

NPS RESPONSES TO QUESTIONS AND AMENDMENT NO. 1
SOLICITATION # AMC-BRCA00X-25

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To: All Recipients of the Request For Proposals (RFP), Solicitation No. AMC-BRCA00X-25, to provide hospitality asset management services to the NPS Commercial Services Program under the Visitor Experience Improvement Authority to assist the NPS with overseeing and administering the management agreement for Bryce Canyon (BRCA) National Park under VA-BRCA003-25, a commercial services contract NPS will award to operate commercial visitor service within BRCA under VEIA.

In the RFP issued April 21, 2025, the National Park Service ("NPS") stated it would respond to questions about the RFP submitted in writing and received by May 9, 2025. Below, the NPS has responded to all questions received within the allotted time.

NPS Responses to Questions on Solicitation # AMC-BRCA00X-25

Glossary of terms used throughout this document.

Draft Contract: refers to the draft asset management services contract under Solicitation # AMC-BRCA00X-25

Draft Management Agreement: refers to the draft Bryce Canyon Hotel management agreement under Solicitation #VA-BRCA003-25

Applicant(s): refers to an entity submitting a proposal in response to Solicitation # AMC-BRCA00X-25

GENERAL

QUESTION 1. Returnable Schedule 4.2 table includes five rows with a maximum two pages to respond. Will the NPS allow additional rows to be added to the table or is a maximum of five examples required? Additionally, is the response limited to the table or is additional prose allowed if within the two page limit?

NPS RESPONSE: The NPS will allow for additional rows if the response to Returnable Schedule 4.2 does not exceed two pages. Use the space within the table to provide the description of experience.

QUESTION 2. Confirming "Government Experience" in Returnable Schedule 4.3 is not intended to be limited to Asset Management contracts.

NPS RESPONSE: Correct. Returnable Schedule 4.3 is not limited to asset management contracts specifically. Applicants should include relevant experience performing services for government entities, including but not limited to asset management.

QUESTION 3. How is the NPS differentiating between Returnable Schedules 4.2 and 4.4? 4.2 states “relevant asset management experience, but has the same resort, hotel, F&B, and retail categories as table 4.4.

NPS RESPONSE: The NPS has amended the instructions for Returnable Schedule 4.4, both in the RFP and the RFP schedules, to request demonstrated relevant hospitality experience in general, in the hotel, resort, retail, and food & beverage industries over the last five years.

QUESTION 4. Is there latitude for additional pages allowed in “Applicant’s Approach” section of the response?

NPS RESPONSE: No.

QUESTION 5. May additional rows be added to Returnable schedules, as needed as long as page limits are in compliance?

NPS RESPONSE: Yes.

QUESTION 6. What does “flexible contracting relationship” mean (page 5)

NPS RESPONSE: The NPS is interested in learning how the applicant has worked with owners to navigate unforeseen challenges and opportunities in a manner that is cooperative and flexible. As outlined in the Scope of Work, the NPS anticipates regular communication between the NPS and the Asset Manager, and tasks may evolve over the Period of Performance. Accordingly, the Draft Contract provides flexibility in adjusting fees, adding tasks at time-and-materials rates, and option years.

QUESTION 7. The proposal is limited to 25 pages. Does that include the Transmittal Letter and the Returnable Schedule 4.1. (page 7)

NPS RESPONSE: Yes.

QUESTION 8. In Table 2, does “Labor Category” mean job title? (page 3 of draft contract)

NPS RESPONSE: Yes, in Table 2, the term “Labor Category” effectively means job title or role classification for personnel as included in the Applicant’s Returnable Schedule 4.8. These categories typically align with standardized labor classifications used in professional service contracts (e.g., Project Manager, Senior Engineer, Data Analyst, etc.) and help structure pricing and billing.

Labor Category = Job title or role classification (e.g., Program Manager, Technical Analyst)

Key Personnel = The name of the individual (if designated by the Applicant as key staff)

Hourly Rate (Years 1–3) = The fully burdened billing rate for each year of performance

QUESTION 9. Please provide more details on what are your expectations / want to receive from item 4e “review and assess internal controls policies of the Management Company and test the effectiveness of implementation of the internal control policies by the Management Company every three months, at a minimum in the Scope of work (page 7 of draft contract). This type of scope is typically handled by an accounting firm at a significant cost.

NPS RESPONSE: The NPS expects the Asset Manager to review and test the Management Company’s internal policies, procedures, and processes to ensure the integrity of financial reporting and regulatory compliance of the Management Company. The Asset Manager will need to have basic accounting knowledge and financial oversight expertise. The Asset Manager must be capable of reviewing internal controls and financial procedures of the Management Company, identifying potential weaknesses or noncompliance, and translating financial and operational findings into clear, actionable recommendations for the NPS.

QUESTION 10. Regarding scope 5e, will the hotel manager or asset manager be responsible for managing fixed asset accounting? (page 8 of draft contract)

NPS RESPONSE: The Management Company under VA-BRCA003-25 will provide accounting services. The Asset Manager will review and analyze the Management Company’s accounting records, as described in the draft Asset Management Contract. The draft Management Company Agreement (VA-BRCA003-25) is available for review at [01-Draft-Hotel-Management-Agreement-3.pdf](#)

QUESTION 11. What are the specific asset manager liability insurance requirements? (page 16 of draft agreement)

NPS RESPONSE: The NPS is not requiring specific asset manager liability insurance coverage, other than as stated in the draft Asset Management Contract: *The Asset Manager must procure and maintain during the Period of Performance and any extension thereof liability insurance for the perils to which it will be exposed to during the performance of the Contract. Insurance must include all required federal, state, and local insurance requirements.*

QUESTION 12. Is the NPS seeking two separate submissions? Detailed as follows:

- a. A mail-in, hard-copy submission to the National Park Service Commercial Program Service Office in Washington, D.C., to consist of a Transmittal Letter and Returnable Schedule 4.1 only; and
- b. An electronic (PDF) submission of the Transmittal Letter and all of Returnable Schedules 4.1 through 4.8. Where would the NPS like to see this electronic (PDF) submission submitted?

NPS RESPONSE: Yes. The hardcopy submission consists of the original hardcopy of the Transmittal Letter and Returnable Schedule 4.1 with signatures. The electronic (PDF) submission includes the entire proposal,

including scanned PDFs of the signed Transmittal Letter and Returnable Schedule 4.1 with the electronic proposal submittal. The NPS has amended the RFP to state the electronic proposals must be emailed to BRCA_VEIA@nps.gov.

QUESTION 13. Is NPS able to share 2024 calendar-year financial (P&L) information of the asset in question, the Bryce Canyon Lodge. This will help Applicants devise a competitive and fair financial proposal for the assignment. Additionally, we are seeking to understand if the Bryce Canyon Lodge is open year-round or seasonally and if so, for how many days of the year.

NPS RESPONSE: The historical financial information the NPS provides is found in the Request for Proposals for the Draft Management Agreement (VA-BRCA003-25). The link to that Request for Proposals is provided below. See page 15 for historical revenues by department and projections. The same document includes information about the seasonality of the operation (see pages 5 and 6).

[VA-BRCA00X-25-VEIA-RFP.pdf](#)

QUESTION 14. Is there an incumbent Asset Manager for the Bryce Canyon Lodge, and if so, who is the incumbent Asset Manager.

NPS RESPONSE: No. The property is currently operated under a concession contract and is not managed through a hotel management agreement or any asset management contract structure. Therefore, there is no incumbent Asset Manager for this operation.

QUESTION 15. Can you please provide us with year-end financial performance data for the hotel?

NPS RESPONSE: The historical financial information the NPS provides is found in the Request for Proposals for the Draft Management Agreement (VA-BRCA003-25). The link to that Request for Proposals is provided below. See page 15 for historical revenues by department and projections.

[VA-BRCA00X-25-VEIA-RFP.pdf](#)

QUESTION 16. 1.2 Objective - Can you please define “park lands” relative to the following sentence: “ To perform hotel asset management services for the Bryce Canyon Lodge, related facilities and Park lands ... ”.

NPS RESPONSE: In this context, “Park lands” refers to lands within Bryce Canyon National Park that will be managed by the Management Company under the Draft Management Agreement (VA-BRCA003-25), as depicted in Exhibit E to the Draft Management Agreement. This may include areas around structures, maintained landscapes, utilities, outdoor gathering spaces, trails, or other elements that are integral to the guest experience or necessary for facility access and functionality under the Draft Management Agreement.

QUESTION 17. Should the schedules be submitted as separate files?

NPS RESPONSE: The schedules can be submitted together if each page clearly and exclusively indicates the corresponding returnable schedule number.

QUESTION 18. 5.3F – How should the electronic versions of the schedules be delivered – email, flash drive?

NPS RESPONSE: The NPS has amended the RFP to state that electronic proposal must be emailed to BRCA_VEIA@nps.gov.

QUESTION 19. Contract File – Item III.C.1 – Will you have your own legal team to review the agreements or should we include legal services in our bid?

NPS RESPONSE: The NPS's assigned attorneys reviewed the Draft Management Agreement and will review the final Management Agreement before execution. Applicants for the Draft Asset Management Contract must use their professional judgment when submitting their proposals in deciding the needed labor categories and key personnel to accomplish the requirements of the Draft Asset Management Contract.

QUESTION 20. Contract File – Item III.C.1 –Typically for this scope of work, our fees are quoted on an hourly basis as the length of time to review the agreements is unknown. Would you be open to this?

NPS RESPONSE: The NPS requires the Financial Proposal (Returnable Schedule 4.8) as described in the RFP. To assist Applicants in understanding the scope of the agreement, please see the Draft Management Agreement posted at: [BRCA VEIA - Concessions \(U.S. National Park Service\)](#) (click the drop-down titled "VEIA BRCA Management Agreement and Exhibits").

QUESTION 21. Contract File – Item III.C.4a – Please explain the NPS' expectations/scope of work for the last half of the following sentence: "Review monthly financial reports for accuracy and completeness and consolidate them for the NPS."

NPS RESPONSE: The Asset Manager will provide a report summarizing the Management Company's monthly reports.

QUESTION 22. Contract File – Item III.C.4b – Is the conversion a one-time (or automated) function or will we be converting financial statements on a monthly/regular basis?

NPS RESPONSE: The task for the Asset Manager will be to review the entries prepared by the Management Company. The Management Company, per the Draft Management Agreement, will prepare entries to convert its financial statements from hospitality industry standards (USALI) to government standards (USSGL) monthly.

QUESTION 23. Contract File – Item III.C.5a – Has a property condition report been prepared? If not, should we be including one in our scope of work?

NPS RESPONSE: Section III.C.5.a. of the Draft Contract addresses “furnishings, fixtures and equipment” (FF&E). While the NPS does have a report on the condition of the FF&E, and can provide the report to the Asset Manager after award of the Asset Management Contract, the task for the Asset Manager is, together with the Management Company, to inspect existing FF&E and provide the NPS with a review of the Management Company’s pricing data and a recommendation on whether to purchase new or existing FF&E. Further, a facility condition assessment was conducted in 2017. While not a current property condition report, the NPS intends to make this data available to the selected Asset Manager to support initial evaluations of the facilities.

QUESTION 24. Contract File – Item III.C.5b – Please explain scope of work with reviewing initial build-out plans.

NPS RESPONSE: The scope of work for reviewing initial build-out plans includes evaluating early-stage project documentation—such as architectural drawings, specifications, and equipment lists—to identify which elements may qualify as capital assets versus non-capital assets under NPS policy. The Asset Manager is expected to:

- Assess asset eligibility against NPS capitalization thresholds and criteria (e.g., useful life, cost thresholds, and asset type).
- Track potential capital assets throughout the build-out process to ensure they are appropriately recorded as fixed assets once placed in service.
- Verify proper categorization of capital improvements and ensure consistency with applicable financial and asset management standards.
- Ensure Management Company compliance with established asset documentation and reporting procedures.
- Prepare asset data for NPS systems by compiling required attributes (e.g., asset type, acquisition cost, in-service date) into a structured format ready for upload into the NPS’s Financial and Business Management System (FBMS) and Facility Management Software System (FMSS), if applicable.

The objective is to ensure that the NPS maintains accurate capital asset records from the outset of new development or renovation activities under the Draft Management Agreement.

QUESTION 25. Contract File – Item III.C.5e – Please explain scope of work with translating asset records into loadable format for entry into the NPS FBMS and FMSS.

NPS RESPONSE: Translating asset records into a “loadable format” means formatting the data in accordance with NPS data standards and templates, ensuring completeness and consistency so the data can be uploaded into these systems without requiring extensive manual entry. This may include preparing structured spreadsheets, validating asset attributes (e.g., asset #, location #, status, cost, date), and coordinating with NPS staff to ensure compatibility with existing asset and work order records.

Applicants can describe their familiarity with asset lifecycle tracking, condition updates, and structured data entry processes in their proposals. While FBMS and FMSS are NPS-specific systems, Applicants’ prior experience with similar platforms—such as Maximo, Archibus, AssetWorks, or similar CMMS tools—can be noted. Applicants should confirm their ability to transfer their experience and capabilities to NPS data standards and workflows.

QUESTION 26. Contract File – Item V.G.1 – Please explain in detail.

NPS RESPONSE: The Asset Manager, in conducting its duties under the Draft Contract, will work with and have access to information that is confidential for a variety of reasons. Subsection V.G.1. seeks to protect the NPS's competitive solicitation processes by limiting the Asset Manager's ability to share such confidential information with parties interested in bidding on NPS solicitations for VEIA agreements, concession contracts, leases, or CUAs.

QUESTION 27. Draft Contract Section II.C – Cost Escalation: To help us align with long-term expectations, could you please clarify whether there is a process for addressing cost escalations related to base services (outside of labor rate adjustments) over the potential 12-year contract term?

NPS RESPONSE: The NPS has amended Draft Contract Section II.C to add a new paragraph after Table 1 to address fees after year three of the Draft Contract. To clarify the base term of the Draft Contract, the NPS has also amended the first sentence of Section II.D.

QUESTION 28. Draft Contract Sections III.C.2 & 4 – Management Company Systems Access: For purposes of effective oversight and reporting, what level of access is anticipated for the Asset Manager to the Management Company's systems (e.g., POS, PMS, accounting, HRIS)?

NPS RESPONSE: The Asset Manager will have the level of access necessary to perform its duties. The Draft Management Agreement describes the requirements for the Management Company to cooperate with the Asset Manager, including that the Management Company "agrees to cooperate with the Asset Manager fully in order to permit the Asset Manager to effectively perform its duties and responsibilities in advising the Owner and must provide the Asset Manager with the same access to the Hotel, its books and records, accounting, reports, Hotel Personnel and meetings relating to the Hotel as it must provide to the Owner under the terms of this Agreement."

QUESTION 29. Draft Contract Section III.C.5.e – Reporting Format for NPS Systems: Would NPS be able to provide a sample template or file format requirement for translating Management Company data into FBMS and FMSS systems?

NPS RESPONSE: The NPS will provide further information in support of the translation requirement in Section III.C.5.e of the Draft Contract to the selected Asset Manager upon award of the Asset Management Contract.

QUESTION 30. Draft Contract Sections III.C.4.e–f & V.C – Federal Audit Coordination: Will the Asset Manager be expected to support NPS during audits conducted by agencies such as OIG or GAO? If so, should that time be scoped as part of the base fee or billed under the hourly labor schedule?

NPS RESPONSE: Such audits would be an additional task or tasks not outlined in the Scope of Work and subject to a mutually agreed upon not-to-exceed budget based on the hourly rates in Table 2.

QUESTION 31. Draft Contract Sections III.B, III.C.2.a & V.A – Communication Protocols: To ensure clarity in roles and communication flow, could you confirm whether the Asset Manager may directly engage with the Management Company on operational and reporting matters, or whether all correspondence must be routed through NPS?

NPS RESPONSE: The NPS anticipates a fair amount of direct communication between the Asset Manager and the Management Company.

QUESTION 32. Draft Contract Sections III.C.5.a, 5.c & 5.f – Capital Planning Resources: Will NPS be providing existing documentation—such as facility condition reports, environmental assessments, or lifecycle models—to support the Asset Manager in developing the 20-year capital plan?

NPS RESPONSE: Yes, the NPS will provide existing documentation upon award of the Asset Management Contract to support capital planning, to the extent that it is available and current. However, Applicants should be prepared to evaluate the adequacy and currency of these materials and fill in data gaps as needed to develop a complete and defensible 20-year capital plan. The Asset Manager will play a key role in interpreting and updating this information in collaboration with NPS staff.

QUESTION 33. Draft Contract Section II.L – Insurance Requirements: To ensure our proposal reflects all compliance requirements, recognizing that insurance requirements are subject to federal, state and local requirements - could NPS please clarify the specific types and minimum levels of insurance coverage expected under this contract?

NPS RESPONSE: The NPS is not requiring specific insurance, other than as stated in Section V.L of the Draft Contract: “The Asset Manager must procure and maintain during the Period of Performance and any extension thereof liability insurance for the perils to which it will be exposed to during the performance of the Contract. Insurance must include all required federal, state, and local insurance requirements.”

NPS AMENDMENTS

1) *RFP for Asset Management Services, Section 4.5:*

Delete the following, in its entirety:

"4.5. Hospitality Management Experience

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

Replace with the following:

"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."

The remainder of section 4.5 remains the same.

2) *RFP for Asset Management Services, Section 5.3 F):*

Add the following bullet at the end:

- Email your proposal to BRCA_VEIA@nps.gov."

3) *Asset Management RFP Schedules, Returnable Schedule 4.4:*

Delete the following, in its entirety:

"Returnable Schedule 4.4: Hospitality Asset Management Experience"

Replace with the following:

"Returnable Schedule 4.4: Hospitality Experience"

4) *Asset Management RFP Schedules, Returnable Schedule 4.4:*

Delete the following, in its entirety:

"Demonstrate your relevant asset management experience in the hospitality, hotel, resort, retail, and food & beverage industries over the last five years."

Replace with the following:

"Demonstrate your relevant hospitality experience in general, in the hotel, resort, retail, and food & beverage industries over the last five years."

5) *Draft Contract AMC-BRCA00X-25, Section II.C:*

Add the following new paragraph after Table 1:

"If, pursuant to Section II.D. below, the NPS provides opportunities for the Asset Manager to exercise Option Years, for each Option Year, the NPS and Asset Manager may, through mutual agreement, modify Table 1 and Table 2 to account for inflation as determined by any increase in the Consumer Price Index for All Urban Consumers (CPI-U) in the previous year and, if applicable, an increased level of effort needed for the Asset Manager to successfully complete the requirements in the Scope of Work. Unless and until the parties agree to any modifications to Table 1 and Table 2, the agreed-upon fees and rates from the preceding year will apply to the Option Year."

6) Draft Contract AMC-BRCA00X-25, Section II.D:

Delete the first sentence:

"The base term of this Contract is from [Date] until [date] (Base Period of Performance)."

Replace with the following:

"The base term of this Contract is for three years from [Date] until [date] (Base Period of Performance)."
