide any training records at that time. During the 2022 RMP/EMP review with YH, the Service requested that YH provide training records related to Risk Management, as well as training records for Wawona representatives of the following positions: senior manager, supervisor, shuttle driver, human resources, maintenance staff (general, garage, electrician), and bartender. Despite a commitment last year to improve training record keeping, YH was unable to provide any of the requested training records.
4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	Operating procedures associated with COVID-19 safety and reporting requirements were successfully implemented and followed throughout 2022. SOP list is included in RMP.
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	YH was asked to develop site specific emergency plans in 2022. To date, YH has produced these plans for Wawona and Curry Village and expect to complete the remaining sites in 2023.
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	RMP is available online. Also as part of employee inbriefing, staff receive risk management training and refresher training.
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	Public signage relating to hazard communication is found throughout YH land assignments, including: - Lodging registration cards (hanta virus and food storage) - COVID signage, sanitizer stations, monitoring and enforcement - Acknowledgement of Risk forms - Evacuation maps in all lodging facilities/rooms
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	NPS Visitor and Resource Protection division provides primary response to all emergencies. VRP staff acknowledged positive communication and coordination with YH, particularly during severe weather and fire events. YH participated in the development of parkwide evacuation planning in 2022.

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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	A matrix of all required reports and documents is included in the RMP. The matrix will continue to be updated as additional reporting requirements are identified. Plans, reports, and other documentation required by regulatory agencies were submitted accordingly.
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	No	While several serious incidents were reported in a timely manner, including a fire suppression issue at Badger Pass, a chimney fire, and small kitchen fire at the Ahwahnee, and a glycol spill at the Curry Village ice rink, multiple significant events occurred without timely reporting to the Service. In June, a formal letter was sent to YH regarding compliance with contractual reporting requirements. In May, a hood system fire in the Ahwahnee kitchen occurred without being reported to the Service in a timely manner. A previous fire, which occured in Novenmber 2021, was also not reported in a timely manner. The Service requested a new test of the system and repairs be made in June. Also in May, two related water leaks occurred between the Yosemite Valley Lodge Basecamp and Mountain Room kitchens. These leaks were not initially reported to the Service, and mold was found in the ceiling area upon inspection. In June, a fire suppression issue occurred at the Wawona Hotel. Despite the requirement of notifying the Service as soon as an emergency is discovered, this incident was not reported to the Service until six days after the event.
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	No	Annual inspection requirements for fire alarms and suppression systems were not submitted in 2022. During the RMP review with YH, the Service requested these reports but YH was unable to provide them.
7. Inspections 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.	No	On-site inspections have shown that required safety inspections were not completed (generators, fire systems, fuel storage tanks, etc.) in 2022. The contractually required safety audit was also not completed in 2022. The validity of an Ahwahnee kitchen fire system report was called into question after numerous items that should have been identified and repaired were found to be noncompliant in a separate NPS inspection in June. The Service sent a formal letter to YH expressing concern about the validity of the report and requested a new test of the system and repairs to be made immediately. This questionable report was again sent to the Service in response to its request for a new inspection and an additional request was made by the Service before receiving a valid inspection report weeks later.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	No	Following the Ahwahnee hood system fire, necessary repairs identified in NPS and YH inspections of the Ahwahnee kitchen fire system were not completed within given timeframes and in July the Service sent an additional formal letter requiring immediate action be taken after numerous requests for repairs and an updated report from YH were unsuccessful. In April, a pre-opening inspection with NPS identified damaged fire rings at Housekeeping Camp. The Service directed YH to remove these hazards; however, shortly after opening, some remained and a child was injured after tripping over a damaged fire ring in camp. YH did not meet annual inspection requirements in 2022 for fire alarms and suppression systems. Previous inspection reports indicated that deficiencies are not being corrected in a timely manner. YH removed over 700 hazard trees from its land assignments and were responsive with identifying and addressing newly discovered hazard trees. YH continued to utilize their Damages Register to track, identify trends, and respond to hazards in 2022. This system has not been utilized since the previous Safety Officer relocated in November; however, YH has adopted a similar system to accomplish these tasks.

8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	YH was proactive and helpful during the two large fire events, the Oak Fire and Washburn Fire, that impacted Yosemite and the surrounding communities in 2022. YH worked closely with NPS staff to provide assistance and support, prioritizing safety and health for residents and visitors, including the evacuation and repopulation of Wawona, food staging at Badger Pass and Wawona, and coordination efforts at White Wolf. YH were quick to respond to additional storm-related damages and impacts, including wind hazard evacuations at Curry Village. YH continued to respond and adjust to changing COVID-19 safety and reporting requirements throughout 2022.
	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.	Yes	Investigations and responses are documented in the Damages Register. This Register has not been updated since November, however YH are documenting incidents in a similar manner. YH procured a software platform called Fulcrum which allows for geotags, photos, GIS data and comments to be captured in field and to quickly generate related reports.
9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	The RMP submitted in 2022 contained minimal updates, consisting only of staffing and assignment updates.
	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	Yes	YH proposed and was approved to replace the Certified Fire Inspector II contract requirement with a Certified Fire Inspector I and to employ a certified first aid and CPR instructor. These requirements are expected to be met in 2023.

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Risk Management Program (RMP)	100.0%	7. Inspections and Corrective Action	0.0%
2. Responsibility and Accountability	66.7%	8. Hazard Incident Investigations and Abatement	100.0%
3. Training	33.3%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	100.0%
5. Communications	100.0%		
6. Reporting	33.3%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
17	**7**	**2**	**0**	**24**

Risk Management Score	**70.8**
Adjusted Risk Management Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2022
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	
	1.2**	The EMP is documented.	Yes	
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	YH's Environmental Officer was deemed as fully qualified by the organization and according to contract terms however, detailed definition of qualifications and training required for Environmental Officer are not stated in EMP. The Service request this be implemented prior to or with the next EMP submission.
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	No	Based on numerous findings of the Service Environmental Audit, YH currently has insufficient staffing to meet the needs of the program and manage it effectively. Currently, YH only has two people running the entire Environmental Management Program, and one of those staff members is relatively new. The lack of corporate resources dedicated to EMP has compromised YH's ability to effectively administer and manage the program.
3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	No	Management training records were not provided upon repeated request, leaving the service unable to validate the level of competency and other management qualification requirements.
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	Training requirements for Environmental Officer were not documented in the EMP.
	3.3	The concessioner has conducted and documented all training.	No	Required training records, as documented in the EMP, were unavailable during the NPS audit or upon request of the service during the annual review process, leaving the service unable to validate completion or existence of training occurance.

4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	Yes	EMP plans and SOPs were developed, included, and documented as appendices to the EMP; however, many are not updated with specific local area information, which was requested in 2022.
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	The Curry Ice Rink glycol spill was sufficiently addressed, demonstrating the efficacy of the notification flowchart developed by YH. Nonetheless, this incident illustrates the need for a thorough review of site-specific plans and improved communication during such incidents. During the 2022 environmental audit, the possibility of contaminated storm water introduction to the adjacent creek was noted. Additionally, the lack of an oil-water separator was identified at the Valley Garage. Consequently, greater attention must be dedicated to the maintenance of the stormwater program.
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	Yes	The concessioner provided effective communication and education to visitors regarding pest and wildlife issues and water and energy conservation initiatives. The Service looks forward to progress being made in communicating solid waste disposal information to visitors in the 2023 operating year. During the 2022 environmental audit, numerous locations with deficient environmental controls were noted. Specifically, fuel system warnings and emergency shutoff directions were either missing or deteriorated and illegible at concessioner fuel facilities.
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	YH participated in park-wide emergency planning and has submitted required Hazardous Materials Business Plans to the county, as required. Additionally, other agreements are in place, as appropriate.
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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	No	After repeated requests through the audit and annual review process, numerous records management issues regarding environmental program areas were identified. YH failed to produce required fuel storage tank inspection logs, fuel delivery system inspections, and hazardous material delivery manifests. California Air Pollution Reduction Board (CARB) mandated generator run-time and maintenance logs were not present or were incomplete. Delivery system inspections and hazardous material delivery manifests also were not produced when requested by the service.
	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.	Yes	The Service is not aware of any incidents in 2022.
	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.	Yes	The Service is not aware of any violations in 2022.
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	Yes	The service was not included or forwarded the resolution communication between the county and YH regarding the Curry Ice Rink Glycol spill. The service had to request that information to determine the outcome and resolution of the incident.

7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	No	Required monthly AST/UST inspections were not completed or documented in accordance with regulation, as noted in the audit. Additionally, vendor inspection records were not submitted and could not be validated. Finally, YH did not complete the annual environmental audit for 2022. Although this requirement was waived for this year, it needs to be completed annually moving forward.
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	No	Systemic records management and administrative deficiencies were noted during the last AOR and continue to be an ongoing issue. The environmental audit revealed numerous procedural errors present throughout operations, including noncompliance with hazardous waste, solid waste disposal, and fuel management SOPs by YH employees and contracted vendors. Additionally, insecticides (bedbug spray, insect repellents and other aerosol pest killers, etc.) were used at YH properties that were not listed on the Annual Pesticide Use Proposal in violation of service integrated pest management procedures. Moreover, this is a repeat finding. Finally, universal waste accumulation of over 55 gallons at satellite hazmat collection sites was noted.
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	
	7.4*,***	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	No	YH did not revise expired SPCC plans as required and noted during 2022 EMP review and previous operating year AOR.
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	N/A	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	No	Concessioner has not implemented Litter Abatement Program. Several Contract requirements not addressed in other program specific reviews have not been met, including: - Implement a Vehicle Management Plan - Replace all fuel oil stationary backup generators with propane or fuel-cell technology. To date only one has been replaced. - Install a rooftop solar energy system and geothermal ground loop system. The Service expects YH to submit a request for replacement EBO. During the 2023 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

** indicates a Special Attention Item*

*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS
The Service would like to note the concessioner's success with the transition and removal of all single-use plastic beverage containers from its retail sales facilities, as well as the implementation of reusable pallet wraps for shipping activities. These efforts demonstrate YH's commitment to reducing the environmental impact that results from these activities. Nonetheless, the NPS Environmental Audit conducted this operating year noted a total of sixty-six findings across YH facilities. These findings demonstrate multiple deficiencies within YH's Environmental Management Program and a general lack of adherence to environmental contractual obligations; YH standard operating procedures; and laws, regulations, and industry standard Best Management Practices (BMPs).

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	75.0%
2. Responsibility and Accountability	66.7%	7. Monitoring, Measurement and Corrective Action	25.0%
3. Training	33.3%	8. Other Contract Requirements	0.0%
4. Documentation and Operational Controls	100.0%		
5. Communications	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
15	**8**	**3**	**1**	**23**

Environmental Management Score	**65.2**
Adjusted Environmental Management Score	**49.0**
Rating	**Unsatisfactory**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-AMP - Asset Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2022
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	No	The 2022 ACMP was accepted. However, after review the ACMP was missing the following: Inspection plans and procedures that demonstrate how the Concessioner will conduct maintenance during the next calendar year.
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	No	The only inspections that are documented for 2022 are limited in-house condition assessments. YH is required to inspect all facilities on a yearly basis, and procedures and plans should be included in YH's ACMP.
	2.2	Inspection findings were addressed in a timely manner.	No	There are still findings from several previous inspections that have not been addressed. Electrical line clearance, propane tank clearance, fire system gauges, sprinkler heads, gutters, roofs, railings, decks and several other areas have not been fixed.
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	No	Repeat deficiencies for facility findings were frequently identified in periodic evaluations and evaluation scores reflected the need for improvement.
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	No	After review of the 2022 ACMR, field visits, it is clear that though some PM's occurred, there are several areas where little to no maintenance is occurred, including: generator logs, grease traps, equipment logs, fire systems, boilers, HVACs, roof and gutter clearing are all lacking or did not occur.
	3.2*	Recurring Maintenance	No	Inspections and the ACMR indicate some work was completed, but several decks, roofs, floors, painting, carpet, and other recurring maintenance is not happening. There is particular concern with the state of employee housing.
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	No	Though YH has improved its response to unscheduled repairs, several items remain outstanding, including: the Curry Ice Rink Restrooms, The Ahwahnee and YVL UST removals, securing back docks and door repairs at The Ahwahnee, Curry Village, and Wawona.
	3.5*	Component Renewal/Replacement	No	Wawona Hotel electrical project was managed poorly and caused several delays and work that should have been completed was not. Separately, the Wawona Hotel Pool Fence Project and the Wawona Housing Roof Projects are still outstanding from several years ago.
	3.6*	Deferred Maintenance	Yes	There was significant progress made in curing the remaining DM from 2016. There are currently 294 outstanding workorders. Most of these are not completed as they need to be converted to projects. These outstanding workorders must be converted to projects and be completed or show substantial progress in 2023.
4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	N/A	
	4.3	Fixture Replacement Report	Yes	
	4.4	Component Renewal Report	Yes	
	4.5	Personal Property Report	Yes	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	

6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	No	YH improved on submitting closeout documentation toward the end of 2022. However, the majority of project closeout documents remain outstanding since 2016. Although reporting has improved, there were still issues as several leaks and damage were not reported in a timely manner. Several Contract requirements not addressed in other program-specific reviews have not been met, including the following: - YH did not employ a Preservation Maintenance Lead in 2022, or provide "Preservation Academy" training to staff. - A Grounds and Landscaping Plan for all concession-assigned areas has not been submitted (plan submitted for Ahwahnee only, in 2017) During the 2023 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 4: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Annual Concessioner Maintenance Plan (ACMP)	66.7%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	0.0%	6. Other Contract Requirements	0.0%
3. Maintenance	33.3%		
4. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
10	**9**	**3**	**1**	**19**

Asset Management Score	**52.6**
Adjusted Asset Management Score	**49.0**
Rating	**Unsatisfactory**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior

NATIONAL PARK SERVICE
Yosemite National Park
P.O. Box 577
Yosemite National Park, CA 95389

IN REPLY REFER TO:
5.B (YOSE-BRM)

(b) (6) f Operations
Yosemite Hospitality, LLC
P O. Box 306
Yosemite National Park, CA 95389

Dear (b) (6)

Thank you for your email of March 29, 2024, regarding questions about information in the Asset Management section of the narrative in the 2023 Annual Overal AOR) for CC-YOSE004-16 (Contract). We appreciated the opportunity to meet with you and (b) (6) (6) on March 27, 2024, to discuss the results in person.

As was discussed in those meetings, the AOR reflects the concessioner's operational performance in meeting all Contract requirements during calendar year 2023, including completion of capital improvements and other Elements of a Better Offer (EBO) on the required timelines. Items that are not completed per the contract timelines or are in progress but not completed until the following contract year, cannot be scored as completed in the AOR. We reviewed the points raised in your email and note a correction to the narrative: both The Ahwahnee Pool Fence Replacement and Huff Community Center Demo were included in the list of completed projects for the year (page 1 of the narrative) but erroneously not removed from the list of incomplete projects (page 10 of the narrative). The final score included these projects being completed during 2023. The Service also notes that the list of incomplete projects states these projects "have not begun" however to be completely accurate, should have stated "have either not begun or not been completed". This clarification also does not affect the score. The Park believes all other information contained in the AOR narratives to be accurate and correct. Further information on NPS Concessions and AOR methodology and guidance can be found at Concessioner Tools and Information - Concessions (U.S. National Park Service) (nps.gov) and at Commercial Services Guide (nps.gov). If Yosemite Hospitality disagrees with the conclusions of Yosemite National Park in the 2023 AOR, information on the appeal process is contained in Section 7.9.4 of the Commercial Services Guide.

We understand and appreciate that Yosemite Hospitality has made proactive strides during 2023 towards these outstanding requirements. As you noted in our meeting and your email, the Service and YH are in active discussion on finding mutually agreeable adjustments to some of these projects. However, these adjustments have not yet been fully agreed upon and assigned new timelines nor have they been codified in the Contract. We look forward to working with YH this year to complete these discussions and to fully up the contract to reflect the agreed upon changes. We appreciate the renewed energy and focus that you and (b) (6) are bringing to this contract and anticipate a productive year ahead.

Sincerely,

Cicely Muldoon
Superintendent

United States Department of the Interior - National Park Service

Annual Overall Rating Report

Contract Information

Instructions: Fill in the corresponding contract information.

Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Year of Operation: 2023

Park:	Yosemite National Park	**Contract Term Effective Dates:**	March 1, 2016 - February 28, 2033
Concessioner Name:	Yosemite Hospitality, LLC	**Concessioner Doing Business As:**	Yosemite Hospitality, LLC
Contract Number:	CC-YOSE004-16		
Evaluator Name:	BRM - YOSE Commercial Services	**Date of Review:**	1/1/2024

Please indicate below whether the following criteria areas apply to the concessioner being evaluated:

Program Area	Applicability (Yes/No)	
Environmental	**Yes**	*Applicable to all 1998 Law Contracts*
Public Health	**Yes**	*Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths*
Asset Management	**Yes**	*Applicable to all Category I and II Contracts*

Service Types

Instructions: Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air		**Lodging**	**X**
Automobile Services	**X**	**Other**	**X**
Boats	**X**	**Recreation**	**X**
Food and Beverage (F&B)	**X**	**Retail**	**X**
Horse & Mule	**X**	**Transportation**	**X**
Land	**X**	**Water**	

United States Department of the Interior - National Park Service

Form 10-AOR - Annual Overall Rating Report

Year of Operation: 2023

Park: Yosemite National Park

Contract Term Effective Dates: March 1, 2016 - February 28, 2033

Concessioner Name: Yosemite Hospitality, LLC

Concessioner DBA: Yosemite Hospitality, LLC

Contract Number: CC-YOSE004-16

Table 1: AOR Score

Category	Scores	Rating
Administrative Compliance (10-ADM)	93.1	Superior
Operational Performance (10-OPR)	66.3	Marginal
Public Health (10-PHP)	95.0	Satisfactory
Risk Management (10-RMP)	69.0	Marginal
Environmental Management (10-EMP)	69.0	Marginal
Asset Management (10-AMP)	61.1	Marginal

AOR Score	**75.6**	Superior = 90 – 100 Satisfactory = 70 – 89 Marginal = 50 – 69 Unsatisfactory = ≤49
Rating	**Satisfactory**	

Notes:
-The final AOR score is the average of all applicable category scores, unless capped because of Marginal or Unsatisfactory Program scores.
-In accordance with 36 CFR 51.74, when a concessioner's AOR is unsatifactory for one year or is marginal for two consecutive years, it constiutes grounds for termination of the concessioner's contract. Concessioners with a right of preference in contract renewal may also lose that preferential right if they were rated unsatisfactory for any one year or marginal for two or more consecutive years.
-If the Concessioner receives an Unsatisfactory for any program, the final AOR score is capped at 69 and final AOR rating cannot exceed Marginal.
-If the Concessioner receives a Marginal for any program, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
-If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

Table 2: Superintendent Approval / Signature

Superintendent Approval / Signature

Instructions: The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating **Marginal**

Narrative (explain reasoning for any changes made by the superintendent)

Although YH focused on addressing special attention items and scored an overall Satisfactory on the 2023 AOR, YH received a Marginal Rating in four of the six critical program areas. Of particular concern to the Service were failures in Risk Management, Asset Management, and Environmental Management. Failures in Risk Management and Asset Management resulted in two separate injuries in 2023: one to a visitor and one to an employee. The Service is concerned that the consistent lack of proactive response and adequately resourced maintenance to assets over the duration of the Contract has resulted in unnecessary accruing of deferred maintenance. The Service is also concerned about YH's failure to implement its Environmental Management Program in multiple areas, which has created unacceptable risk of damage to park resources. For these reasons, YH's Annual Overall Rating for 2023 has been lowered to a Marginal Rating.

Superintendent's Signature Digitally signed by CICELY MULDOON Date: 2024.03.28 13:00:27 -07'00' **Date**

Concessioner Signature (to signify receipt of rating) (b) (6) Digitally signed by (b) (6) Date: 2024.04.17 12:32:17 -07'00' **Date**

Table 3: Evaluation Narratives

Evaluation Narratives

Instructions: Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable.

If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below.

Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects	See page 1 of the attached narrative.
Leasehold Surrender Interest / Possessory Interest	See page 1 of the attached narrative.
Franchise Fees	See page 1 of the attached narrative.
AFR	See page 1 of the attached narrative.
Insurance	See page 1 of the attached narrative.
Risk Management	See page 2 of the attached narrative.
Environmental Management	See page 3 of the attached narrative.
Public Health	See page 8 of the attached narrative.
Asset Management	See page 8 of the attached narrative.
Administrative Compliance Reporting	See page 12 of the attached narrative.
Annual Visitor Use Statistics / Utilization Data	See page 14 of the attached narrative.
Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)	See page 14 of the attached narrative.
Accomplishments or Outstanding Work	See page 15 of the attached narrative.
Future Plans for Concession Operation(s)	See page 18 of the attached narrative.
Visitor Satisfaction	See page 19 of the attached narrative.

Final Remarks:

ANNUAL OVERALL RATING REPORT (10-AOR) NARRATIVES

Some of the information below may be addressed in more detail in other program reviews.

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects

Component Renewal Reserve Projects:

- The Ahwahnee: Pool Fence Replacement (Complete)
- Employee Housing: Wawona Housing Roof Replacements (Complete)
- Yosemite Valley Lodge: Underground Fiber Infrastructure Installation (Complete)

YH Funded Projects:

- The Ahwahnee: Room 347 Mold Remediation (Complete)
- The Ahwahnee: Solarium Ceiling Remediation (Complete)
- The Ahwahnee: Slate Roof & Snow Rail Temporary Repairs (Complete)
- Badger Pass: Maintenance Shop Roof Replacement (Complete)
- Curry Village: Stoneman Flooring Replacement (Complete)
- Curry Village: Shuttle Stop Repairs (Complete)
- Employee Housing: New Employee Dormitory - Phase 1 Geotech Survey (Complete)
- Employee Housing: H-126 Roof Replacement (Complete)
- Employee Housing: Huff 2 Restroom Repairs and Community Center Demo (Complete)
- Parkwide Landscaping Plan (Complete)
- Village Grill: Paint Refresh (Complete)
- Village Store: Flooring Replacement (Complete)
- Wawona Hotel: Emergency Railing, Column, Roof, & Facia Repairs/Replacements (Complete)
- Yosemite Valley Lodge: Bar Floor Replacement (Complete)
- Yosemite Valley Lodge: Housekeeping Storage Demo (Complete)
- Yosemite Valley Lodge: UST Removal Cedar Building (Complete)

Leasehold Surrender Interest

Leasehold Surrender Interest was not requested or authorized.

Franchise Fees

Franchise fees and associated reports were paid and submitted on time monthly.

Annual Financial Report (AFR)

Annual Financial Report for the prior year was submitted on time, January 21, 2023.

Insurance

Updated certificates of insurance were provided on time by the concessioner on October 20, 2023. Certificates of insurance reviewed by third party consultant and found to be provisionally compliant on building and personal property, as well as deductible requirements. IRV files are in the process of being updated by NPS and will be delivered to YH once complete.

Risk Management

Overall, YH received a **Marginal** for its Risk Management Program Evaluation rating.

YH submitted its Risk Management Plan (RMP) for 2023 on time and with minimal updates to contact and training information. The expectation remains that the RMP serves as a dynamic and usable document that would provide each party with a one stop location for relevant risk management information. Additional analysis of performance and program effectiveness has been requested for the 2024 review.

For most of the year, YH did not have a safety and health official. In November 2022, the previous Senior Safety Officer relocated, and a new safety and health official was not identified until August 2023. The new Senior Safety Officer began full time work in October; therefore, this required position was filled for only 3 months in 2023. While the RMP documents resources needed to execute the program, including the identification of personnel, data management systems, training programs, and corporate support, a lack of a designated Safety and Health Official for 9 months of the year, an absence of risk-related data collection and site specific emergency plans, and repeat evaluation findings and food storage concerns indicate that available resources were not adequate to fully realize and execute the program. **These incidents contributed to the noncompliant scoring of ID 2.3 (Responsibility and Accountability).**

YH utilizes a virtual Learning Management System (LMS) and Global Metrics Monitor to assist with trainings. Additionally, YH provides a weekly SAFE Brief to supervisors that is to be shared with all associated employees in the workplace. A training matrix is included in the RMP to list and track trainings required and received by staff. As part of the 2023 RMP/EMP review with YH, YH was requested to provide full employee training logs for Wawona representatives of the following positions: senior management, supervisory manager, shuttle driver, maintenance staff (general, garage, electrician), and food server. YH provided this information on time and exhibited a significant improvement from last year with an updated training record keeping methodology.

In September, however, a periodic evaluation of the Wawona Stables found that none of the staff had current certification in Standard First Aid (or higher) and CPR as required by the contract. Additionally, food and beverage periodic evaluations identified that staff had not received training in Aramark's Hantavirus Risk Reduction Program. **The absence of required safety training as defined in the contract contributed to a noncompliant scoring of ID 3.3 (Training).**

The RMP includes a list of standard operating procedures associated with risk and safety as well as general emergency plans. YH was asked to develop site specific emergency plans in 2022, however, only plans for Wawona and Curry Village were available in 2023. Upon arrival of the new Senior Safety Officer at the end of 2023, work on emergency plans for the remaining sites resumed and are expected to be completed in early 2024.

With no safety and health official in place for most of the year, YH did not participate in the development of parkwide evacuation plans in 2023. However, NPS Visitor and Resource Protection division (VRP) staff were satisfied with response and coordination efforts shown by YH. This was especially true during multiple weather events where YH was proactive in their communication and coordination with VRP. YH worked closely with the Service to adapt and respond to challenges associated with weather events and environmental impacts.

YH showed marked improvement over 2022 in timely reporting to the Service. Examples of timely reporting of incidents included: a boiler fire at the Ahwahnee, an Ansul system discharge at the Village Grill, a fuel purity concern at El Portal, and shuttle incidents. However, a serious oversight occurred in July when a guest at Wawona Hotel was injured when a railing failed while she was leaning on it. This incident was not reported and remained unknown until the visitor contacted the Service directly.

All known and requested annual inspection requirements for fire systems were submitted in 2023. An annual comprehensive environmental and safety compliance audit, as required by the Contract (Exh. B 6.A.1), was performed in 2023. Results, including specific findings of the audit, were provided to the Service upon request.

YH continues to fall short with its response to imminent danger and serious and non-serious hazard deficiencies identified in inspections. Numerous examples of inaction to address hazards occurred throughout the year and required multiple follow-ups from Service staff to ensure compliance. Periodic evaluations in 2022 and 2023 had identified extensive deterioration and rot of railings at the Wawona Hotel and YH was directed to make necessary repairs. Despite extensive documentation and repeat findings, no significant action was taken to address these concerns and subsequently, in June, a guest fell from the porch of the Clark building of the Wawona Hotel after the railing failed when leaned on. In February, a ceiling leak in Ahwahnee hotel room 443 was reported by YH staff after a significant rain event. The Service requested YH make repairs prior to making the room available again, however an evaluation was conducted in October, and it was determined that the room was still in the active inventory and the leak had not been repaired. A separate incident occurred at The Ahwahnee Hotel in April of 2023. The ceiling failed (due to water intrusion) while visitors were dining in the Solarium of The Ahwahnee, and a piece of the ceiling struck an employee. The Service is extremely concerned about the risk to visitor and employee safety. **These accumulated incidents contributed to the noncompliant scoring of ID 7.2 (Inspections and Corrective Action), a Special Attention Item.**

YH also failed to address deficiencies and repeat deficiencies identified in periodic evaluations. Evaluation scores reflected the need for facility safety and operational improvement. Marginal Food Safety Reports at three locations identified visitor and staff safety risks related to repeat deficiencies. Problems persisted throughout the year with wildlife safety, despite Service inspections identifying concerns regarding food storage and overflowing trash cans. Badger Pass, the Village Store, the Ahwahnee Hotel and Curry Village continued to experience numerous bear and wildlife incidents throughout the summer that were determined to be a result of improper waste management at outdoor food service locations, general infrastructure deficiencies, and employee negligence.

Accidents and incidents, though occasionally preventable with proper inspection follow-through, were generally responded to when they occurred in a timely and effective manner. Most notably in February 2023, YH was helpful and proactive during record-breaking winter weather that significantly impacted Yosemite and the surrounding communities. YH worked closely with Service staff to aid and support residents and visitors, prioritizing safety during extreme snowfall events. YH was quick to respond to storm related damages and impacts, including multiple wind hazard evacuations and rockfall in Yosemite Valley. In March, one of the two boilers at the Ahwahnee overheated due to a mechanical safety failure and the insulation caught fire. YH responded immediately and completed an emergency shutdown of both boilers and their water lines while NPS suppressed the insulation fire. A replacement boiler was manufactured in 2023 with an expected installation in 2024. YH also responded quickly and

effectively to several fuel-related incidents to ensure human and environmental safety. An extensive investigation was conducted, and alternative solutions were quickly implemented to minimize interruption and mitigate hazard findings.

YH briefly resumed usage of their Damages Register to track, identify trends, and respond to hazards in March, however usage of this effective tracking system decreased by April. When used as intended, this tool allows for a quick response and can be used to identify, address, and prevent repeat risks. Without tracking of accidents and incidents, the Service is unable to confirm any analysis of risk and documented corrective action. A resumption of accident/incident tracking and review is expected in 2024 and it is expected that this or a similar tracking system continues to be used to effectively analyze risks. **The absence of adequate tracking data through most of 2023 contributed to a noncompliant scoring of ID 8.2 (Hazard Incident Investigations and Abatement).**

Finally, in 2022 YH proposed and was approved to replace the Certified Fire Inspector II contract requirement (Exh. B 8.B.2.e) with a Certified Fire Inspector I certification from the National Fire Protection Association and to employ a certified first aid and CPR instructor; however, neither certification was held in 2023. **The absence of staff holding these contractually required certifications in 2023 contributed to a noncompliant scoring of ID 10.1 (Other Contract Requirements).**

Environmental Management

Overall, YH received a **Marginal** for its Environmental Management Program Evaluation Report rating.

YH provided its EMP for the 2023 operating year, which the Service accepted on January 19, 2024.

YH restaffed the vacant position of Senior Safety/Environmental Officer and began to restaff a dedicated environmental management team comprised of a Sustainability Coordinator and support staff; however, the Service observed regression on previously cured environmental deficiencies noted in the 2022 NPS Environmental Audit. Previously cured environmental deficiencies were identified in YH's Environmental and Safety audit which was conducted in December 2023 (over a year later). The regression in corrective action and the absence of a safety and health official for 9 months indicated that resources were not adequate to fully realize and execute the EMP. **This contributed to the noncompliant scoring of ID 2.3 (Responsibility and Accountability).**

As a result of internal restructuring after the results of the NPS conducted Environmental Safety Audit in 2022, the Senior Safety/Environmental Officer position was vacated in late 2022 and Primary responsibility for the program was assumed under the Vice President of Operations. Local operational and technical support was provided by the YH Sustainability and Environmental Compliance Manager, YH Facilities Maintenance Division and remote programmatic and administrative support was provided by Aramark Corporate Environmental Management Support Specialists.

In August of 2023, the Senior Safety/Environmental Officer position was formally backfilled, providing for additional subject matter expertise regarding Safety and Environmental Program Management.

YH trains its managers on all elements of the EMP while it trains hourly staff on certain elements of the EMP as it relates to their specific duties. YH conducts, completes, and documents its environmental management training through its Learning Management System (LMS). The online platform allows YH to continue its 2023 training related to EMP topics. YH’s Environmental Manager and Human Resources

office improved its LMS capabilities and records management repository to ensure that Environmental Training records are current and reviewed regularly avoiding potential non-qualification statuses that would result in non-compliance issues.

As requested in previous reviews YH also updated its environmental training plan and documented it in the annual EMP submission, inclusive of required qualifications and trainings for the Environmental Officer, and all YH staff.

YH submitted its planned pesticide use form for the 2023 operating year on January 31, 2023, generated by Sprague Pest Solutions (Sprague) which identified planned pesticide use. Additionally, YH's year-end pesticide use report, generated by Sprague, was provided to the Service on January 14, 2024, for the 2023 operating year without noted discrepancies.

YH is responsible for communicating its EMP to staff and visitors. The EMP is available to all staff online through YH's internal website. Individual staff responsibilities for environmental protection and implementation of sustainability measures are identified during orientation and on-the-job training. During the 2023 operating year, YH communicated its environmental controls and initiatives to visitors primarily through signage and at lodging check-in. YH covers topics related to appropriate trash/food storage, pest management and sightings, water conservation and protecting wildlife. Although the documented EMP has these elements incorporated, the Service determined through evaluations that they were ineffective or needed additional reinforcement operationally. **This contributed to the noncompliant scoring of ID 5.2 (Communications).**

As noted in a Curry Village Meadow Grill periodic evaluation, the only waste containers on the Meadow Grill deck were "Organic" and "Food Only". The Meadow Grill deck area lacked recycling containers of any type. Additionally, at the Meadow Grill and Village Grill, existing signage on the containers was faded, difficult to read, unclear on what type of waste went in which container and lacked instructions on how to open the Bear Saver. The lack of adequate communication of how to properly dispose of waste created confusion among visitors.

The Operating Plan 11.C.4.a states, "Adequate and appropriate signage to discourage visitors from feeding, approaching or attracting wildlife in any manner must be prominently posted by the Concessioner on all outdoor tables and throughout the seating area." Several areas lacked adequate wildlife signage. An area of concern was the Yosemite Valley Lodge Basecamp outdoor eating areas. During periodic evaluations the evaluator witnessed visitors feeding wildlife while sitting at tables with wildlife signage posted on them, which further highlighted the lack of adequate signage throughout seating areas.

Employees also voiced to evaluators during periodic evaluations that they lacked the training and knowledge of park rules and regulations of how to communicate to guests about not feeding wildlife.

The Service noted the lack of mandatory regulated Above and Below Ground Storage Tank (AST/UST). The Service recognized that YH identified and remedied this through the replacement of the contracted third-party vendor; however, inspection records were incomplete for 6 months of the operating year and could not be validated in accordance with regulation. **This contributed to the noncompliant scoring of 7.1 (Monitoring, Measurement and Corrective Action).**

During 2023, YH cured 63 of the 67 NPS Environmental Audit findings, which was conducted in 2022. Additionally, YH completed its Contractually required Environmental and Safety audit during the 2023 operating year. There was a total of 27 findings identified in YH's Environmental and Safety audit in the following areas: air permitting, flammable storage, SPCC, regulated waste management, and stormwater management. Findings ranged from minor to high. Although YH corrected almost all the environmental deficiencies identified in the 2022 NPS Environmental audit, the Service noted that YH's internal 2023 Environmental and Safety audit reflected regression in previously cured deficiencies. The following findings were identified during the NPS Environmental audit conducted in 2022 and again during YH's 2023 environmental and safety audit. **This contributed to the noncompliant scoring of ID 7.2 (Monitoring, Measurement and Corrective Action), a Special Attention Item:**

- Lack of appropriate records on site and accessible for the audit team to review such, as generator runtime logs, operating permits present and posted for generators and boilers.
- Lack of presence and/or access to spill kit at Crane Flat Fueling Station.
- Unmaintained spray booth filters at maintenance paint shop.
- Damaged and not properly functioning flammable lockers.
- Over-accumulation at satellite generation/storage areas.
- Universal waste storage and disposal deficiencies.
- Hazardous materials stored in a disorderly manner and comingling of non-compatible substances throughout YH operations.
- Stormwater/sanitary sewer runoff from bus maintenance operations and additional runoff from broken down vehicle storage in an area adjacent to a seasonal water outflow at the Yosemite Valley Garage.

During the 2023 operating season, YH responded to various environmental incidents in a timely and effective manner, including the following:

- The Curry Village Pavilion gray water leak of 10,000+ gallons.
- Grease Interceptor blockage and infiltration into a storm water culvert that flows to the meadow adjacent to Curry Village releasing Approx. 1500-2000 gallons of gray water from the Pavilion dish machine.
- The Y8 Fuel Station response was both commendable in timeframe and scope, preventing potentially impactful environmental damage to the area and watersheds in the vicinity of the station.

Alternatively, the repeat finding of the leaking generator into the damaged and ineffective containment dyke at Crane Flat Fuel Station was noted on both a Service Condition Assessment in September of 2023 and subsequently 3 months later during the YH Environmental Audit signifying the lack of satisfactory and appropriate resolution to the discharge to the surrounding non-paved areas. **This contributed to the noncompliant of ID 7.3 (Monitoring, Measurement and Corrective Action).**

The Service noted several missed Contract requirements in 2023 that were not addressed in other program-specific reviews: **The following contributed to the noncompliant scoring of ID 8.1 (Other Contract Requirements):**

- Provide a plan to the Service for the installation of a rooftop solar energy system, one geothermal ground loop system, and replacement of parking lot area lights with energy-efficient

low pressure sodium lighting systems (powered with individual solar charging and energy storage systems) **no later than the second anniversary of the Contract effective date**. If approved, the Concession must complete installation no later than the fourth anniversary of the Contract effective date (Exh H: Part C.J.6.b). YH proposed an alternative to this Contract requirement, which was approved in early 2024. YH committed to upgrade the refrigeration system from water cooled to an air-cooled system and replace the existing chiller with a high efficiency Turbocor chiller and to install smart thermostats in guestrooms. Additionally, YH committed to upgrade the refrigeration system from cool water to an air-cooled system at Yosemite Valley Lodge **no later than December 31, 2025**.

- The concessioner must complete the following no later than the **first anniversary of the Contract effective date:** Install over 100 water monitor devices to overnight accommodation buildings, food and beverage work areas, and employee housing, to monitor water flow; Complete and provide to the Service a Water Use Report, including a 100% survey documenting water use of existing fixtures and monitoring devices; Provide the Service and its employee's access to a website monitoring daily water usage (Exh H: Part C.J.5.d).

- The Concessioner must replace one third of its remaining fleet (in place prior to the effective date of the Contract) annually with hybrid or the most fuel-efficient alternative technology available no later than the **first, second, and third anniversaries of the Contract effective date** (Exh B: 4(F)(8)(c)(iii). YH has replaced three vehicles to date. YH committed to replacing the remaining 12 vehicles over the next three years; however, this is still an unmet Contract requirement and is planned to be completed by end of year 2025.

- The Concessioner must provide a plan regarding the location and installation of up to five vehicle charging stations and compressed air stations for Service review and approval and complete installation within one year of Service approval (Exh B: Part 4.F.8.c.vi).

- The Concessioner must implement the following during the term of the Contract: Replace one additional fuel-oil boiler with Combined Heat and Power Technology with most fuel-efficient per year (for a total of 3) **no later than the third, fourth, and fifth anniversaries of the Contract effective date**; Replace all remaining fuel-oil (or diesel) stationary backup generators with propane or fuel-cell technology (if available); (Exh H: Part C.J.6.b)

- The Concessioner must establish a comprehensive wireless communication system and array of sensors **no later than the first anniversary of the Contract effective date**, to accomplish the following: optimize its "just-in time" delivery of merchandise, monitor the use of purchased electricity, monitor water use, monitor food storage temperatures, track fuel transfers to company vehicles, shuttles, and buses, monitor vehicle positions and speeds, and monitor underground and aboveground storage tanks. The Concessioner will track all of this information at the Support Facility. The Concessioner must implement the use of its "Road Net" transportation management software system, as part of its sensor array, to ensure employees arrive at designated times and to schedule deliveries **no later than the first anniversary of the Contract effective date.** (Exh B: 11.A.3) The Concessioner must complete the following **no later**

than the first anniversary of the Contract effective date: Install over 200 electricity monitoring sensors in target buildings and rooms to monitor electricity use. (Exh H: Part C.J.6.c)

- The Concessioner must partner with a local university or college with an environmental program to improve its environmental systems and employ at least 2 students every season to work on implementing approved water conservation initiatives and evaluate the success of these initiatives throughout the term of the Contract. (Exh B: 6.C.4)

- The Concessioner must fund at least 25% of a research professor's salary to support its energy conservation goals by investigating new technologies and methods. The Concession also must establish an internship program to include at least two graduate students to support the Concessioner's energy conservation program. Additionally, the Concessioner must employ one person to focus on the Concessioner's energy conservation program to monitor performance information and provide weekly summaries to the Environmental Manager throughout the term of the Contract (Exh B: 6.C.5). YH proposed an alternative to this original Contract requirement in 2023. YH committed to donating $35,000 annually to the Park's approved non-profit operating partner for the duration of CC-YOSE004-16 to partially fund the Zero Landfill Initiative and Sustainability Coordinator position which will provide concessioner support in its sustainability efforts.

Some of these listed items are several years past due and all were also included in the 2020, 2021, and 2022 AOR's. During the 2024 operating year, the Service expects the Concessioner to provide a plan, including completion dates, outlining how it will address outstanding contract requirements. The Concessioner must communicate regularly regarding its decisions and plans, which will be evaluated for acceptance by the Service.

Public Health

Overall, YH received a **Satisfactory** for its Public Health Program Evaluation Report rating.

LCDR (b) (6) (Registered Environmental Health Specialist/Registered Sanitarian, Regional Public Health Consultant - NPS Office of Public Health (OPH)) conducted routine environmental health assessments of Concession Facilities operated by YH. Specific focus areas included: food safety and zoonotic disease prevention.

A total of 34 inspections were completed throughout the operating year including routine and pre-operational or advisory inspections. Three facilities (Degnan's Kitchen, Curry Village Pavilion, and Village Grill) received Marginal ratings.

Asset Management

Overall, YH received a **Marginal** for its Asset Management Program Evaluation rating.

In 2023, YH submitted its Annual Concessioner Maintenance Plan (ACMP) on time; however, the ACMP lacked inspection plans and procedures that demonstrated how the Concessioner would conduct maintenance during the next calendar year. Additionally, as Contractually required, Scheduled Repairs were not identified in the ACMP.

While YH conducted some inspections during 2023, it did not consistently perform internal inspections and adequately address internal inspection findings. This was evident to the Service from field checks, condition assessments, and periodic evaluation findings. The Service conducted spot checks and reviews which discovered that housing, grease traps, generators, fuel stations and building inspections were not completed by YH. Leaks were identified at the Village Store, Degnan's Kitchen, Yosemite Hospitality Warehouse, and Yosemite Valley Lodge. Leaks causing water damage were also identified by the Service at a Curry Village bath cabin. Electrical lines were discovered down behind The Ahwahnee Hotel and the Valley Stables area. Though the lines were found to be deenergized, they still presented a serious safety concern. Additionally, the Service noted that 27 inspection workorders were generated for a total of 124 hours of labor charged to these workorders for all of 2023. Overall, inspections were not completed in several key areas and no official program was in place to document inspections until late 2023.

In January and December of 2023, the Service was made aware of substantial YH facility labor crew layoffs. Although YH improved in some areas of asset management, the Service identified through condition assessments, field checks, and periodic evaluations that general maintenance was not adequate, which was evident by the condition of facilities and grounds and therefore a reduction in staff attending to these responsibilities is concerning.

YH performed over 8,000 hours of Preventative Maintenance work this year. There were over 400 workorders that demonstrated YH had focused on correcting this area from previous years.

Though the YH ACMR showed Recurring Maintenance was performed in 2023, the lack of work orders (177) and labor hours, as well as spot checks and periodic evaluations, showed a need for more attention in this area. Several properties showed cleanliness issues, chipping paint, and floors and carpet that needed to be replaced. Some of the properties in the worst condition were Badger Pass, Valley Stables, and the Wawona Hotel. Employee housing also indicated the need for more attention to recurring maintenance.

YH failed to adequately respond to and address periodic evaluation findings. The Service noted a trend of YH requesting extensive timelines to address periodic evaluation findings, which often resulted in repeat deficiencies during several periodic evaluation cycles. Throughout the year, the Service experienced ongoing difficulties ensuring that Periodic Evaluation findings were addressed in a timely manner. Lodging general managers across multiple locations consistently submitted responses to periodic evaluations that included extensive lists of requests to extend the period needed to address findings beyond evaluation correct by dates. The periods for which extensions were requested included 30, 45, 60, 90, and 120 days. One evaluation requested extensions for several items for an “indefinite” period. The result was that some Periodic Evaluation findings were not addressed in a timely manner, if at all. Moreover, the constantly increasing number of requests proved to be unwieldly and difficult to track. Consequently, after consulting with YH management staff, a new process for approving extension requests was created and will be implemented beginning in 2024. **This contributed to the noncompliant scoring of ID 2.3 (Inspections).**

The Service specifically also noted scheduled and unscheduled categories of the Annual Concessioner Maintenance Report. Approximately 90% (667 work orders of 744) of the scheduled repair work orders were generated from Service conducted periodic evaluations; however, the lengthy list of periodic evaluation findings remained. Periodic evaluation findings are point in time evaluations and appeared to be a guiding document for YH to conduct its maintenance activities. YH should be proactively conducting

inspections of its own facilities to identify deficiencies and not rely on the Service conducted evaluations. Unscheduled repair work orders made up most of the work orders in YH's 2023 ACMR (~4,000) indicating that YH responded reactively to maintenance activities.

Although the overall Asset Management Program was Marginal the Service would like to commend YH facilities leadership team, (b) (6) (Director of Facilities) and (b) (6) (Project Manager) for their efforts in 2023. They worked within the constraints of seemingly inadequate resources to execute 2023 projects. Despite their efforts the following projects for which compliance is complete and/or Notice to Proceeds were issued, have not begun. The Service hopes to see timely initiation of these projects during 2024.:

- Ahwahnee: Bridge 2 Walkway Replacement
- Ahwahnee: First Floor Door Restoration
- Ahwahnee: Suites Soft Goods Remodel
- Ahwahnee: Elevator Modernization
- Ahwahnee: Pool Restoration
- Ahwahnee: Corridor Carpet Replacement
- Ahwahnee: UST Removal
- Ahwahnee: Pool Fence Replacement
- Ahwahnee Bar: Install HVAC
- Ahwahnee: Plumbing System & Roof Condition Assessment
- Ahwahnee Roof Decks
- Badger Pass: Boiler LP Retrofit
- Badger Pass: Storm Damage
- Huff Community Center Demo
- Textile Collection and Recycling Program
- Ahwahnee & Curry: Door Exclusion
- Wawona Hotel: Door Restoration
- White Wolf: Propane Generator Conversion
- Tuolumne/White Wolf Storm Damage
- YVL: Warehouse: Roof Replacement
- YVL: Courtyard Awning and 3900 Windowsill Restoration
- YVL Rooms: Lighting upgrade

As noted throughout this narrative, damage was extensive across the park from the 2023 storm systems. While the high country was closed, YH responded quickly to rebuilding destroyed Curry Village Tents. High Sierra Camps and Tuolumne Meadows assets were also fully destroyed, preventing operations from opening in 2023. Once the high country was accessible, YH responded and removed debris and material. However, YH did not rebuild any HSC buildings, the Tuolumne Lodge, Tuolumne Store and Grill, or employee housing. YH originally submitted a plan to rebuild which included extensive timelines; however, the Service communicated its concern and lack of YH addressing the unscheduled repairs while time allowed during summer 2023. YH submitted an updated request that included reasonable timelines, which the Service accepted. The Service is concerned that if no effort is made towards rebuilding, Tuolumne Meadows and the High Sierra Camps may not operate in 2024.

Initial Deferred Maintenance (IDM) identified in Exhibit H of the Contract remains outstanding. No substantial progress was made in 2023. Contractually required IDM was required to be completed by 2019.

YH was timely in submitting its Contractually required reports, including its Annual Concessioner Maintenance Report, Component Renewal Report, and Personal Property Report.

YH was timely and consistent in maintaining and keeping its CMMS current. The Service received contractual deliverables on time and YH proactively requested extensions, when needed.

YH improved on submitting project closeout documentation for recent year projects. However, project closeout documents remain outstanding since 2016, which has also been noted in previous AOR's.

The Annual Overall Rating workbook does not fully capture the severity, nor the years of neglect in addressing maintenance issues and projects across the park. The Service is particularly concerned about the state of the Wawona Hotel and The Ahwahnee Hotel, as they are historic assets and National Historic Landmarks. YH has neglected to adequately address maintenance activities at the Wawona Hotel, which became particularly evident in 2023. Extensive deterioration and damage to hotel facilities was noted on Periodic Evaluations conducted in 2023, in addition to Service condition assessments, including damage to railings, walkways, staircases, roofs, gutters and other physical assets. Damage to staircases on both the Main building and the Washburn building resulted in the closure of both staircases, neither of which have yet to reopen. As previously mentioned in the Risk Management section of this narrative, significant railing damage at the Clark building contributed to an accident in which a guest fell through the railing and was injured. This incident was not reported to NPS concession staff, who learned of the matter through internal NPS channels. The General Manager left his position shortly after this issue was discovered. The external walls and trim were not repainted during the year and have not been repainted since the contract began in 2016. The Wawona Hotel and other areas in the park have been neglected for so long that it will require several large projects to repair the damage. The lack of attention to regular maintenance has created a large amount of additional Deferred Maintenance. The Service is extremely concerned that the years of neglect in maintaining assets has directly impacted visitor safety. **This contributed to the noncompliant scoring of ID 3.6 (Maintenance), a special attention item**.

There were positive collaborative moments with YH, including power outages and emergency maintenance issues; YH responded when requested to help. The Service noted the facilities management team that was assembled in 2023 and the positive efforts made in the YH asset management program. However, an extensive backlog of maintenance exists across YH properties from years of neglect that will require major funds, staff, and contactors to address.

The Service noted several missed Contract requirements in 2023 that were not addressed in other program-specific reviews. **This contributed to the noncompliant scoring of ID 6.1 (Other Contract Requirements):**

- Preservation Maintenance Lead - Must have at least 10 years' experience in preservation trades and journey level skill in one other historic preservation trade; ability to diagnose probable causes, recommend treatments, repair and replace period elements, perform condition assessments, and direct preservation work.

- The Concessioner must stage and store all preposition construction materials, heavy equipment, new personal property ready for transfer into the Area, deconstruction debris, used personal property, and other materials coming out of the Area at its forward staging area. The Concessioner will move necessary materials into the Area at night to reduce traffic and visitor distraction. (Exh B: 11.A.2)

- The Concessioner must replace all existing coolers and freezers older than six years in kitchen and retail locations with new energy efficient alternatives **no later than the third anniversary of the Contract effective date.** (Exh H: Part C.J.6.b)

- **No later than the second anniversary of the effective date of the Contract**, the Concessioner must inventory, determine the condition of, and bar code all personal property valued at $100 or more. On items determined by the Service and Concessioner to be high value, the Concessioner must place a radio frequency identification (RFID) tag to track personal property. (Exh H: A.9.A)

- The Concessioner must complete the following upgrades throughout The Ahwahnee Hotel and Cottages, Curry Village, and Wawona Hotel units and common areas, as expressly described below, **no later than the third anniversary of the effective date of the Contract**. The Concessioner must complete all personal property upgrades noted in this section. The Concessioner must prepare a personal property upgrade plan outlining all of the upgrades at the three locations, **no later than the first anniversary of the effective date of the Contract**, for the Service review and approval. As part of this plan, the Concessioner must clearly state if it desires to remove and replace a piece of Government Personal Property (identified in Exhibit E) from any common area or overnight unit in each of the three areas. (Exh B: 11.B.3). The Wawona Hotel and Curry Village personal property upgrades are complete; however, The Ahwahnee personal property upgrades remain outstanding.

Some of these listed items are several years past due and all were also included in the 2020, 2021, and 2022 AOR's. During the 2024 operating year, the Service expects the Concessioner to provide a plan, including completion dates, outlining how it will address outstanding contract requirements. The Concessioner must communicate regularly regarding its decisions and plans, which will be evaluated for acceptance by the Service.

Administrative Compliance Reporting

Overall, YH received a **Superior** for its Administrative Compliance Evaluation Report rating.

During the beginning of the 2023 operating year, several winter storm systems caused significant impacts and extensive damage across the park, including Curry Village, Tuolumne Meadows, and the High Sierra Camps. Curry Village soft sided tents were evacuated multiple times and winter recreation activities such as Badger Pass and the Curry Village ice rink closed early for the season. Due to continuous winter weather storms, a full park closure went into effect at the end of February through mid-March. YH collaborated closely with NPS, attended daily meetings, and assisted the park in identifying parkwide storm damage while preparing for the threat of potential flooding. By mid-March,

Park operations partially reopened with limited services. Storm damage and total losses prevented YH from opening Tuolumne Meadows operations, White Wolf, and the High Sierra Camps.

Although several YH leadership positions were vacant during the year, some longer than others, YH prioritized hiring existing leadership positions and created new positions. YH proactively created new positions to allow for internal promotion opportunities. In 2023, YH filled the following leadership positions:

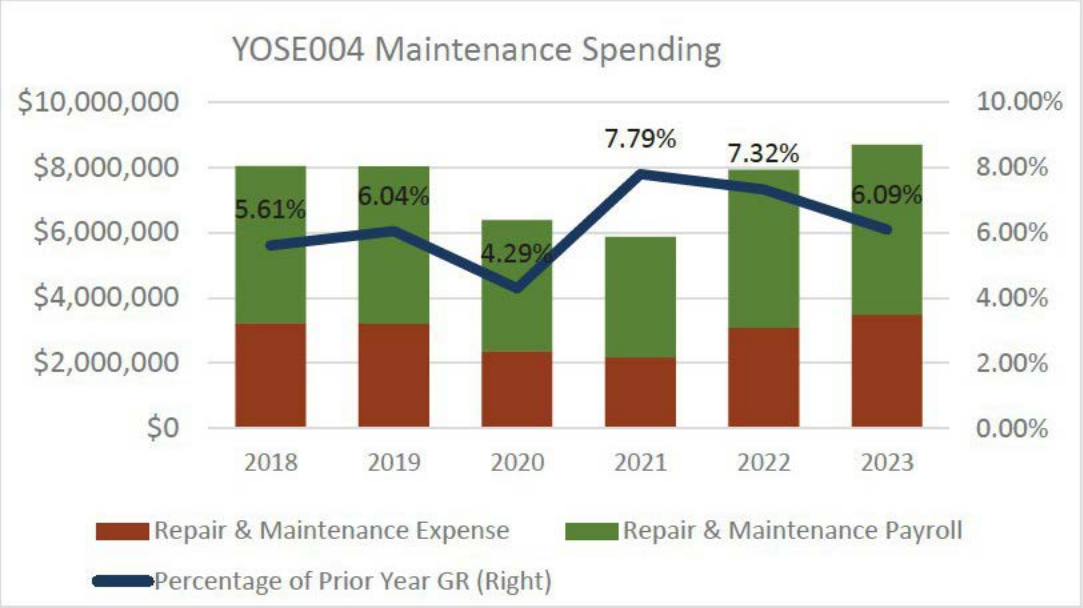
- Senior Human Resources Manager
- Director of Transportation
- Senior Safety Specialist
- Transportation Manager
- Director of Rooms at The Ahwahnee (new position created in 2023)
- Vice President of Lodging Operations (new position created in 2023)
- The Ahwahnee General Manager
- Yosemite Valley Lodge Assistant General Manager (new position created in 2023)

New employees were provided a general on-boarding session at the start of their work period, followed by job-specific training at their work site. YH facilitated Service participation in several of the onboarding trainings and has expressed a desire to continue this partnership in the future.

As a company, YH did not receive any violations of law that the Service is aware of.

YH submitted its contractually required reports and deliverables on schedule in 2023, including monthly operational stats reports, monthly customer comment reports, bi-annual management listing, annual inventory of waste streams, VTS reports, etc. Rate requests were submitted on schedule and with appropriate documentation. Operations proposals were submitted prior to implementing any new services or making significant changes to existing services.

To assist in the fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the 2023 AFR due during this rating period, Schedule H Lines 11 and 23, YH met this requirement though their maintenance expense has been on a downward trend. It should also be noted that this requirement represents a minimum and does not excuse the Concessioner from the obligation to maintain all concession facilities to the satisfaction of the Director, which is discussed further in the Asset Management section of the AOR.



As mentioned in previous years' AOR's and occasionally during 2023, the Service identified that YH's website did not provide the most accurate and up to date information, including Badger Pass operations conditions/closures. While closed in 2023, visitors were able to book a lift ticket through the Travel Yosemite website. Additionally, several operating hour discrepancies were identified for the Tuolumne Store, Wawona Store and the Crane Flat Store. As several entities use the YH website to locate accurate information, the Service expects YH to maintain its website and social media platforms with the most up to date information.

The Service noted several missed Contract requirements in 2022 that were not addressed in other program-specific reviews:

- The Concessioner must establish a Seasonal Employee Housing Complex, subject to necessary compliance, outside the Area. This seasonal employee housing complex must be fully furnished and house approximately 430 seasonal employees and include food service, training, and recreational facilities. The Concessioner must move the seasonal employees out of the Area **no later than the second anniversary of the Contract effective date** (Exh B-7: 3.C.4). YH made progress on this Contract requirement during 2023 by facilitating meetings with the Service on concept and design. YH was responsive to comments and concerns regarding initial concept and design and adjusted accordingly.

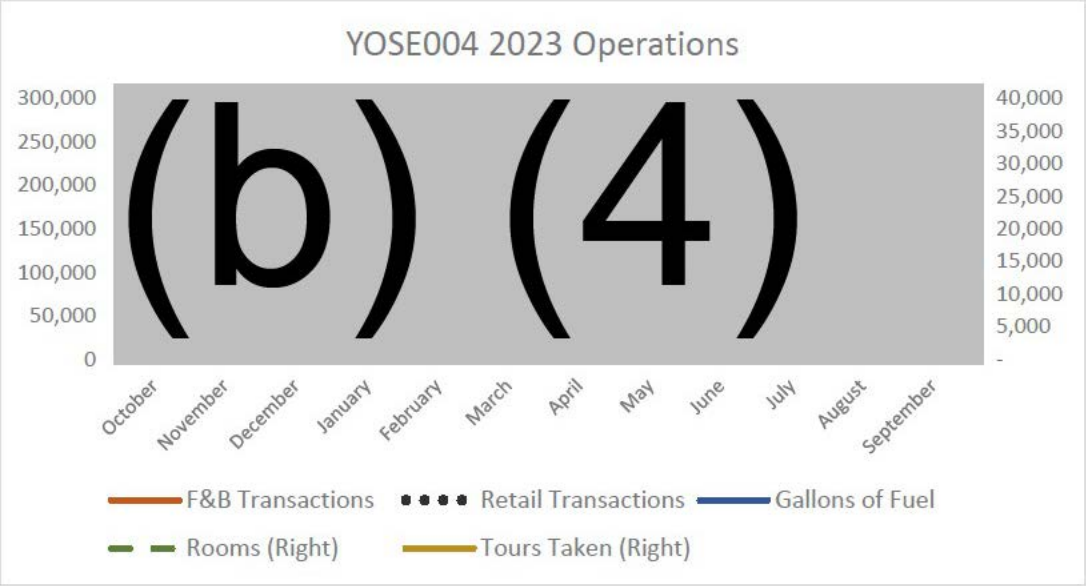
Some of these listed items are several years past due and all were also included in the 2020, 2021, and 2022 AOR's. During the 2024 operating year, the Service expects the Concessioner to provide a plan, including completion dates, outlining how it will address outstanding contract requirements. The Concessioner must communicate regularly regarding its decisions and plans, which will be evaluated for acceptance by the Service.

Annual Visitor Use Statistics / Utilization Data

During 2023, the Service began working on a Visitor Access Management Plan to address crowding and congestion throughout Yosemite National Park. As part of this effort, the Service did not implement a

reservation system in 2023, which resulted in high visitation that required YH to adapt across all operations to meet visitor demands, especially while visitation was concentrated in Yosemite Valley because Glacier Point Road and Tioga Road had delayed openings.

In all months, YH submitted the required consolidated Operational Performance Report by Use (stats report) on time to the Service.



Problems/Issues and Resolutions

Although many of the topics below were identified and detailed in previous sections of this narrative, several of these areas continue to be trending issues.

Fuel remained available 24-7 and generally fuel availability incidents were quickly remedied with the vendor, however, opportunities to improve service continue to exist. In July, evidence of a fuel leak was found at the Y8 fuel pumps and YH quickly reported and developed a temporary fueling solution while a full project to replace the system works through Service compliance. Crane Flat continued to experience frequent interruptions associated with weather events that shut down the system when drainage water erroneously caused a sensor to shut down the fueling system. Though several temporary measures have been attempted throughout the year, permanent corrections for both stations are expected in 2024.

YH operated the Hiker's Bus from the Valley to Tuolumne Meadows, however, the guided tour functioned as a shuttle rather than an interpretive tour as required by the Contract. The Service expects an appropriate interpretive program to be delivered in 2024.

Stock rides returned for a full season at the Wawona Stables in 2023. Full-day rides were not available due to limited staff, however two-hour rides were popular with visitors. Stock animals were well cared for, and staff displayed excellent animal husbandry. Unfortunately, a periodic evaluation of the operation found that none of the staff received required first aid and interpretive training and significant maintenance issues were found with the stable facilities.

Significantly delayed by the winter weather and associated flooding, the Wawona golf course opened in August for play. YH assigned two staff to the golf course to water and maintain the course throughout

the season, however, a periodic evaluation found numerous deferred maintenance items and operational shortcomings with the golf course and associated pro shop. The position of Golf Course Lead, as identified in the most recent approved operating plan, remains vacant. Wildlife concerns and issues of improperly stored food, trash, and recycling were particularly significant during the summer months. Repeated food and trash storage issues occurred over several months at several YH locations, such as Housekeeping Camp and Badger Pass. At The Ahwahnee stables corral area, unfenced open-top dumpsters contained a substantial amount of human food. Food storage issues were also identified in visitors' vehicles at The Ahwahnee parking lots, indicating a lack of valet attendant engagement with guests. As previously noted in past AOR's, back docks of The Ahwahnee and Curry Village remained a trending issue with trash storage, dumpsters and doors left unlocked, non-bearproof trashcans used, recycling unsecured, and overflowing trash. YH is currently working with the company Recology, that handles its waste management, to install new wildlife proof dumpsters across the park. YH is at the beginning stages of this process and plans to work toward completion during 2024.

Accomplishments or Outstanding Work

As mentioned throughout this narrative, 2023 was a record snowfall year in Yosemite. YH worked closely with the Service to prepare and respond to storm related impacts. During the park closure at the end of February into mid-March, YH provided the community with free meals and a 25% discount at its retail locations.

YH continued to efficiently operate their bike rental locations and accommodated a very high demand for bikes this summer. Evaluations saw an improved focus on facility repairs while cleanly and safely providing an in-demand service that was limited only by available space for equipment. YH did an excellent job managing and balancing safety, maintenance, and demand with their bicycle rental operations in 2023.

Due to the Tuolumne Campground rehabilitation project, Tuolumne Search and Rescue (TM SAR) again did not have housing during the summer. Since the Tuolumne Lodge (TM) did not open in 2023, YH supported TM SAR operations by allowing them use of the TM Lodge area for housing.

YH worked with the Service Tribal Liaisons to formalize an agreement and coordinate overnight camping space at the TM Lodge for participants of the Trans-Sierra Traditional Walk.

2023 included multiple construction projects in the Valley and an absence of park visitor limits that resulted in very high visitor and park demands for shuttle services throughout most of the year. Though this scenario resulted in a challenging year for transit operations, YH continued to provide the now permanent Valleywide and East Valley shuttle routes while regularly adjusting and adapting to disruptive construction impacts. YH's VTS program showed improvement in every aspect in 2023 and set a solid groundwork for future success.

With the Transportation Director, Transportation Manager, and Garage Manager position in place, YH worked quickly to replace unexpected turnover when possible and maintained excellent communication with the Service. Efforts to increase staffing and retain drivers and mechanics were ever present and YH was able to provide timely and reliable service for most of the year. In the late summer, driver numbers were supplemented by contract drivers that allowed YH to match or exceed the required driver numbers as identified by the annual VTS Operating Schedule. Additionally, YH showed a commitment to core

services when, with the approval of the Service, it suspended the Grand Loop and Glacier Point tours to ensure maximum drivers were available for the free Valley shuttle service.

In February, YH assisted with additional shuttle support during the Horsetail Fall event that greatly helped manage the large crowds in attendance. Throughout the year, YH provided timely monthly usage statistics (odometer, fuel, maintenance) and an updated budget and operating plan. YH's Dispatch reported daily shuttle counts and regularly reached out to determine ways to improve service and adapt to unplanned changes. Safety and accessibility were prioritized and proactively addressed to improve service while accidents and unplanned changes were promptly reported. The Garage diligently repaired out-of-service vehicles to provide maximum availability and to maintain the fleet in good working order. In November, YH assisted the Service with preparing four obsolete shuttle buses for disposal to right-size the shuttle fleet. YH continued to work with the Service and Avail Technology contractors to train staff and adopt the newly installed transit system to improve ridership data and experience.

Following extensive coordination with the Service regarding river levels and safety, raft rentals returned in 2023 with great success. Visitors reported being extremely satisfied with the experience and YH worked closely with NPS to establish safe and low-impact launch locations and protocols. Shuttle services were seamless and communication regarding constantly changing conditions was excellent.

Though frequently impacted by weather, the ice rink opened with the previous season's food and beverage issues corrected. Staff kept the rink well surfaced, and communication of weather closures was timely. Additional improvements to the site, including a banner and new equipment, made the ice rink season a great success.

YH's interpretive services program returned in 2023 after being dissolved in 2020 because of COVID-19 pandemic impacts. YH worked closely with interpretive rangers to reestablish free and for-fee walks and programs throughout the park that aligned with the park's Long Range Interpretive Plan. Upon request, YH provided an anticipated outline and schedule of programs detailing plans for expansion and participated on the Interpretive Management Team. In addition to walks, YH's interpreters worked with the Service on multiple creative interpretive opportunities and added programs to areas that typically did not have a concession interpretation program such as Wawona and Badger Pass.

The 22/23 season saw a successful, though brief, operation of the Badger Pass ski lodge and Nordic operations. Record-breaking winter weather frequently impacted accessibility to Badger Pass as Service snowplow operations were inhibited by extreme snowfall. While open, YH provided daily shuttle service to the public and lessons, as well as food and beverage services. Unsafe conditions and minimal road access due to the quantity of snowfall resulted in an early but unavoidable end-of-season closure in February. YH worked closely with Service staff to reach this decision and coordinated access to Badger Pass for visitors to retrieve their stored belongings once the road and lodge were safe to access.

YH continued to maintain and repair Badger Pass throughout the summer and staff were ready when a series of small storms brought enough snow to the area for the 23/24 season. YH worked with NPS staff, including wilderness and law enforcement, to coordinate access and assembled an excellent ski patrol team resulting from a change in EMS requirements. Beginning before the start of the season, YH was very active on social media building excitement and providing excellent transparency to visitors about what it takes to operate a ski hill. Several outreach events and promotions were offered to rebuild public support and confidence in this much-loved local institution.

Though towing operations struggled at the beginning of the year, YH continued to increase their outreach and incentives to attract drivers for tow services and worked with local businesses to provide full coverage throughout the park. YH also expanded their availability for snow chain sales and delivery to match contract requirements. Service stations were staffed, though YH was frequently unable to meet contractually required operating hours.

To help determine plans for remediation of the Wawona Golf Course after years of environmental and project impacts, YH funded a formal assessment of the course by Troon, a golf course design, management, and operations company. The Service expects YH to fulfill contract requirements and meet golf course standards before advancing with the recommendations in the Troon assessment. NPS anticipates a full opening of the golf course in 2024.

The Yosemite Mountaineering School provided safe, educational, and high value experiences to visitors throughout the year. Rental equipment and records were well kept, and the staff prioritized park and wilderness values during their guided options. YMS staff participated in multiple outreach and community activities, including United in Yosemite, and provided visitors with a unique opportunity to experience the vertical and expansive Yosemite backcountry.

Future Plans for Concession Operations

As previously detailed in this narrative, several Contract requirements and initiatives remain incomplete. The Service continues to work with YH to determine next steps in meeting outstanding contractual requirements.

In October of 2023, YH announced a new President and CEO of Aramark Destinations. Additionally, upon the departure of the Vice President of Operations, a new Vice President of Operations at Yosemite was selected at the beginning of 2024. The Service recognizes the efforts Yosemite Hospitality is committed to working toward in 2024 and looks forward to YH meeting the commitments in its Contracts.

The Ahwahnee Seismic Project continues and is planned for completion in September 2024. A new kitchen design will be available to YH once the project in the kitchen is complete. Additionally, as part of this project, new walkway terraces, first floor windows, maintenance shed will be constructed. The NPS-funded Ahwahnee Seismic Project was also a significant draw on YH resources. YH responded well to Service requests including, closing and reopening activities, weather, construction, and other emergency operational challenges.

Also in 2023, YH proposed a concept design for a new 104-bed dormitory complex planned for construction west of the Yosemite Valley Lodge area. The concept designs must first go through Service compliance review. Once compliance is complete, design drawings and the Service Investment Review Board review will be the next steps.

The following projects were completed or planned for completion in early 2024:

CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects

- Wawona Hotel: Pool Fence Replacement
- The Ahwahnee: Pool Restoration

YH Funded Projects:

- Curry Village: Bath Cabin Eave Repairs
- Yosemite Valley Lodge: Bathtub Repairs

The Service and YH mutually agreed to the High Sierra Camps remaining closed during 2023 due to the historic snowfall in the high country. In response to operational challenges including potable water, environmental concerns, public health, and stock use, YH worked closely with NPS staff to develop alternative loop and meal options, while recognizing a multiyear waitlist and high demand for a 2024 opening. Service interpretive rangers who traditionally served as guides on guided trips are no longer able to provide this benefit however YH committed to continue offering guided trips with support from their Yosemite Mountaineering School in 2024.

Visitor Satisfaction

For the period of January 1, 2023, to December 31, 2023, the concessioner collected 11,339 surveys and submitted a summary of the surveys to the Service with the following results:

The Ahwahnee Hotel (AH) lodging and associated services:

- AH Hotel: 1,746 surveys; 67.07% overall customer satisfaction
- Dining Room: 1 survey; no rating available
- Bar: 4 surveys; 96.88% overall customer satisfaction
- Sweet Shop: 14 surveys; 94.38% overall customer satisfaction
- Gift Shop: 14 surveys; 97.77% overall customer satisfaction

Curry Village (CV) lodging and associated services:

- CV Lodging: 2,541 surveys; 74.56% overall customer satisfaction
- Pavilion: 9 surveys; no rating available
- Pizza Deck: 2 surveys; no rating available
- Mountain Shop: 14 surveys; no rating available
- Grocery and Gift Shop: 69 surveys; 87.86% overall customer satisfaction

Yosemite Valley Lodge (YVL) lodging and associated services:

- YVL Lodging: 4.064 surveys; 73.50% overall customer satisfaction
- Basecamp Eatery: 105 surveys; 80.25% overall customer satisfaction
- Mountain Room Restaurant: 9 surveys; 86.02% overall customer satisfaction
- Gift Shop: 61 surveys;89. 43% overall customer satisfaction

Housekeeping Camp (HSKC) lodging and associated services:

- HSKC Lodging: 953 surveys; 77.58% overall customer satisfaction
- HSKC Retail Services: 12 surveys; no rating available

Wawona (WA) area lodging and associated services:

- WA Hotel: 1,559 surveys; 76.81% overall customer satisfaction
- Dining Room: 2 surveys; no rating available
- Store: 22 surveys; 93.57% overall customer satisfaction

- Golf Shop & Snack Stand: 0 surveys; no rating available

Additional Services:

- Degnan's Deli: 8 surveys; no rating available
- Village Store: 194 surveys; 89.61% overall customer satisfaction
- Glacier Point Gift Shop: 16 surveys; no rating available
- Badger Pass Sport Shop: 3 surveys; 77.56% overall customer satisfaction

The Service received thirty-one visitor comments via mail, email, and on-site comment cards; not included are comments received through social media sources (Facebook, Twitter, etc.). The Service forwards all visitor comments to YH, in addition to responding directly to the commenter.

Comments included concerns about food quality, lodging, High Sierra Camps (HSC) closure, Valley shuttles, AH Valet parking, Badger Pass Ski passes, Wawona Golf course, and food reservation difficulties.

There were no employee comments this year via mail, email, and on-site comment cards.

United States Department of the Interior - National Park Service
Form 10-ADM - Administrative Compliance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2023
Contract Number:	CC-YOSE004-16		

Instructions:
For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

Notes:
- Elements marked with an asterisk (*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.
- For 8.B., use the concessioner's due date for their 2022 Annual Financial Report to complete the evaluation. If the 2022 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	During the 2023 operating year, several winter storm systems caused extensive damage at Curry Village, Tuolumne Meadows, White Wolf, and High Sierra Camps. Storm damage prevented Yosemite Hospitality from opening some of these areas or openings were delayed. Badger Pass and the ice rink closed early due to storms.
	1.2*	All services provided by the Concessioner were authorized by the Contract.	Yes	
2. Concessioner Personnel	2.1	The Concessioner 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 was 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 developed and implemented appropriate training programs for employees in accordance with the Contract.	Yes	
3. Legal, Regulatory and Policy Compliance	3.1	Has the concessioner received a violation(s) of any Applicable Laws? **If no, move to Section 4.**	No	
		i. Did the Concessioner inform the park superintendent?		
		ii. Did the Concessioner rectify the violation(s) in a timely manner?		
		iii. Was the violation resolved and closure documentation submitted to the park?		
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	Yes	

5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? **If no, move to Section 6.**	N/A	
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.		
	5.4	The Concessioner started the project on time.		
	5.5	The Concessioner completed the project on time.		
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.		
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	To assist in fulfillment of the Concessioner's obligation to maintain all Concession Facilities, the Contract requires a minimum maintenance expense of three percent of the prior year's gross receipts. Based on the 2023 AFR, due this rating period, 2022 gross receipts and Schedule H, Lines 11 and 23, the Concessioner met this requirement.
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	Yes	All monthly CFF payments submitted on time.
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	
7. Indemnification and Insurance	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	Certificates submitted on time and reviewed by third party.
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	Certificates submitted on time and reviewed by third party.
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	AFR initially submitted on 1.26.24.
	8.3*	The Concessioner submitted the AFR on time.	Yes	AFR Received 1.26.24.
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	AFR Received 1.26.24.
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	Yes	Consolidated Operational Performance Report by Use (stats report) was submitted on time.
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	
		iv. Management Listing	Yes	Management listing was provided bi-annually, as required.
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	Yes	
		vii. *Any additional pertinent reports*	Yes	VTS Reports were submitted as required. All recreation reports were submitted on time.
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	

12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and Wastewater	Electricity is provided by PG&E and passed through to the Concessioner by NPS-owned infrastructure.
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	A1, A10, and A10D electric rates the Service bills YH for were not updated at the beginning of May to reflect the summer billing period. This error led to YH being underbilled for its electric use between May-September of this year. YH initiated payment plan.
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	Yes	
13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	No	As noted in previous AOR's, YH's website did not always reflect accurate opening dates/hours and menus. The Service notified YH staff to correct identified errors on its website. 3/23/23: Website was not promptly updated regarding Badger Pass conditions/closures. Additionally, visitors were still able to book lift ticket reservations online while it was closed. Corrected 3/24/23. 8/21/23 under website "Things to do" Shopping tab, discrepancies in hours for Tuolumne Store, Wawona Store, and Crane Flat Store. Corrected 8/25/23.
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	Several Contract requirements not addressed in other program-specific reviews have not been met, including: - Establish a Seasonal Employee Housing Complex outside the Area. Progress on this requirement was made in 2023; however, this remains an unmet Contract requirement.

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Services and Operations	100.0%	9. Other Reporting Requirements	100.0%
2. Concessioner Personnel	100.0%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	100.0%	12. Special Provisions – Utilities	100.0%
5. Construction or Installation of Real Property Improvement	n/a	13. Advertising and Promotional Materials	66.7%
6. Tracking and Payment of Required Fees	100.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
27	**2**	**0**	**9**	**29**

Administrative Compliance Score	**93.1**
Adjusted Administrative Compliance Score	**93.1**
Rating	**Superior**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-OPR - Concession Operational Performance Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2023
Contract Number:	CC-YOSE004-16		

Instructions:

Fill in the (yellow) highlighted cells in the table below with the following information:

Location – List the concession location/facility being evaluated. **(Note: Location MUST be filled out in order to activate the scoring on this form.)**

Service Type - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

Weighting - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. **(Note: Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each).**

Periodic Evaluation (PE) Score(s) – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.
If you require more than 120 rows in Table 1, please contact cs_cm_helpdesk@nps.gov for a new version of the AOR Workbook.
If you have completed more than four PE's during a given year, please contact cs_cm_helpdesk@nps.gov for a revised 10-OPR form with additional columns.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	

Note: If no periodic evaluations were completed, please explain why in the "Comments" box below.

Table 1: Facility Evaluation

Hints:
- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold "Ctrl + Shift + D" on your keyboard.
- DO NOT insert individual rows into the table below.

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	
AH / Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	2	3			2.5	**7.5**
AH / Bike Stand	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
AH / Dining Room	Food and Beverage – Fine Dining	3 - High	2	3			2.5	**7.5**
AH / Employee Dorms	Employee Housing	2 - Medium	4				4.0	**8.0**
AH / Employee Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
AH / Gift Shop	Retail	1 - Low	5				5.0	**5.0**
AH / Lodging	Lodging - Upscale	2 - Medium	5	4			4.5	**9.0**
AH / Sweet Shop	Retail	1 - Low	5				5.0	**5.0**
CF / Service Station	Automobile Services	2 - Medium	3				3.0	**6.0**
CF / Grocery Store	Retail - Convenience	2 - Medium	5	3			4.0	**8.0**
CV/ Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	1	5			3.0	**9.0**
CV / Bike Stand	Rentals – Recreational Equipment	2 - Medium	2				2.0	**4.0**
CV / Coffee Corner	Food and Beverage – Quick Service	3 - High	3	4			3.5	**10.5**
CV / Cooks Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
CV / Cooks WOBS	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Dorms & Wellness Center	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / Grocery and Gift Shop	Retail	1 - Low	5				5.0	**5.0**
CV / Hard Sided Lodging	Lodging – Basic	2 - Medium	5	3			4.0	**8.0**
CV / Huff WOBs & Rec Trailer	Employee Housing	2 - Medium	4				4.0	**8.0**
CV / Huff Tents	Employee Housing	2 - Medium	3				3.0	**6.0**
CV / CV Ice Rink	Skating Rinks	2 - Medium	4				4.0	**8.0**
CV / Soft Sided Lodging	Lodging – Basic	2 - Medium	3	3			3.0	**6.0**
CV / Meadow Grill	Food and Beverage – Quick Service	3 - High	4				4.0	**12.0**
CV / Mountaineering School	Mountaineering	2 - Medium	5				5.0	**10.0**
CV / Mountain Shop	Retail	1 - Low	5				5.0	**5.0**
CV / Pavilion	Food and Beverage – Family Casual Dining	3 - High	0	1			1.0	**3.0**
CV / Pizza Patio	Food and Beverage – Quick Service	3 - High	3	3			3.0	**9.0**
CV / Rafts	Rentals – Recreational Equipment	2 - Medium	5				5.0	**10.0**
CV / Stables Cabins	Employee Housing	2 - Medium	5				5.0	**10.0**
CV/ Stables Tents	Employee Housing	2 - Medium	5				5.0	**10.0**
EP / Service Station	Automobile Services	2 - Medium	3				3.0	**6.0**
GP / Gift Shop	Retail	1 - Low	5				5.0	**5.0**

HSK / Lodging and Showers	Lodging – Rustic	2 - Medium	4	3			3.5	**7.0**
HSK / Store	Retail	1 - Low	5				5.0	**5.0**
TM / Hiker's Bus	Transportation - Shuttle Services	3 - High	3				3.0	**9.0**
VTS / Shuttles	Transportation - Shuttle Services	3 - High	3				3.0	**9.0**
WA / Dining Room	Food and Beverage – Family Casual Dining	3 - High	2	1			1.5	**4.5**
WA / Gift & Grocery	Retail - Grocery	1 - Low	4				4.0	**4.0**
WA / Golf Course & Disc Golf	Golf Courses	2 - Medium	3				3.0	**6.0**
WA / Golf Snack Stand	Food and Beverage – Quick Service	3 - High	2				2.0	**6.0**
WA / Golf Shop Retail	Retail - Grocery	1 - Low	4				4.0	**4.0**
WA / Housing & Kessler Cabins	Employee Housing	2 - Medium	3				3.0	**6.0**
WA / Lodging	Lodging – Midscale	2 - Medium	3	3			3.0	**6.0**
WA / Service Staion	Automobile Services	2 - Medium	4				4.0	**8.0**
WA / Stables	Horse and Mule Operations	2 - Medium	2				2.0	**4.0**
WA / Swimming Pool	Swimming Pools	2 - Medium	5				5.0	**10.0**
WA / Tennis Court	Tennis Courts	2 - Medium	2				2.0	**4.0**
WA / Tent Housing	Employee Housing	2 - Medium	3				3.0	**6.0**
YV / Bike Stand	Rentals – Recreational Equipment	2 - Medium	4				4.0	**8.0**
YV / Carabiner	Employee Dining Rooms	3 - High	2	3			2.5	**7.5**
YV / Degnan's Kitchen	Food and Beverage – Quick Service	3 - High	1	1	2		1.3	**4.0**
YV / Garage and Y8	Automobile Services	2 - Medium	4				4.0	**8.0**
YV / Interpretive Services	Guided Land Tours	1 - Low	5				5.0	**5.0**
YV / Lost Arrow Cabins	Employee Housing	2 - Medium	3				3.0	**6.0**
YV / Lost Arrow Dorm	Employee Housing	2 - Medium	4				4.0	**8.0**
YV / Tecoya Dorms	Employee Housing	2 - Medium	2	3			2.5	**5.0**
YV / Valley Floor Tour	Guided Land Services	3 - High	5				5.0	**15.0**
YV / Village Grill	Food and Beverage – Quick Service	3 - High	2	1			1.5	**4.5**
YVL / Basecamp	Food and Beverage – Fast Casual	3 - High	2	2			2.0	**6.0**
YVL / Bike Stand	Rentals – Recreational Equipment	2 - Medium	3				3.0	**6.0**
YVL / Employee 1000 Cabins	Employee Housing	2 - Medium	2				2.0	**4.0**
YVL / Gift and Grocery	Retail	1 - Low	4				4.0	**4.0**
YVL / Lodging	Lodging - Midscale	2 - Medium	3	3			3.0	**6.0**
YVL / Mountain Room Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3	3			3.0	**9.0**
YVL / Mountain Room Restaurant	Food and Beverage – Upscale Dining	3 - High	1	1			1.0	**3.0**
YVL / Starbucks	Food and Beverage – Quick Service	3 - High	5				5.0	**15.0**
YVL / Swimming Pool	Swimming Pools	2 - Medium	5	4			4.5	**9.0**

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

As per letter dated 03/26/2019 from NPS to Yosemite Hospitality, YOSE NPS weights the periodic evaluations by these categories:
High: Visitor Transportation System and Food & Beverage
Medium: Lodging, Recreation, Employee Housing, Fuel
Low: Retail, Interpretation

Table 2: Scoring

Scoring

OPTIONAL - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

Service Type	Average Weighted Score

Operational Performance Score	**66.3**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

ADDITIONAL NOTES / COMMENTS

The Service conducted a periodic evaluation at the Curry Village Pavilion that resulted in a final score of zero. This was the first zero ever issued on a periodic evaluation. Findings included building structure issues, dock/utility area tidiness, concerns with pest management (rodents and flies), active leaking of the dish washer and plumbing in the ceiling above the dish washer, scuffed, peeling, and/ or significantly worn paint on walls of the kitchen and dining area, several guest-facing coolers down or actively leaking, kitchen refrigerators sealing incompletely, one large walk-in freezer that had been nonfunctional for several years (without reporting to NPS), missing food guards at serving stations, improper food storage (temperature, coverage), unclean food storage cabinets, soiled food preparation areas (including the floors, under and behind equipment, on top of machines, shelving, etc.), inconsistent food labeling, and expired food in coolers that had not been disposed of. The initial score of the periodic evaluation was a 1, however, after the follow-up evaluation three weeks later, the score was lowered to a zero, as not all findings were corrected. A second periodic evaluation was conducted at the Curry Village Pavilion later in 2023, which found several improvements, but earned an initial score of a 2. After the follow-up evaluation, the final score was dropped to a 1, as not all findings were corrected.

United States Department of the Interior - National Park Service

Form 10-PHP - Public Health Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2023
Contract Number:	CC-YOSE004-16		

Instructions:

Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Facility Information

FACILITY INFORMATION			
Facility Type	**Number of Facilities**	**Facility Name(s)**	**Comments / Notes / Remarks**
Restaurants/Cafeteria	12	Ahwahnee Hotel Kitchen, Ahwahnee Hotel Bar, Curry Village Pavilion, Curry Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Wawona Hotel Kitchen, Yosemite Valley Lodge Basecamp, White Wolf	Tuolumne Lodge and White Wolf were not inspected in 2023 (facilities not open).
Snack Bars	8	Glacier Point Snack Bar, Wawona Hotel Pro Shop, Curry Village Peet's Coffee, Badger Pass Snack Bar and Grill, Badger Pass Snowflake Room, Tuolumne Meadows Grill, Village Grill, Meadow Grill, Starbucks	Wawona Hotel Pro Shop, Tuolumne Meadows Grill (not open), and Badger Pass Facilities were not inspected in 2023.
Grocery	6	Curry Village Gift and Grocery, Village Store, Housekeeping Camp Store, Crane Flat Grocery Store, Tuolumne Store, Wawona Grocery Store, Yosemite Valley Lodge Gift and Grocery	Crane Flat Grocery Store, Tuolumne Meadows Store (not open), and Wawona Grocery Store were not inspected in 2023.
Pre-Packaged	3	Ahwahnee Sweet Shop, Yosemite Hospitality Warehouse, Badger Pass Sport Shop	Badger Pass Sport Shop was not inspected in 2023.
Bar	1	Curry Village Bar 1899	
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	High Sierra Camps were not opened and not inspected in 2023.
Temporary (Identify)	1	Wawona Hotel BBQ	Wawona Hotel BBQ was not inspected in 2023.
Vending	0		
Mobile	0		
Thermal Water	0		
Swimming Pools	4	Wawona Hotel Pool, Ahwahnee Hotel Pool, Yosemite Valley Lodge Pool, Curry Village Pool	Curry Village, Ahwahnee, and Wawona swimming pool facilities were undergoing projects and not operational or inspected in 2023.
Other			
Total Number of Facilities:	41		

ADDITIONAL NOTES / COMMENTS

All swimming pool and food service inspections were conducted by LCDR (b) (6) (REHS/RS), Regional Public Health Consultant, NPS Office of Public Health (OPH). Food service operations were assessed in accordance with the 2022 Food and Drug Administration (FDA) Food Code. Swimming pool facilities were inspected in accordance with the Centers for Disease Control and Prevention's Model Aquatic Health Code (2018 and 2023 versions). A total of 34 inspections were completed throughout the operating year including routine and pre-operational or advisory inspections. YH received an overall Satisfactory rating for its Public Health Program Evaluation Report. Three facilities (Degnan's Kitchen, Curry Village Pavilion, and Village Grill) received Marginal ratings. Priority attention should be given to addressing deficiencies found in food safety reports, particularly unresolved items unable to be corrected at the time of inspection and repeat items. The NPS Office of Public Health Public Health Consultant will specify timeframes for correction in future reports in accordance with 2022 FDA Food Code Chapter 8. Please ensure communication flow regarding correction status of identified deficiencies pertaining to any violations unable to be corrected on site at the time of inspection.

Table 2: Inspection Information

INSPECTION INFORMATION		
Instructions: 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	27	2700
# Marginal	3	150
# Unsatisfactory		
Total	30	2850

Public Health Score	95.0	Satisfactory = 85 – 100*
Adjusted Public Health Score	95.0	Marginal = 50 – 84
Rating	**Satisfactory**	Unsatisfactory = ≤ 49

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

United States Department of the Interior - National Park Service

Form 10-RMP - Risk Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2023
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluations

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices • employee and visitor hazards • operational, facility and natural hazards	Yes	
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: • compliance with Applicable Laws • providing a safe and healthful environment for employees, park staff and visitors to the extent possible • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	A Senior Safety Officer was identified in August and began full time work in October.
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	YH and Aramark's corporate safety and risk organizational chart is included in the 2023 RMP.
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	No	Resources are documented and identified in the RMP, however documented issues with facility maintenance, repeated operational deficiencies, food storage, and the absence of risk-related data collection and a safety and health official for 9 months indicated that resources were not adequate to fully realize and execute the RMP.
	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: • Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP. • Required training records, such as training materials, schedules, and participant records.	Yes	

3. Training	3.3	The concessioner has conducted and documented all training.	No	Upon request, YH provided training records related to Risk Management for leadership staff and various representative Wawona positions. Compared to previous years, YH showed a significant improvement in their training record keeping in 2023. Unfortunately, periodic evaluations in 2023 found that stables personnel did not have any of the required first aid and CPR training to operate and food and beverage staff had not received Hantavirus Risk Reduction Program. Improved oversight of required training achievement is needed.
4. Documentation and Operational Controls	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: • procedures for the safe storage and handling of chemicals • procedures for embarking and disembarking visitors • procedures for safe equipment use • procedures for managing wildlife interactions • procedures for cancelling operations due to weather	Yes	SOP list is included in RMP.
	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: • natural disasters (earthquakes, floods, tornados, hurricanes, etc.) • motor vehicle incidents • medical emergencies (visitors and employees) • fire (structural, motor vehicles, wildfires, etc.) • terrorism and law enforcement activities • accidents and fatalities (visitors and employees within park boundaries)	Yes	In 2022, YH was asked to develop site specific emergency plans. Plans for Wawona and Curry Village were developed at that time, however no additional site plans were provided in 2023. Development of these emergency plans resumed upon the placement of a Senior Safety Officer and are expected to be finalized in 2024.
5. Communications	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	RMP is available online. Also as part of employee inbriefing, staff receive risk management and refresher training.
	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: • Activity-related hazards (e.g., white water rafting) • Natural resource-related hazards (e.g., bears) • Facility-related hazards and procedures (e.g., property evacuation maps)	Yes	YH communicated risk to visitors in 2023 through signage and by use of talking point documents for latest information. Public signage relating to hazard communication is found throughout YH land assignments, including: - Lodging registration cards (hanta virus and food storage) - COVID signage, sanitizer stations, monitoring, and enforcement - Acknowledgement of Risk forms - Evacuation maps in all lodging facilities/room
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	NPS Visitor and Resource Protection division provides primary response to all emergencies. VRP staff acknowledged positive communication and coordination with YH, particularly during 2023's severe weather and environmental events. YH did not continue parkwide evacuation planning with NPS upon the departure of the previous Senior Safety Officer. YH is expected to resume this planning and coordination in 2024.

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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	A matrix of all required reports and documents is included in the RMP. The matrix will continue to be updated as additional reporting requirements are identified. Plans, reports, and other documentation required by regulatory agencies were submitted accordingly.
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	Yes	YH showed significant progress in timely reporting for serious incidents. Several examples of timely reporting of incidents included a boiler fire at the Ahwahnee, an Ansul system discharge at the Village Grill, a fuel safety concerns, and shuttle incidents.
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	Annual reports, including fire system, storage tank, and transportation inspections, were submitted to the Service.
7. Inspections 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.	Yes	The annual comprehensive environmental and safety compliance audit was competed in 2023 and results were shared with NPS. Required inspections were documented and are available upon request.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies 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.	No	Extensive deterioration of railings at the Wawona Hotel was noted in several periodic evaluations in 2022 and 2023. These railing deficiencies were not addressed and in June 2023 a guest fell from the porch on the Clark building of the Wawona Hotel. The guest was injured in the fall. In April, the ceiling at The Ahwahnee Hotel failed due to water intrusion while visitors were dining in the Solarium, and a piece of the ceiling struck an employee. A ceiling leak in Ahwahnee hotel room 443 was reported by YH staff after a significant rain event in February. YH was requested to repair prior to making the room available again; however an evaluation was conducted on 10/19/23, and it was determined that the room was still in the active inventory and the leak had not been repaired. The leak was subsequently repaired after the item was noted as deficient on the evaluation. Repeat risk-related periodic evaluation and food safety report findings and continued wildlife issues contributed to this noncompliance.

8. Hazard Incident Investigations and Abatement	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	In March, one of the two boilers at the Ahwahnee overheated due to a mechanical safety failure and the insulation caught fire. YH responded immediately and completed an emergency shutdown of both boilers and their water lines while NPS suppressed the insulation fire. A replacement boiler was manufactured in 2023 with an expected installation in 2024. YH responded quickly and effectively to several fuel-related incidents to ensure human and environmental safety. An extensive investigation was conducted and alternative solutions were quickly implemented. YH were quick to respond to storm-related incidents and impacts resulting from the record precipitation the park received in the winter. YH worked closely with NPS staff to provide assistance and support, prioritizing safety and health for residents and visitors.
	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.	No	YH resumed usage of their Damages Register to track, identify trends, and respond to hazards in March, however usage of this effective tracking system decreased by April. Without tracking of accidents and incidents, an analysis of risk and documented corrective action is impossible to confirm. A resumption of accident/incident tracking and analysis is expected in 2024.
9. Management Review	9.1*	The RMP is reviewed at least annually, and updated as necessary. • The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws. • Systemic problems are addressed in RMP updates.	Yes	The RMP submitted in 2023 contained updates to staffing, assignments, and training information. Additional analysis of performance and the program has been requested for the 2024 review.
	9.2	The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.	Yes	
10. Other Contract Requirements	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	No	Required Fire Inspector I and First Aid and CPR instructor certifications have been completed by the Senior Safety Officer and YH is expected to be compliant in 2024. However, neither certifications were held in 2023.

**Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring

Program Area	Score (%)	Program Area	Score (%)
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	50.0%
2. Responsibility and Accountability	66.7%	8. Hazard Incident Investigations and Abatement	50.0%
3. Training	66.7%	9. Management Review	100.0%
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements	0.0%
5. Communications	100.0%		
6. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
19	5	1	0	24

Risk Management Score	**79.2**
Adjusted Risk Management Score	**69.0**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-EMP - Environmental Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2023
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

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: • legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices • facilities and operations • natural and cultural resources	Yes	
	1.2**	The EMP is documented.	Yes	The EMP is documented as required.
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: • compliance with Applicable Laws • protecting and conserving park resources and human health • assigning responsibilities • providing staff and resources • monitoring performance	Yes	
2. Responsibility and Accountability	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 specified qualifications and requirements defined in the documented EMP.	Yes	The Environmental Officer is identified in the EMP and meets the specified qualifications and requirements defined in the submitted EMP.
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	The EMP defines management and staff responsibilities in order to effectively manage YH environmental activities and this structure and assignments are outlined in the EMP.
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: • personnel (e.g., number of staff, experience and skills) • facilities and equipment • information, documentation, and data management systems • agreements for support from outside contractors and agencies • training programs for concession personnel	No	Resources are documented and identified in the EMP, however the Service observed regression on previously cured environmental deficiencies noted in the 2022 NPS Environmental Audit. Previously cured environmental deficiencies were identified in YH's Environmental and Safety audit conducted in December 2023. The regression in corrective action and the absence of a safety and health official for 9 months indicated that resources were not adequate to fully realize and execute the EMP.
	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	Management training records were available upon request of the service during the annual review process, the service was able to validate completion or existence of training occurances. The Service was able to validate the level of management competency and other management qualification requirements.

3. Training	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: • Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP. • Required training records, such as training materials, schedules, and participant records.	Yes	The EMP was inclusive of a developed training plan. Upon the annual review the service was able to validate selected training records that were noted in the EMP.
	3.3	The concessioner has conducted and documented all training.	Yes	Training records, as documented in the EMP, were available upon request of the service during the annual review process.
4. Documentation and Operational Controls	4.1	EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include: • procedures for the storage and handling of chemicals • procedures for the management and maintenance of fuel • procedures for pesticide use • procedures for hazardous and solid waste disposal • procedures for weed and pest management • procedures for the protection of cultural and archeological resources	Yes	
	4.2	EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include: • hazardous substance spill response • leaks from fuel storage tanks or other chemical storage areas • storm water contamination	Yes	EMP Emergency Plans and procedures have been developed and implemented and documented in the EMP.
5. Communications	5.1	The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.	Yes	The EMP is available to staff through the YH Employee Portal and in hard copy with the Senior Safety Specialist.
	5.2	The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include: • Handling hazardous materials (e.g., fuel) • Handling waste (e.g., trash) • Natural resource or cultural resource impacts • Pest management (e.g., notification of pests if observed)	No	On several occasions the Service noted the lack of effective visitor communication regarding handling waste. For example, the Curry Village outdoor eating areas lacked appropriate waste container labeling of type of waste as well as directions to open BearSaver containers. Additionally, signage explaining what is compostable versus recyclable versus landfill was not available to visitors, resulting in cross-contaminated waste streams.
	5.3	The concessioner 's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.	Yes	YH participated in park-wide emergency planning and has submitted required Hazardous Materials Business Plans to the county, as required. Additionally, other agreements are in place, as appropriate.

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. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.	Yes	The service has reviewed and validated all documents required.
	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.	Yes	The Service is not aware of any occurences in 2023.
	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.	Yes	The Service is not aware of any violations in 2023.
	6.4	The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.	Yes	The Service is not aware of any opportunites or events resulting in the necessity for communications with regulatory agencies with regard to the Concessioner's environmental activities in 2023.
7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	No	Required monthly AST/UST inspections were not completed or documented in accordance with regulation, vendor inspection records were incomplete for 6 months of the operating year and could not be validated.
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	No	The Service recognizes the attention and progress made in 2023 in curing of 63 out of 67 findings identified in the 2022 NPS Environmental Audit. Additionally, the Service accepts the project/time constraints that have caused delay in closing the remaining 4 findings. The service looks forward to completion and closure of the remaining audit findings in the 2024 operating year. Although the service is pleased with the progress of curing the NPS environmental audit findings, it was noted during environmental spot checks, as well as in the YH Environmental and Safety Audit conducted in December, that many areas have regressed in attention once findings were initially cured. The service looks forward to YH taking an aggressive approach to ensure sustained success in its environmental commitments.
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	No	The Y8 Fuel Station Leak Response was both commendable in the timeframe and scope preventing potentially impactful environmental damage to the area and watersheds surrounding the station. The Crane Store and Gas Station had an unreported generator fuel oil leak and containment failure which was discovered on September 6, 2023 by the Service during a scheduled facilities condition assessment. The same deficiency was identified during the Concessioner's internal environmental and Safety audit on December 5, 2023, indicating that finding had not been remedied or prevented from recurrance.
	7.4*,**	The EMP is reviewed at least annually, and updated as necessary. • The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws. • Systemic problems are addressed in EMP updates.	Yes	The EMP was reviewed annually by the concessioner and identified systematic program failures. These were addressed in the updated submission in a manner and timeframe acceptable to the service.
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	The 2024 EMP was submitted within the contract specified timeframe and was received for review by the park on November 30, 2023.

8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	No	Contract requirements not addressed in other program specific reviews have not been met, including: - Install a rooftop solar energy system and geothermal ground loop system. YH submitted an alternative to these original Contract requirements. The alternative was approved in 2023, but work has not been completed. - Install over 100 water monitor devices to overnight accommodation buildings, food and beverage work areas, and employee housing to monitor water flow. - Implement a Vehicle Management Plan. - Sensor Array/"RoadNet:" Install comprehensive sensor array transportation management system. - Replace all fuel oil stationary backup generators with propane or fuel-cell technology. To date only one has been replaced. - Partner with a local university or college with an environmental program to improve its environmental systems and employ at least 2 students every season. During the 2024 operating year, the Service expects the Concessioner to make progress on addressing outstanding contract requirements and communicate regularly with the Service about its decisions and plans in meeting contractual requirements.

** indicates a Special Attention Item*
*** indicates item is not applicable to Cat III contracts*

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.0%
2. Responsibility and Accountability	66.7%	7. Monitoring, Measurement and Corrective Action	40.0%
3. Training	100.0%	8. Other Contract Requirements	0.0%
4. Documentation and Operational Controls	100.0%		
5. Communications	66.7%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.
18	**6**	**1**	**0**	**24**

Environmental Management Score	**75.0**
Adjusted Environmental Management Score	**69.0**
Rating	**Marginal**

Superior - 90 - 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

United States Department of the Interior - National Park Service

Form 10-AMP - Asset Management Program Evaluation Report

Park:	Yosemite National Park	**Concessioner DBA:**	Yosemite Hospitality, LLC
Concessioner Name:	Yosemite Hospitality, LLC	**Year of Operation:**	2023
Contract Number:	CC-YOSE004-16		

Instructions:

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

Notes:
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- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

Table 1: Program Area Evaluation

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	No	The 2023 ACMP was accepted. However, after review the ACMP was missing the following: Inspection plans and procedures that demonstrate how the Concessioner will conduct maintenance during the next calendar year. YH did not identify Scheduled Repairs in its 2023 ACMP as Contractually required.
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	No	The ACMR indicated 27 inspection work orders totaling 124 labor hours completed in 2023. With over 500 assets assigned to the Concessioner, that averages to approximately 15 minutes per asset. NPS field checks, condition assessments and periodic evaluation findings showed lack of inspections occurring.
	2.2	Inspection findings were addressed in a timely manner.	No	NPS field checks, condition assessments and periodic evaluation findings showed lack of inspections occurring and failure to correct findings in a timely manner. Additionally, the Service has made the Concessioner aware of power lines running improperly through trees and near roof lines that have not been addressed. This a major safety concern.
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	No	Repeat deficiencies for facility findings were frequently identified in periodic evaluations and evaluation scores reflected the need for improvement. Additionally, the Service noted a trend of periodic evaluation findings, which are point in time spot checks, serving as a guiding document for YH to complete maintenance work rather than completing its own regular internal inspections.
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	Yes	
	3.2*	Recurring Maintenance	No	Though some work was done, field visits and spot checks showed several buildings with painting, carpet and other recurring maintenance issues were not addressed. The Service also noted fire clearance issues around propane tanks and buildings on several occasions. Overall cleanliness of several properties shows a greater need and focus on recurring maintenance.
	3.3	Scheduled Repairs	Yes	YH identified Scheduled Repairs in its 2023 ACMR; however, the majority of scheduled repairs identified in the ACMR were periodic evaluation findings.
	3.4	Unscheduled Repairs	Yes	YH was responsive and timely in tracking damage following the historic weather events in 2023 and rebuilding destroyed Curry Village tent cabins. Tuolumne Meadows and High Sierra Camps assets were also severely damaged. Although YH removed the debris and material from the area, little to no progress was made on repairs and rebuilding during 2023. 90% of work orders in the 2023 ACMR are unscheduled repairs, indicating YH's reactive approach to addressing maintenance.
	3.5*	Component Renewal/Replacement	Yes	
	3.6*	Deferred Maintenance	No	Initial Deferred Maintenance (IDM) identified in Exhibit H of the Contract is still outstanding and no substantial progress was made in 2023. IDM was required to be completed by 2019. The condition of buildings such as a the Wawona Hotel, The Ahwahnee Hotel and The Ahwahnee Dorm have created severe deferred maintenance issues. In 2023 YH and the Service identified that the Wawona Hotel will require extensive projects and maintenance in the future to address years of neglect.

4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	N/A	
	4.3	Fixture Replacement Report	N/A	Waived LSI for fixtures.
	4.4	Component Renewal Report	Yes	
	4.5	Personal Property Report	Yes	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	No	YH improved on submitting project closeout documentation for recent year projects. However, project closeout documents remains outstanding since 2016. Several Contract requirements not addressed in other program-specific reviews have not been met, including the following: - YH did not employ a Preservation Maintenance Lead in 2023. - Establish a forward staging area outside of the Area. - Concessioner must replace all existing coolers and freezers older than six years in kitchen and retail locations with energy efficient alternatives. - Barcode all personal property valued at $100 or more. - Personal Property Upgrades - Wawona and Curry Village complete. The Ahwahnee remains incomplete. On several occasions YH was unresponsive to requests made by the Service to address issues that required attention. For example, the Service regularly requested YH to remove the kitchen equipment YH stored behind The Ahwahnee Hotel. The Service was notified work was complete but after further inspection the Service identified it was not completed as requested.

** indicates a Special Attention Item*

ADDITIONAL NOTES / COMMENTS

Table 4: Scoring

Scoring			
Program Area	**Score (%)**	**Program Area**	**Score (%)**
1. Annual Concessioner Maintenance Plan (ACMP)	66.7%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	0.0%	6. Other Contract Requirements	0.0%
3. Maintenance	66.7%		
4. Reporting	100.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
11	**7**	**2**	**2**	**18**

Asset Management Score	**61.1**
Adjusted Asset Management Score	**61.1**
Rating	**Marginal**

Superior = 90 – 100
Satisfactory = 70 – 89
Marginal = 50 – 69
Unsatisfactory = ≤49

Notes:
- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.