

**Request for Proposals for Asset Management Services for Management Agreement Oversight for the
National Park Service Commercial Services Program**



Solicitation # AMC-BRCA00X-25

TABLE OF CONTENTS

1. General.....	I
1.1. Introduction.....	I
1.2. Objective	I
1.3. Background Information.....	I
2. Description of the Services Required.....	2
3. The RFP Process	2
3.1. Timetable and Important Dates.....	2
3.2. Submission of questions	2
3.3. Disclaimer	3
4. PROPOSAL FORMAT AND Evaluation Criteria	3
4.0. Transmittal Letter.....	3
4.1. Legal Entity.....	4
4.2. Asset Management Experience.....	4
4.3. Government Experience	4
4.4. Hospitality Management Experience.....	4
4.5. Proposed Personnel.....	4
4.6. Commitment and Capability	5
4.7. Applicant's Approach.....	5
4.8. Financial Proposal	5
4.9. Overall response	5
5. Proposal Requirements.....	5
5.1. Proposal Submission.....	5
5.2. Late Proposals	6
5.3. Proposal Delivery Requirements	6
6. After proposal deadline Closes.....	7
6.1. Evaluation of Proposals.....	7
6.2. Outcome of the RFP Process.....	7

1. GENERAL

1.1. Introduction

The National Park Service (“NPS”) is seeking proposals from entities interested in providing hospitality asset management services to the NPS Commercial Services Program under the Visitor Experience Improvement Authority (codified as amended at 54 U.S.C. §§ 101931–101938) (“VEIA”). The selected entity (“Asset Manager”) will assist the NPS with overseeing and administering the management agreement for the Bryce Canyon Lodge and its associated facilities and services in Bryce Canyon National Park (“Park” or “Area”) (VA-BRCA003-25) (“Management Agreement”), a commercial services contract the NPS will award under the VEIA.

1.2. Objective

The purpose of this Request for Proposals (“RFP”) is to solicit proposals from qualified and experienced hospitality asset managers to compete for a contract to perform hotel asset management services for the Bryce Canyon Lodge, related facilities, and Park lands managed under the Management Agreement (collectively, referred to hereinafter as the “Hotel”) within the Park on behalf of the NPS, an agency of the U.S. Department of the Interior. The Asset Manager will advise the NPS on specified business reviews and decisions related to the implementation and operation of the Management Agreement.

1.3. Background Information

There are 424 units within the National Park System, with locations from Alaska to the U.S. Virgin Islands. Unit types include National Parks, National Recreation Areas, National Seashores and Lakeshores, National Monuments, and National Historic Sites. The NPS has approximately 500 concession contracts that provide visitor services within System units such as lodging, food and beverage, merchandise/retail, and guided tours, and recreation.

Authority granted to the NPS to award contracts to provide commercial visitor services mainly stems from three public laws:

- The 1965 Concession Policy Act (Public Law 89-249 repealed and replaced in 1998);
- The National Park Service Concessions Management Improvement Act of 1998 (codified as amended at 54 U.S.C. §§ 101911–101926); and
- The VEIA.

The NPS currently has well-defined business models and contracting structures in place for contracts under the 1965 and 1998 authorities. However, the VEIA provides authority to develop alternate business models and contracting structures based on best practices in the hospitality industry and other public or private arrangements. Traditionally, visitor services have been provided through concession contracts by concessioners who pay a franchise fee (usually a percentage of gross revenues) to the NPS in exchange for the right to operate within the parks. VEIA contracts also authorize commercial visitor services within individual System units, and each contract may encompass lodging, food and beverage, retail, and other visitor services or a combination of services. The NPS intends to solicit and contract with experienced, professional management companies to operate facilities selected for this program.



The NPS plans to award the Management Agreement pursuant to the VEIA and is seeking the services of an experienced hospitality industry asset management company to provide oversight of the Management Company. The Asset Manager will serve as a liaison between the NPS and the Management Company and advise the NPS on all aspects of the management of the assets and industry standards and metrics. In addition, the Asset Manager will review aggregate data and journal entries provided by the Management Company for input to NPS financial and accounting systems. Further detail regarding the role of the Asset Manager is outlined in this RFP and the attached Draft Asset Management Services Contract.

2. DESCRIPTION OF THE SERVICES REQUIRED

The NPS is soliciting experienced asset managers to perform the required tasks in the scope of work with respect to the oversight and administration of the Management Agreement. See Draft Contract AMC-BRCA00X-25 (“Draft Contract”) for scope of work and required tasks details, which has been appended to this RFP.

3. THE RFP PROCESS

The objective of the RFP is to identify entities that are interested in entering into an asset management services contract (“Contract”) with the NPS and have suitable capacity, capability, and experience.

An evaluation committee will identify the applicants that best meet the evaluation criteria (see Section 4) and will recommend which applicants the NPS will invite for interviews to allow the NPS to ask questions and clarify details regarding their respective applications.

3.1. Timetable and Important Dates

The timetable is as follows:

Activity	Date
RFP Released	April 17, 2025
Questions Submissions Due	May 9, 2025
NPS’s Responses to Questions Issued	May 30, 2025
RFP Closes	June 13, 2025
Interview (if invited by NPS)	Week of June 23, 2025
Successful Applicant(s) Notified	August 15, 2025
Contract Award	October 10, 2025

3.2. Submission of questions

Entities interested in submitting a proposal may submit questions seeking clarification or further explanation of aspects of the RFP. All questions regarding the RFP must be provided in writing in electronic format and delivered to Kurt Rausch via email addressed to: BRCA_VEIA@nps.gov by the deadline listed in the timetable above (Section 3.1). All information regarding this RFP will be issued in writing. No NPS representative or other government official is authorized to make substantive oral representations relating to this matter, and no entity should rely on any oral representations made by government officials with respect to this transaction. The NPS reserves



the right to respond or not to respond to the questions submitted. Any responses provided will be posted online at <https://www.nps.gov/subjects/concessions/brca-veia-AMC.htm> and sent to all interested entities that submitted questions.

To facilitate dissemination and response, questions must be in a format that allows the NPS to copy the questions to Microsoft Word. Microsoft 365 Office programs or an Adobe PDF electronic version that allows for copying and pasting of text using Adobe Reader software are acceptable.

3.3. Disclaimer

The issuance of this RFP does not commit or otherwise obligate the NPS to proceed with any part or steps of the process.

While the information contained in this RFP has been formulated with due care, the NPS does not warrant or represent that the information is free from errors or omissions.

4. PROPOSAL FORMAT AND EVALUATION CRITERIA

Applicants must respond to the following evaluation criteria in the format described below. Proposals should provide a straightforward, concise description of applicants' capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. To facilitate the evaluation of proposals, some information must be presented as Returnable Schedules attached to this RFP. A committee will evaluate the proposals. The lack of demonstrated experience regarding one criterion may not be grounds for disqualification if the applicant's other experience is otherwise strong. Applicants may use references in response to multiple requirements. Respondents must use letter-size pages except for schematics or drawings, where Respondents may use legal or ledger-size pages. Respondents must use 11- or 12-point font for all text within the proposal, including all tables, charts, graphs, and provided forms. The Service will accept images of sample material with smaller fonts. Page margins must be 1 inch. Page numbers and identifications of confidential information may appear within the margins.

4.1. Transmittal Letter

Using not more than two (2) pages, including all text, pictures, graphs, tables, etc., applicants must include a signed transmittal Letter on letterhead ("Transmittal Letter") that includes the following information, and, where indicated, direct quotes:

- A) Solicitation Number.
- B) Direct quote: "The signatory has authority to bind the applicant with respect to this
- C) proposal and any oral or written presentations and representations made to the NPS."
- D) Direct quote: "If requested by the NPS, the applicant agrees to furnish additional information or documentation or to make one or more oral presentations or demonstrations to assist the NPS in evaluating the proposal."
- E) Direct quote: "If selected by the NPS, the applicant agrees to negotiate and enter into the contract with the NPS, substantially in the form included in the Request for Proposals (RFP) for this asset management services contract (the "Draft Contract"), to provide the services required. The applicant has listed all modifications it requests to the Draft Contract below.



The NPS will not negotiate any modifications not listed below:" [include any requested modifications to Draft Contract]

- F) Direct quote: "Neither the signatory nor applicant has any conflict of interest which could interfere with carrying out the Asset Manager's obligations under the Contract."
- G) Direct quote: "The applicant understands that the NPS will rely upon the material representations set forth in the RFP and that the applicant has a continued obligation to update any information that changes or that applicant learns to be incorrect."
- H) A list of the documents transmitted electronically, and the email address certified to submit the electronic proposal.
- I) Signed and dated by a principal of the applicant.

4.2. Legal Entity

Applicants must complete and sign Returnable Schedule 4.1, using no more than seven (7) pages. The entity named as the applicant must be the entity that would be the Asset Manager under the Contract.

4.3. Asset Management Experience

This criterion relates to the applicant's demonstrated experience in the asset management industry.

To respond to this criterion, submit Returnable Schedule 4.2. In completing Returnable Schedule 4.2, do not use more than two (2) pages, including all text, pictures, graphs, tables, etc.

4.4. Government Experience

This criterion relates to the applicant's demonstrated ability to work within the unique challenges and requirements of governmental agencies, and comply with government contracting, reporting, meeting, and deliverable requirements.

To respond to this criterion, submit Returnable Schedule 4.3. In completing Returnable Schedule 4.3, do not use more than two (2) pages, including all text, pictures, graphs, tables, etc.

4.5. Hospitality Experience

This criterion relates to the applicant's demonstrated hospitality experience in general, in the hotel, resort, retail, and food and beverage industries.

To respond to this criterion, submit Returnable Schedule 4.4. In completing Returnable Schedule 4.4, do not use more than two (2) pages, including all text, pictures, graphs, tables, etc.

4.6. Proposed Personnel

This criterion relates to the personnel proposed by the applicant:

- The qualifications and competencies of key personnel and their demonstrated successful recent experience in conducting similar work;
- The availability of key personnel, including the extent of their proposed involvement; and



- If a team approach is proposed, the size, structure, and proposed roles of the team members.

To respond to this criterion, submit Returnable Schedule 4.5. In completing Returnable Schedule 4.5, do not use more than two (2) pages, including all text, pictures, graphs, tables, etc.

4.7. Commitment and Capability

This criterion relates to the applicant's:

- Demonstrated commitment to cooperative and flexible contracting relationships;
- Demonstrated achievement in oversight of capital projects and budgets;
- Demonstrated successful recent experience in controlling and reducing operating costs while ensuring and overseeing high quality service; and
- Demonstrated experience and commitment in working with historic structures and overseeing environmental protection and or sustainability programs.

To respond to this criterion, submit Returnable Schedule 4.6. In completing Returnable Schedule 4.6, do not use more than four (4) pages, including all text, pictures, graphs, tables, etc.

4.8. Applicant's Approach

A brief narrative description (no more than 2 pages) of how the applicant will deliver upon the required services outlined in Section 2 above.

To respond to this criterion, see Returnable Schedule 4.7.

4.9. Financial Proposal

This criterion relates to the applicant's proposed fee for the required services. Using the first table of Returnable Schedule 4.8, please provide asset management fee for the completion of tasks outlined in Section 3 of the Draft Contract. Propose the asset management fee on a fixed, yearly basis for the first three years of the Draft Contract. Using the second table of Returnable Schedule 4.8, please provide labor categories, identify key personnel and hourly rates and indicate your proposed annual escalation of those rates for the term of the Draft Contract.

To respond to this criterion, submit Returnable Schedule 4.8. In completing Returnable Schedule 4.8, do not use more than one (1) page, including all text, pictures, graphs, tables, etc.

4.10. Overall response

This criterion relates to the confidence in the degree to which NPS believes the applicant can fully execute their commitments (both financial and operational) and maintain a good long-term partnership with the NPS.

5. PROPOSAL REQUIREMENTS

5.1. Proposal Submission

Do not change the text in the Returnable Schedules except to insert information. All information should be current.



Index your responses to conform to the requested format. Please number each page and section in your completed proposal. The information presented under each heading must conform strictly to the information requested. The NPS prefers clear and concise answers. A longer answer is not necessarily considered a better answer. The NPS will review each response package to determine its completeness prior to actual evaluation. If an applicant fails to provide or adequately address all categories of information requested or to provide the information in the required format, the NPS may disqualify the applicant from further consideration.

Where page limits are set out in the RFP and Returnable Schedules, the NPS will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other materials the applicant submits. Applicants must use letter-size paper. Applicants must use 11- or 12-point font for all text within the proposal, including all tables, charts, graphs, and Returnable Schedules. Page margins must be 1 inch on all sides. Page numbers and identification of confidential information may appear within the margins.

Proposals Considered Public Documents: All proposals submitted in response to this RFP may be disclosed by the NPS to any person, upon request, to the extent required or authorized by the Freedom of Information Act (5 U.S.C. § 552). If you believe that your proposal contains trade secrets or confidential commercial or financial information exempt from disclosure under the Freedom of Information Act, mark the cover page of each copy of the proposal with the following legend:

The information specifically identified on pages of this proposal constitutes trade secrets or confidential commercial or financial information that the applicant believes to be exempt from disclosure under the Freedom of Information Act. The applicant requests that this information not be disclosed to the public, except as may be required by law.

You must specifically identify what you consider to be trade secret information or confidential commercial or financial information on the page of the proposal on which it appears, and you must mark each such page with the following legend:

This page contains trade secrets or confidential commercial and financial information that the applicant believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this proposal.

Information so identified will not be made public by the NPS except in accordance with law.

5.2. Late Proposals

The NPS will not accept late proposals unless the NPS determines that the lateness does not compromise the integrity and competitiveness of the RFP process. The NPS may remove from consideration any proposal that is not received in full by the closing time and date.

5.3. Proposal Delivery Requirements

The proposal deadline is listed in the timetable above (Section 3.1)

Follow these instructions to submit the Transmittal Letter, Returnable Schedule 4.1 and electronic proposal. If the applicant fails to follow these instructions, unless the NPS determines the failure



resulted from circumstances beyond the control of the applicant, the NPS may disqualify the applicant:

- A) Applicants must follow the format provided above for the Transmittal Letter and Returnable Schedule 4.1.
- B) Applicants must include a scanned PDF version of the signed Transmittal Letter and Returnable Schedule 4.1 with the electronic proposal submittal.
- C) The Transmittal Letter must include a list of the documents transmitted electronically and the email address certified to submit the electronic proposal.
- D) Applicants must send an original hardcopy of the Transmittal Letter and Returnable Schedule 4.1 with signatures to the address listed below by the deadline listed above:

National Park Service Commercial Service Program
Attn: Kurt Rausch, Commercial Services Program Chief
1849 C Street NW (Mail Stop 2225)
Washington, D.C. 20240

- E) The NPS encourages applicants to ensure the timely submittal of the Transmittal Letter and Returnable Schedule 4.1 by sending them well before the deadline to avoid delays related to delivery services, such as weather.
- F) Follow these instructions to submit the electronic proposal:
 - Other than the hard copies of the Transmittal Letter and Returnable Schedule 4.1, the NPS will not accept a proposal or any part of a proposal by hard copy mail or delivery service or facsimile transmission.
 - Applicants must limit proposals to 25 pages overall, inclusive of required forms.
 - Email your proposal to BRCA_VEIA@nps.gov.

6. AFTER PROPOSAL DEADLINE CLOSES

6.1. Evaluation of Proposals

The evaluation committee will evaluate each proposal in accordance with the evaluation criteria set out in Section 4 of this RFP.

The evaluation will be based on information provided within the proposal. Any information required by the RFP, which is omitted, illegible, or unintelligible may be treated as failing to fulfill the relevant requirement and disqualify the proposal from further consideration. The evaluation committee may request some or all applicants to provide additional information to clarify aspects of their respective applications, either in writing or orally. The evaluation committee may make inquiries to evaluate the past performance of applicants with respect to work of comparable size, scope, and complexity.

6.2. Outcome of the RFP Process

Following review of the proposals, the NPS may invite some or all of the applicants for interviews to allow the NPS to ask questions and clarify details regarding the proposals. Subsequently, the NPS will finalize the Contract with the selected applicant. If the Contract cannot be finalized with the selected applicant, the NPS may seek to negotiate and finalize the Contract with the second-ranked applicant.

