

Request for Proposals

**Management of
LODGING, FOOD & BEVERAGE,
RETAIL, and OTHER SERVICES**

at

**BRYCE CANYON NATIONAL PARK
NATIONAL PARK SERVICE
INTERIOR REGION 7
DEPARTMENT OF THE INTERIOR**

Contract Number VA-BRCA003-25

Table of Contents

I.	Introduction	1
A.	Solicitation Purpose	1
B.	Overview of Selection Process	1
C.	Contact List, Site Visit and Tours.....	2
D.	RFP Questions	2
II.	Background	2
A.	The National Park Service	2
B.	Doing Business with the National Park Service	3
C.	Operating in National Parks.....	3
III.	Services Required.....	4
A.	The Facilities and Services to be Managed	5
B.	Transition Services and Capital Projects	8
C.	Restrictions of Management Company’s Authority	11
IV.	Orientation to Bryce Canyon National Park.....	11
A.	Market Area Overview	11
B.	Bryce Canyon National Park.....	11
C.	Historical Visitation	14
D.	Historical Revenues & Departmental Metrics	15
V.	Solicitation Process	17
A.	Schedule.....	17
B.	Requirements.....	17
C.	General Solicitation Information	18
VI.	RFP Process	19
A.	RFP Evaluation Criteria.....	19
B.	Evaluation Scoring Method.....	21
C.	RFP Proposal Response	23
VII.	Attachment 1	1
VIII.	Attachment 2	1

I. Introduction

A. Solicitation Purpose

The National Park Service (the “Service” or “NPS”) seeks proposals from qualified firms to manage certain facilities and provide visitor services within Bryce Canyon National Park (“Area” or “Park”) pursuant to the Visitor Experience Improvements Authority (“VEIA”), as provided under Title VII of the National Park Service Centennial Act (Centennial Act), Pub. Law No. 114-289 and its implementing regulations at 36 C.F.R. part 52. The facilities, services, and projects for which the NPS is seeking management services are listed in the table to the right and described in further detail in Section III of this Request for Proposals (RFP). The Management Agreement will expand, modernize, and improve the condition of commercial visitor facilities and the services provided to visitors.

B. Overview of Selection Process

Requirements and procedures for providing submittals in response to this RFP are described herein. 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 respondents may not rely on any oral representations made by government officials with respect to this RFP. If it becomes necessary to revise or amend any part of this RFP, the NPS will publish a written amendment on its website (<https://www.nps.gov/subjects/concessions/brca-veia.htm>) and notify all prospective respondents who have provided the NPS with valid contact information. The respondents have the responsibility to review all such amendments.

The NPS will conduct the selection process in multiple phases as follows. The NPS first will invite prospective respondents to tour the facilities and submit a detailed proposal in response to this RFP to operate the visitor facilities and services and manage capital projects at Bryce Canyon National Park. Following review of the proposals, the NPS may invite all or some of the respondents for interviews to allow the NPS to ask questions and clarify details regarding the proposals. The NPS also may choose to visit facilities operated by some respondents prior to final selection. Subsequently, the NPS will finalize a Management Agreement with the top-ranked respondent. If an agreement cannot be finalized with the top-ranked respondent, the NPS may seek to negotiate a Management Agreement with the second-ranked respondent.

Summary of Facilities, Services, and Projects:

Lodging	Rooms
Motel units	70
Lodge suites	4
Cabins	40
Total lodging units	114

Food and Beverage (F&B)	Seats
Upscale casual, three-meal Lodge restaurant (2,650 SF)	172
Fast casual restaurant (364 SF)	56
Grab & go at the General Store	Limited
Total restaurant seats	228

Retail	Sq. Ft.
General Store (convenience items, souvenirs, & camping supplies)	2,500
Lodge gift shop	2,200
Vending machines	
Total Square Feet	4,700

Guest Services
Public laundry and showers (at the General Store)
Equipment Rental (at Historic Service Station)

Possible Additional Visitor Services
Food Trucks
Camper Cabins/Campgrounds
Guest Trailhead Shuttle

Manage Capital Projects
Initial FF&E acquisition
Capital projects (throughout contract period)

C. Contact List, Site Visit and Tours

To be put on a contact list to receive amendments or any additional information specific to this solicitation, interested parties must provide their contact information (name, email address, and phone number) to BRCA_VEIA@nps.gov. The NPS will attempt to distribute amendments and additional information to all parties on the contact list, but is not responsible for individually notifying or delivering amendments to prospective respondents. Information relative to the solicitation will also be posted to the above-mentioned website. Prospective respondents are responsible for reviewing this site for any amendments to the RFP.

The Service will host a site visit and tour of the facilities for interested respondents to the RFP on the date indicated in the "Schedule" section V.A. below. **Interested respondents must attend the site visit in order to submit a proposal in response to the RFP.** All interested respondents must register in advance to participate in the site visit and tour. The site visit will provide respondents an overview of the visitor services and facilities that the selected respondent will operate. The Service will limit each interested respondent to three site visit attendees, and all attendees must be over the age of eighteen. To register for the site visit, interested respondents must contact:

Greg Kimmitt
Branch Chief, Planning and Development
Washington Office, Commercial Services Program
Email: BRCA_VEIA@nps.gov

Please register for the site visit by the date indicated in the "Schedule" section V.A. below, providing a primary contact name and contact information, and the names of any others in the touring group. The Service will provide further information and additional directions by return email message to the primary contact.

D. RFP Questions

If you do not understand something in this RFP, you must submit your questions via email to BRCA_VEIA@nps.gov no later than the dates specified below. Questions submitted after these dates may not be answered. The questions must be in a format that allows the NPS to copy the questions to Microsoft Word. Microsoft Office programs or an Adobe PDF electronic version that allows for copying and pasting of text using Adobe Reader software are acceptable. Your questions must specify the section of the RFP that is the subject of your inquiry. If you do not reference the specific section of the RFP, your questions may not be answered. The Service reserves the right to respond or not to respond to the questions submitted. All responses will be in writing and posted online at <https://www.nps.gov/subjects/concessions/brca-veia.htm>.

Deadline for Questions: see the "Schedule" section V.A. below

II. Background

A. The National Park Service

In 1916, President Woodrow Wilson approved legislation creating the National Park Service within the Department of the Interior. That legislation stated that Congress created America's National Park Service to:

...conserve the scenery and natural and historic objects and wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations. 54 U.S.C. § 100101(a).

Additionally, Congress has declared that the National Park System should be:

...preserved and managed for the benefit and inspiration of all the people of the United States. 54 U.S.C. § 100101(b).

The Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. Visit the National Park Service website (www.nps.gov) to learn more about the National Park Service. This site includes information about the Service's mission, policies, and individual park units.

B. Doing Business with the National Park Service

The federal government has worked with private parties to provide services to visitors dating back to the earliest times of national parks, well before the creation of the National Park Service itself. Many of the iconic lodges and other structures found in America's national parks were constructed and operated by private parties, and that relationship continues today.

The Service uses the term "commercial visitor services" when generally describing public accommodations, facilities and services provided to visitors within an area of the National Park System by a third party for a fee. Simply put, the term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, rental of equipment, experiential transportation, and similar services the National Park Service itself does not provide. Traditionally, concessioners provide visitor services and pay a fee (usually a percentage of gross revenues) to the Service in exchange for the right to operate within park units. The main legal authority allowing the provision of services in this manner and setting forth the process for selection of a concessioner, is the National Park Service Concessions Management Improvement Act of 1998, as amended and codified at 54 U.S.C. §§ 101911, et seq., and its implementing regulations at 36 C.F.R. part 51. For this opportunity, however, rather than soliciting a concessioner the Service is soliciting a "Management Company" to operate certain services and facilities within Bryce Canyon National Park for a management fee, similar to the commercial operating model typically employed within the broader U.S. hospitality industry. Title VII of the Centennial Act, enacted on December 16, 2016, and codified at 54 U.S.C. §§ 101931 et seq., established a new authority – the Visitor Experience Improvements Authority ("VEIA") – that allows the NPS to solicit, award, and administer contracts for the operation and expansion of commercial visitor facilities and visitor services programs in System units. The VEIA provides flexibility in the contracting structure and processes, such as allowing for negotiations between the Service and respondents and allowing the NPS to offer performance-based monetary incentives.

C. Operating in National Parks

Within Bryce Canyon National Park ("Park" or "Area"), the Management Company will operate the hotel and related facilities within the Area including lodging rooms, suites, and cabins; upscale-casual, fast-casual, and quick-service food and beverage operations; retail; public showers; public laundry; and employee housing. The Service has specific definitions for each of these service types, which can be found at <https://www.nps.gov/subjects/concessions/brca-veia.htm>. This document refers to the hotel,

the related facilities, and Area lands that will be managed under the Draft Management Agreement as the “Hotel.” The main building of the Hotel is the “Bryce Canyon Lodge”, or “Lodge.”

In the interest of expanding, modernizing, and improving the condition of the commercial visitor facilities and the visitor services programs provided within the Area, the Service may require the Management Company to provide the following upgrades to facilities and additional visitor services during the term of the Management Agreement: expand fiber-optic internet service, improve back-of-the-house operations (including adding storage space), provide food trucks, camper cabins and campground management, shuttle services, limited quick-service food and beverage within the Lodge, and guide services, and extend the Hotel’s operating season with some year-round services. (See Section III.B.5 below for more information.) The Service expects the Management Company may need to use contractors for facility upgrades, but the Service prefers that the Management Company directly provides all the additional visitor services instead of using third party operators.

Management companies will develop and follow environmental management programs, risk management programs, and other similar programs to ensure their operations comply with applicable laws. The NPS will review the quality of operations, pricing structures, and compliance with contractual requirements including the maintenance of facilities.

Management companies in national parks will enjoy significant benefits. Many parks function as unique visitor destinations and NPS facilities frequently operate effectively as monopolies even though the Service does not grant exclusive rights to provide any visitor services.

III. Services Required

The Management Company will operate and maintain the Hotel and provide the services required per the minimum operating schedules specified for each service as described below. As shoulder and off-season occupancy expands, the Service (or the Management Company) may request extensions of the operating season of other facilities. In recent years the operating season has been extended and the Service expects certain facilities to eventually operate on a year-round basis. The Service intends to contract with an experienced hospitality asset management company (“Asset Manager”) to act as the Service’s representative and provide oversight of the Management Company and the operation of the Hotel and required services. The visitor services the NPS will require the Management Company to provide under the Management Agreement are described further in the chart below.

Service		Description
1	Lodging	114 units, with midscale hotel units including cabins
2	Food and Beverage	Upscale casual restaurant at Bryce Canyon Lodge, fast-casual restaurant adjacent to Bryce Canyon Lodge, and a grab-and-go at the General Store
3	Retail	Gift shops at the Bryce Canyon Lodge and General Store and vending machines
4	Equipment Rental	Recreational equipment rental and limited retail and snacks related to equipment rentals out of the historic service station
5	Guest services	Laundromat (at General Store), Public Showers (coin-operated at General Store),

The Management Company will maintain the Hotel in good operating order, repair, and condition, including making necessary replacements and improvements and formulating and implementing preventative maintenance and other programs designed to maintain the condition of the Hotel, including all "back of the house" areas, HVAC systems serving the Hotel, fire and life safety, plumbing, and other systems as described in Section 3.15 of the Draft Management Agreement.

A. The Facilities and Services to be Managed

1. Lodging

The main lodging facility, the Bryce Canyon Lodge ("Lodge"), frequently considered among the "Great Lodges of the National Parks," was constructed by the Union Pacific Railroad in 1925. On the National Register of Historic Places, the Lodge houses the reception desk for lodging, four suites, administrative offices, retail space, patio seating, a full-sized restaurant and kitchen, the employee dining room, public restrooms, and lounging spaces with large stone fireplaces in the main lobby and a separate auditorium.



The Management Company will provide space, at no charge, to accommodate the concessioner providing guided horseback rides to sell tickets for its rides (currently located in the lobby area).

The NPS recently completed the installation of buried fiber-optic lines that can service many of the Hotel's facilities. The lines connect directly to the Lodge, and the Ponderosa and Whisperings Pines dorms. The Service may require the Management Company to expand the fiber-optic lines to other facilities, as described below.

The Management Company will operate 114 lodging accommodations as summarized in the following chart.

Lodging Facilities	Number of rooms	Classification	Minimum Operating Season ¹
Sunset Motel	35	Midscale	Late March through December
Sunrise Motel	35	Midscale	Late March through early November
Lodge Suites	3	Midscale	Late March through early November
Lodge Studio Suite	1	Midscale	Late March through early November

Lodging Facilities	Number of rooms	Classification	Minimum Operating Season ¹
Western Cabins (quadraplexes)	20	Midscale	May through September
Western Cabins (duplexes)	20	Midscale	May through September

¹ The NPS desires to expand operating seasons to year-round as demand increases.

The existing furniture and equipment are owned by the existing concessioner. The NPS will fund the acquisition of appropriate furnishings for each unit, either by purchasing the present furnishings, acquiring new furnishings, or some combination of the two. The Management Company's transition services are further described in Section 13.1 of the Draft Management Agreement.

2. Food and Beverage

The Management Company will operate three types of food and beverage service. From late March through early November, the Management Company will operate a full-service (currently 172 seats) restaurant inside the Lodge that serves breakfast, lunch, and dinner in the "upscale casual" classification. The maximum capacity, assuming four table turns during an evening dinner service, is approximately 650 covers per night. During the remainder of the year, the Management Company, subject to Service approval, may keep the Lodge open and operate with reduced seating, amenities, and menu selection.



The Management Company will operate a fast-casual food and beverage outlet at the historic recreation hall, located across the parking lot from the Lodge, from late March through early September. The historic recreation hall, operated as the Valhalla Pizzeria by the existing concessioner, currently has indoor and outdoor seating for 36 people. Finally, the Management Company will provide grab-and-go hot and cold food and beverages at the General Store from March through December. During the peak season the food and beverage facilities serve a large volume of people and have significant surges in demand.

3. Retail

The Management Company will operate two primary retail outlets. The Management Company will operate the General Store at least from March through December selling merchandise including camping supplies, grab-and-go food, groceries, beer and wine, convenience items, souvenirs, apparel, ice, and bundled firewood. From late March through early November, the Management Company will sell merchandise including gifts, souvenirs, and limited convenience items from the store inside the Lodge. Additionally, the Management Company will operate vending machines in areas convenient to the public and subject to Service approval.



4. Public Laundry and Showers

The Management Company will operate the public laundry and showers at the General Store during the campground season, currently April through September.

5. Historic Service Station Equipment Rental and Limited Retail

A shared-use path connects the developed area of the Park and Bryce Canyon City (the gateway community immediately outside the Park entrance) and extends an additional 17 miles west through Red Canyon in nearby Dixie National Forest. This path passes the historic service station within the Park, a location convenient to bicyclists and bike renters. The Service will require the Management Company to provide recreational equipment rental, including but not limited to bicycle rentals, and limited retail and snacks related to equipment rentals out of the historic service station. The Management Company may propose to offer the rental of camping and other summer and winter recreational equipment.

6. Employee Housing and Services

The Management Company will employ all employees required to operate the Hotel and will manage in-Area housing, food service, and a recreation program for its seasonal and permanent workforce. The employee dining room is located in a wing of the Lodge adjacent to the restaurant kitchen. The table below lists employee housing facilities that will be managed by the Management Company by location. The Management Company will work with the Service to determine the number of employees assigned to each facility. Up to 139 of the existing concessioner's employees reside at these locations.

To reduce the number of employees housed in the Area, the Management Company will be required to locate back-of-house administrative positions outside the Area in a corporate or other remote location to the greatest extent possible. Housing in the vicinity of the Area is relatively scarce, and in-Area employee housing for both Management Company staff and NPS staff will be at a premium. The Service will favor respondents that can outline feasible housing strategies that result in the desired (and preferably enhanced) services without needing additional in-Area housing. Strategies that result in a reduced need for in-Area housing will be welcomed, as the Service would prefer to allocate some of the

employee housing outlined below to NPS staff. The Draft Management Agreement does not require the Management Company to manage the employee housing for NPS staff.

Description	Number of Bedrooms/Unit
B-67 Dormitory A (Whispering Pines Dormitory)	20
B-68 Dormitory B (Ponderosa Dormitory)	21
B-66 Married Dormitory (Manzanita Lodge)	10
HS-106 Male Dormitory (Knotty Pine Dormitory)	17
B-47 Bunkhouse	1
Bunkhouse Trailer Sites (with full hook ups)	2 sites

7. Service Standards

The Management Company must operate the Hotel in accordance with NPS service standards, which are consistent with industry classifications. The NPS service standards are included as appendices to this RFP.

B. Transition Services and Capital Projects

1. Transition Services

The selected Management Company will provide Transition Services, as defined below, starting upon the execution date of the Management Agreement. "Transition Services" include the activities that are necessary for the Management Company to undertake before the existing concession contract expires to ensure a seamless start of operations upon the Commencement Date of the Management Agreement. Transition Services will include acquisition of the initial furniture, fixtures, and equipment (FF&E), hiring and training the Hotel staff, and other administrative tasks to prepare the Management Company for a seamless transition. The existing concessioner owns the FF&E currently used in the Hotel operation including the lodging, the restaurants, general store, gift shop, and employee housing. The Management Company will advise the NPS on the appropriate pricing for existing FF&E and/or the sourcing and purchase of required new FF&E. The Service will provide the funding for the Management Company to acquire the appropriate FF&E required to operate the Hotel, either by purchasing the present FF&E from the existing concessioner, acquiring new FF&E, or some combination of both.

2. Initial Capital Projects

The Management Company will manage and reasonably cooperate with the NPS to implement all approved capital projects. In addition to managing Transition Services, during the first year of operation, the Management Company will manage the following initial capital projects:

Project	Location	Estimated Cost
Roof Replacement	46244 HS-212 Western Cabin (Quadruplex)	\$50,000
Roof Replacement	46246 HS-214 Western Cabin (Quadruplex)	\$50,000
Roof Replacement	46238 HS-206 Western Cabin (Duplex)	\$30,000
Roof Replacement	46239 HS-207 Western Cabin (Duplex)	\$30,000
Roof Replacement	45975 B-67 Dormitory A	\$117,000

Project	Location	Estimated Cost
Roof Replacement	46243 HS-211 Western Cabin (Duplex)	\$30,000
Kitchen Hood Replacement	45975 B-67 Dormitory A	\$120,000 (\$15K x 8)
Kitchen Hood Replacement	45976 B-68 Dormitory B	\$120,000 (\$15K x 8)

3. Capital Budgets

The Management Company will submit an initial first fiscal year or portion of fiscal year proposed capital budget for NPS approval after being notified it has been selected for award. Subsequently, the Management Company will submit a proposed capital budget annually, not less than 90 days before the beginning of the next fiscal year, for NPS approval to address ongoing capital needs within the managed facilities. The proposed capital budget will include a detailed one-year Hotel capital budget for the next fiscal year and a summary five-year schedule of other recommended capital expenditures for planning purposes that will be updated annually. The proposed capital budget will also include supporting materials and a schedule of deposits into and expenditures from the special account established from which to fund capital replacements.

4. Major Capital Projects

“Major Capital Projects” is defined in the Draft Management Agreement as the following capital projects if the total cost of such project exceeds \$500,000: non-recurring investment in the property that involves construction, renovation, replacement, or improvement of building structures, systems, or major equipment. Examples of Major Capital Projects include building expansions, mechanical or electrical systems, roof replacements, façade restoration, room renovations, and other substantial alterations or additions that materially extend the useful life, enhance the value, or improve the operational efficiency of the property. The Management Company will manage all approved capital projects and reasonably cooperate with the NPS, its design and construction personnel and consultants, and the Asset Manager regarding any design review and project oversight tasks undertaken by any of them. Project schedules will need to anticipate that design review and project oversight may take a significant amount of time, perhaps even a season in advance. To the greatest extent possible, the NPS prefers that the Management Company complete Major Capital Projects in the off-season to avoid disruption to park visitors and Hotel guests. Off-season work on these projects may require additional year-round employees.

5. Other Capital Projects and Expanded Services

In the interest of expanding, modernizing, and improving the condition of the commercial visitor facilities and the visitor services programs provided within the Area, the Service may, during the term of the Management Agreement, require the Management Company to direct and supervise the construction and installation of upgrades to facilities and provide additional visitor services, as more fully described below.

Initially, the Management Company may be requested to investigate, on a preliminary basis, the costs associated with the potential project and submit a preliminary cost estimate, statement of benefits, and a recommendation to the Asset Manager prior to developing a full project plan. If the Management

Company and the Asset Manager agree that the project is potentially desirable based on preliminary cost/benefit data, a more detailed project plan may be requested. To implement any potential new visitor services, a detailed financial analysis will be required as part of the capital budget submitted for NPS approval pursuant to the Draft Management Agreement. For approved projects, the Management Company and Service, through the Asset Manager, will cooperate to establish timelines, funding, and compensation schemes appropriate for the projects.

a) Food Trucks

The Service may have the Management Company provide food truck service in developed areas of the Park (specifically along the scenic roadway to various viewpoints).

b) Fiber-optic Internet Service Expansion

The Service may have the Management Company investigate the feasibility of expanding the fiber-optic internet service to all the facilities managed by the Management Company as part of the capital budgeting and planning process. Currently, the fiber-optic lines are extended to the Knotty Pine dorm, Valhalla Pizzeria, Sunset Motel unit, Manzanita Lodge, and the General Store. The existing fiber-optic lines are most distant from the Sunrise Motel unit and the historic guest cabins.

c) Camper Cabins, Campgrounds, or other Lodging Diversification

To provide a more diversified range of visitor lodging opportunities, the Service may consider having the Management Company explore adding camper cabins, managing part of a campground, or other changes to campsites in response to changing visitor demands.

d) Guest Trailhead Shuttle

The Service may have the Management Company provide a guest shuttle to Rainbow Point or transportation to other trailheads and viewpoints.

e) Step-on Guide Service

The Service may consider offering step-on interpretive guide service to buses touring the Area. Either the Management Company or another authorized entity would provide the service. The Service would provide training sessions on the Area's interpretive themes to Management Company's staff if they were providing the tours.

f) Repurpose Auditorium into Multi-Use Lounge

The Service may require the Management Company to explore opportunities to add additional beverage and light food service in the Lodge through a coffee cart or bar cart in the auditorium and create a relaxing, community gathering space. NPS rangers would continue to use the auditorium to give scheduled public presentations two to three times per week during the summer months as well as astronomy programs two to three times per week in the spring and fall when outdoor venues are too chilly. The Management Company and the Park superintendent would cooperate regarding auditorium scheduling and the responsibilities for moving lounge furniture and auditorium seating to expand program seating as needed for popular events.

g) Improving Storage Space

The Service may have the Management Company reorganize office space and storage space within the Hotel buildings to maximize utilization and to enhance efficiency.

C. Restrictions of Management Company's Authority

The NPS will review service rate ranges as part of the annual budget process to ensure rates charged by the Management Company to Park visitors for its services under the Draft Management Agreement are commensurate with the rates for similar services outside of the Area. The Service may restrict at least some rates to ensure the affordability of the services provided to the public.

IV. Orientation to Bryce Canyon National Park

A. Market Area Overview

Bryce Canyon is one of the five national parks of southern Utah, which also includes Arches, Canyonlands, Capitol Reef, and Zion National Parks.

Bryce Canyon National Park is in Garfield and Kane Counties, in southern Utah. Major towns within Garfield County that provide additional hospitality and tourism services include Bryce Canyon City, Tropic, Hatch, Cannonville, Escalante, Boulder, and Panguitch, the county seat. Bryce Canyon City, the closest community to the entrance of the Park, has four lodging properties similar to the Hotel with multiple food and beverage and retail operations, and offers mountain bike rentals. Panguitch, 24 miles northwest of the Park, and Hatch, 24 miles to the west of the Park, offer multiple lodging, food and beverage, and retail operations. Tropic and Cannonville, located a few miles east of the Park, offer a few eateries, lodging options, cabins, and a campground.

B. Bryce Canyon National Park

At Bryce Canyon National Park, the National Park Service protects and conserves resources integral to a landscape of unusual scenic beauty exemplified by highly colored and fantastically eroded geological features, including rock fins and spires, for the benefit and enjoyment of the public.

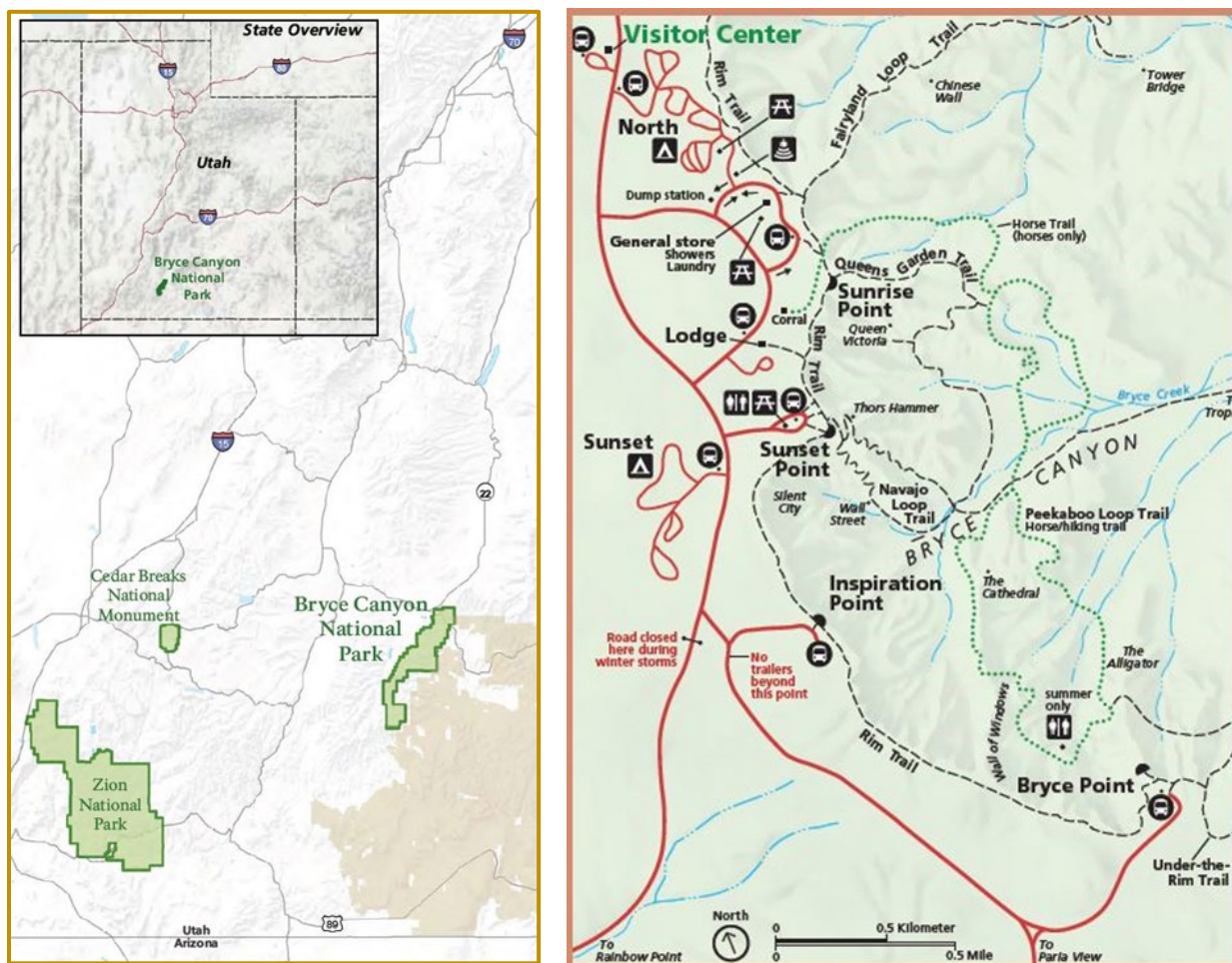
1. Park Location and Description

Bryce Canyon National Park is located in south-central Utah. Visitor services, including a Service-operated Visitor Center and campgrounds, are concentrated in a developed area curving around the edge of Bryce Amphitheater. In addition to the commercial visitor services to be managed pursuant to this Management Agreement, Bryce-Zion Trail Rides, Inc. (doing business as Canyon Trail Rides) provides seasonal guided interpretive horseback trail rides under concession contract number CC-BRCA002-17, and the Bryce Canyon Association operates a retail store year-round in the NPS Visitor Center (CC-BRCA001-23). Numerous operators provide various guided experiences, including guided bicycle, front-country hiking, and photography tours, under Service-issued commercial use authorizations.



© National Park Service

The maps below provide general location information. For more information about the Park's services, facilities, history, and natural resources, visit the Park's website at www.nps.gov/brca.



2. Seasonal Free Shuttle Service

From mid-April to mid-October, the Service provides a mass transit system to minimize vehicle congestion and the resulting impacts. Visitors are not currently required to ride the shuttle, though the fee to use the shuttle system is included in the Park entrance fee. Visitors may board the shuttle at any stop with proof of Park admission. Shuttle buses run daily with multiple stops from Ruby's Inn Best Western (outside the Park entrance) to Bryce Point (a Bryce Canyon overlook), including the National Park Service Visitor Center, Sunset Campground, and other popular viewpoints along the canyon rim.

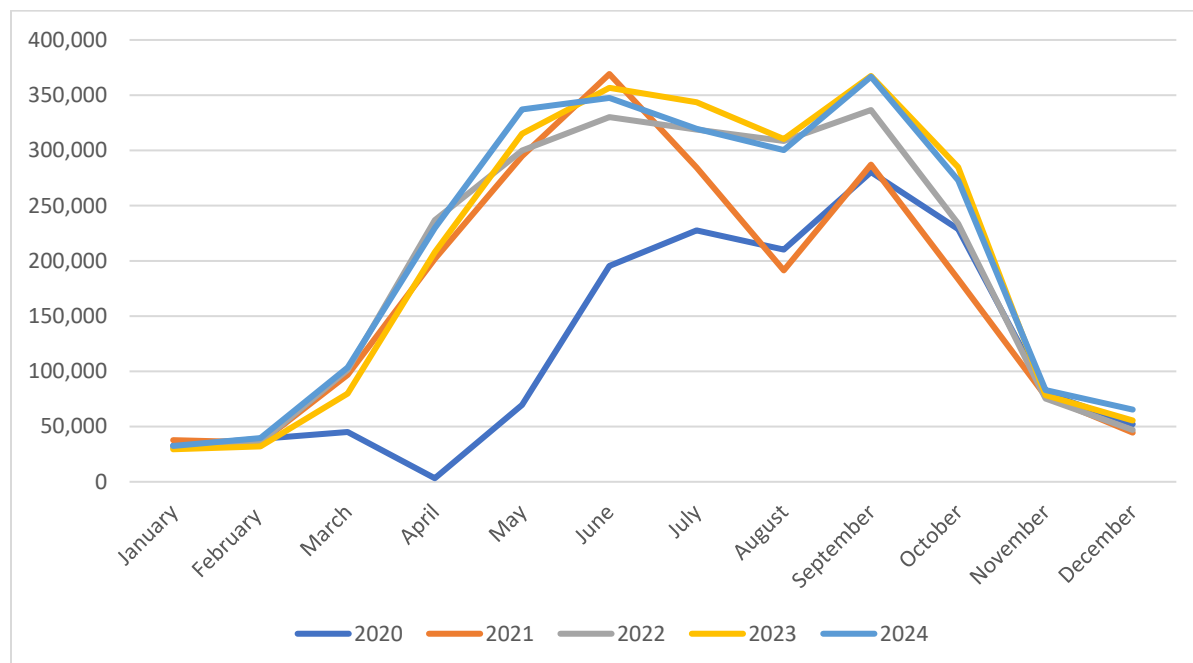
C. Historical Visitation

Total annual visitation at Bryce Canyon National Park over the ten-year period from 2010 to 2019 grew over 100 percent from 1,285,492 to 2,594,904. Due to the pandemic starting in 2020, the growth slowed (see the table to the right). The Service believes economic trends affecting fuel prices and the 2016 NPS Centennial celebration including Find Your Park marketing and events may have spurred the rise in visitation to the Park around 2014-2016. Visitation growth began to moderate prior to the pandemic. The Service projects, but cannot guarantee, that the increased levels of annual visitation resulting from the NPS Centennial, other events, and increasing regional visibility and popularity as a tourist destination will continue over the near term.

1. Seasonality

Park visitation peaks during the months of June through September, but the Park has seen increasing popularity in the shoulder months of April, May, and October. In addition, the Service desires to expand winter visitation. The chart below shows the seasonal visitation patterns over the past five years, including the pandemic impacts on 2020 and 2021.

Year	Annual Visitation	% Change from Prior Year
2014	1,435,741	9.44%
2015	1,745,804	21.60%
2016	2,365,110	35.47%
2017	2,571,684	8.73%
2018	2,679,478	4.19%
2019	2,594,904	-3.16%
2020	1,464,655	-43.56%
2021	2,104,600	43.69%
2022	2,354,660	11.9%
2023	2,461,269	4.53%
2024	2,498,075	1.50%



Additional visitation data for Bryce Canyon National Park can be found at the following address:
<https://irma.nps.gov/Stats/Reports/Park>

D. Historical Revenues & Departmental Metrics

The existing concession contract requires the concessioner to provide lodging, food and beverage, retail, public showers, public laundry, and services to its employee. This section presents financial data and departmental metrics to assist prospective Management Companies in developing projections for future operations.

“Total Revenue” as shown in the following table includes all revenues reported by the existing and preceding concessioners.

Historical Revenues by Department	2022	2023	2024
Lodging	\$4,596,782	\$5,347,818	\$5,670,045
Food and Beverage	\$2,183,320	\$2,910,105	\$3,417,024
Retail	\$2,348,758	\$2,272,367	\$2,438,894
Other (Showers, Laundry, Vending machines, Guide Service, Rentals, etc.)	\$57,039	\$57,172	\$132,843
Total Revenue	\$9,185,899	\$10,587,462	\$11,658,806

Source: National Park Service

The Service developed the following projections for the first year of operations under the Draft Management Agreement (2027) based on historical performance and proposed or expected changes to future operations. The Service does not guarantee these projections will materialize and assumes no liability for their accuracy. Respondents must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.

Retail Projections	
General Store Sales/Sq. Ft. (approx. 2,500 Sq. Ft. historically dedicated to retail)	\$440 - \$490
Gift Shop Sales/Sq. Ft. (approx. 2,200 Sq. Ft.)	\$670 - \$740

Note: Projected General Store revenue is expected to be slightly higher than historic revenue due to the anticipated longer operating season in Jan-March. General Store Sales include grab-and-go.

Food and Beverage Projections	
Restaurant Covers	151,000 - 167,000
Restaurant Avg Check	\$25.00 - \$27.80
Fast Casual Transactions	24,000 - 26,600
Fast Casual Avg Transaction	\$23.00 - \$25.60

Rooms Projections	
Motel Units Available Room Nights	17,300 - 19,100
Motel Units Occupied Room Nights	14,700 - 16,200
Motel Units Average Daily Rate	\$230 - \$250
Cabins Available Room Nights	7,600 - 8,400
Cabins Occupied Room Nights	6,600 - 7,300
Cabins Average Daily Rate	\$335 - \$370

Rooms Projections	
Suites Available Room Nights	740 - 820
Suites Occupied Room Nights	650 - 710
Suites Average Daily Rate	\$315 - \$350
Other Rooms Revenue Including Studio, cancellation fees, and other misc. rooms revenues	\$44,900 - \$49,600

NOTE: Motel, Cabin and Suites Available and Occupied Room Nights projections are based on historical operating seasons.

Other Revenue Projections	
Other Misc. Revenues Including Employee Services	\$23,500 - \$26,000

V. Solicitation Process

The NPS will conduct the selection process in multiple phases as follows. The NPS will invite prospective respondents to tour the facilities and submit a detailed proposal in response to this RFP to operate the visitor facilities and services and manage capital projects at Bryce Canyon National Park. Following review of the proposals, the NPS may invite all or some of the respondents for interviews to allow the NPS to ask questions and clarify details regarding the proposals. The NPS also may choose to visit facilities operated by some respondents prior to final selection. Subsequently, the NPS will finalize a Management Agreement with the top-ranked respondent. If an agreement cannot be finalized with the top-ranked respondent, the NPS may seek to negotiate a Management Agreement with the second-ranked respondent.

A. Schedule

Request for Proposal Schedule

Event	Date
Deadline for registering for site visit	May 1, 2025
Site visit and tours	May 8, 2025
Deadline for submitting questions	May 22, 2025
Responses to questions issued	June 12, 2025
Deadline for proposal submission	July 10, 2025
Selection of respondent to finalize Management Agreement	October 2, 2025

B. Requirements

Minimum Qualifications: Respondents must meet all of the minimum qualifications set forth in the RFP for the NPS to deem them qualified to further participate in the selection process including:

- **Experience:**
 - Demonstrated experience, within the last five years, of successfully operating seasonal, destination resort hotels for third-parties, with characteristics similar to national park properties, pursuant to management agreements, which may include experience managing:
 - Government-owned facilities;
 - Hotels;
 - Rural or isolated properties;
 - Environmentally sensitive areas;
 - Historic or landmarked properties; or
 - Sustainable operations – e.g., operating LEED-certified properties, demonstrating environmentally sound practices, or otherwise managing responsibly within environmentally sensitive areas.
 - No prior experience operating within a national park is required.
 - **Disclosure Requirements:** The respondent must disclose suspension and debarment information required by 2 C.F.R. § 180.335. Note that these required disclosures and additional requirements are enumerated in the Certification required as part of the proposal. (See Attachment 1.)
- **Insurance Requirements.** The respondent can obtain and maintain the insurance coverages and limits as required in Exhibit B to the Draft Management Agreement (Attachment 2).

C. General Solicitation Information

Amendments: The NPS will make all amendments to this RFP available via the National Park Service web site at <https://www.nps.gov/subjects/concessions/brca-veia.htm>. Prospective respondents are responsible for reviewing this site for any amendments to the RFP. The NPS is not responsible for individually notifying or delivering amendments to prospective respondents.

Amendments and Cancellation: The NPS may extend the deadline date for submission of proposals if, in its opinion, any amendments to this solicitation warrant an extension. The NPS also may cancel this solicitation, in whole or in part, or reject all responses in the best interest of the NPS.

Acceptance of Responses: The NPS reserves the right to accept or reject any or all responses received as a result of this solicitation, to waive minor irregularities, or to negotiate with any respondent, in any manner necessary, to serve the best interests of the Service.

Incurred Expenses: Any expenses incurred by a respondent in preparing and submitting responses to this solicitation, including the cost of site tours, will be the sole responsibility of the respondent and will not be reimbursed by the Service.

Economy of Preparation: Respondents should prepare response packages simply and economically, providing a straightforward, concise description of the respondent's ability to satisfy the requirements set forth in this solicitation. Clarity, conciseness, and responsiveness will be valued over sheer volume.

Discrepancies and Clarifications: The Service reserves the right to request written clarification of any aspect of materials received in response to this solicitation or to request further information as might be required to adequately evaluate credentials and qualifications.

Right to Negotiate with more than one Respondent: The Service has the right to negotiate with more than one respondent to secure a Management Agreement with terms deemed most advantageous to the Service.

Confidentiality/Public Records: All responses received are subject to public records requests and may become public information. Respondents must clearly identify information they consider proprietary and/or confidential following the procedure below, and NPS will withhold it to the extent permitted by law.

1. All proposals submitted in response to this RFP may be disclosed by the Service to any person, upon request, to the extent required or authorized by the Freedom of Information Act (5 U.S.C. § 552).
2. 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 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 respondent believes to be exempt from disclosure under the Freedom of Information Act. The respondent requests that this information not be disclosed to the public, except as may be required by law.

3. 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 respondent 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.

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

VI. RFP Process

The NPS invites prospective Management Companies to submit a proposal to operate the visitor facilities and services and manage capital projects at Bryce Canyon National Park. The response process for the RFP is described in this section.

The RFP is drafted upon the assumption that a respondent is the same legal entity that will execute the Management Agreement as the Management Company. If the entity that is to be the Management Company is not in existence as of the time of submission of a proposal, or the respondent was formed recently and has no financial or operating history, the proposal must demonstrate that the individual(s) or entity(ies) (hereinafter Respondent-Guarantor) that has established or intends to establish the entity that will become the Management Company has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Management Agreement. In addition, the Respondent-Guarantor must unconditionally state and guarantee that the Respondent-Guarantor will provide the Management Company with all funding, management, and other resources that the Management Agreement requires and the proposal offers.

A. RFP Evaluation Criteria

The Service will evaluate respondents' proposals based on the following criteria:

The minimum requirements listed above in Section V.B.

Management Services Experience and Qualifications: Experience, qualifications, performance, and reputation of the respondent in providing management services to seasonal destination resort hotels, with characteristics similar to national park properties as described in Section V.B. above, under management agreements, within the last five years.

Management Team: Experience and qualifications of the respondent's management team and the resumes outlining the experience, education, and performance record of individuals who would be instrumental in the management and operation of the Hotel and upper-level regional or national management personnel who will have supervisory responsibility over the Hotel.

Approach and Methodology: The quality and insight of the approach and methods used by the respondent to manage and operate historically significant, destination resort hotels, in ecologically sensitive areas, to provide cost-effective transition and Major Capital Project services, and any unique application of these methods that would benefit the NPS.

Professional Expertise and Service: Demonstrated ability to deliver high quality services.

Food and Beverage Quality: Ability to deliver creative, innovative food and beverage concepts and excellent service for high volume operations that experience high demand surges; the maximum possible number of restaurant guests served in an evening dinner service at the restaurant in the Bryce Canyon Lodge is about 650.

Environmental Considerations: The respondent's commitment to environmental sustainability and NPS objectives, including plans to operate sustainably, which may include reducing water and energy usage, reducing carbon footprint, minimizing solid waste, recycling initiatives, or otherwise managing in an environmentally sensitive manner.

Human Resources and Training: The respondent's experience and ability to recruit and train adequate staff to maintain the appropriate staffing levels to deliver the required services, which includes:

- Background check procedures
- Retention initiatives, and
- Plan to manage employee housing.

Management Plan for the Facilities: Whether the respondent has demonstrated the capability to operate and manage a high quality, seasonal destination hotel of the appropriate class, consistent with the goals and objectives set forth in the RFP. Also, the extent to which the respondent has developed approaches to general operations, food and beverage, repairs and maintenance, customer service, sales and marketing, and other key areas that reflect conditions unique to operating hotels in destination, protected, or remote areas, and, in the NPS's judgment, would represent improvements to operational practices.

Creativity: Any unique or creative approaches or methods that would enhance and preserve the facilities, increase visitor enjoyment, and be of overall benefit to the Park.

Capital Oversight: Experience in managing renovations and capital improvement programs. NPS may consider experience in small construction projects involving historic structures requiring consultation with the State Historic Preservation Offices desirable.

References: Comments/quality of references from owners of properties managed by the respondent, including the NPS, if applicable, regarding the respondent, including the cooperative nature of the respondent; the respondent's ability to meet financial and reporting obligations on time; consistency in the respondent's quality of performance; and capability of the respondent's management team and corporate oversight.

Acceptance of Conditions: The respondent's acceptance of the Draft Management Agreement terms and requirements of the RFP or identification of any desired modifications to the terms and conditions of the Draft Management Agreement and any other requirements listed in the RFP must be clearly stated in response to the RFP. Depending upon the significance of the stated modification(s), your overall score may be affected. The NPS, in its sole discretion, may reject a proposal based on stated required modifications.

Supplemental Information: A respondent may provide supplemental information, if requested by the NPS, to assist the NPS in analyzing the respondent's response to this RFP.

Key Contract Financial Provisions: The respondent's proposed Base Management Fee, Incentive Management Fee, fee for Project Services (related to Major Capital Projects) (as these terms are all defined in the Draft Management Agreement), and other fees and expenses (if any).

Financial Stability and Capability: Demonstrated financial stability and capability of the respondent.

Financial Operating Projections: Reasonableness of anticipated changes to operation.

Overall Response: The confidence in the degree to which NPS believes the respondent can fully execute their commitments (both financial and operational) and maintain a good long-term partnership with the NPS as the federal agency charged with administering the Park and the Hotel.

Other: Innovative ideas that will enhance the visitor services or facilities in the Park that have or could have a nexus to the Hotel operations.

Compliance: The extent to which the respondent has supplied all information requested in this RFP.

B. Evaluation Scoring Method

The Service will screen the proposals received for compliance with minimum requirements and eliminate those that are non-responsive.

The Service may invite all or some of the qualified respondents for interviews to allow the Service to ask questions and clarify details regarding the proposals. The Service also may choose to visit facilities operated by some respondents prior to final selection. Subsequently, the Service will finalize a Management Agreement with the top-ranked respondent. If an agreement cannot be finalized with the top-ranked respondent, the NPS may seek to negotiate a Management Agreement with the second-ranked respondent.

The Service will rank the respondents based on the RFP Evaluation Criteria described in Section VI.A. The Service will organize the evaluation criteria into three groups—1) Qualifications Criteria, 2) Technical Approach Criteria, and 3) Financial Criteria—and score each proposal's responses as they correspond to the evaluation criteria in each of these three groups. For each group, the Service will assign a score that reflects the determined merits of the proposal under the applicable evaluation criteria and in comparison to any other proposals received. The grouping of the evaluation criteria, corresponding Response Requirements (Section VI.C.3.), and maximum score assignable are described below for each Evaluation Criteria group.

Note: Each section of your proposal should have a heading identifying the Response Requirement to which the information provided in that section responds. It is important that your proposal conforms to the organizational framework of Section VI.C.3. and provides all relevant information directly in response to each Response Requirement. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal's response to each particular Response Requirement.

Qualifications Criteria (0-15 points), includes:

- Minimum Requirements in Section V.B. (Experience and Insurance Requirements)
- Management Services Experience and Qualifications
- Management Team
- Professional Expertise and Service

- References
- Acceptance of Conditions
- Compliance

The corresponding Response Requirements for the Qualifications Criteria include:

- Transmittal Letter
- Executive Summary
- Qualifications, Experience, & References
- Acceptance of Draft Management Agreement
- Respondent Organizational Documents
- Certification

Technical Approach Criteria (0-30 points), includes:

- Approach and Methodology
- Food and Beverage Quality
- Environmental Considerations
- Human Resources and Training
- Management Plan for the Facilities
- Creativity
- Capital Oversight
- Supplemental Information
- Overall Response
- Other

The corresponding Response Requirements for the Technical Approach Criteria include:

- Methodology and Project Management
- Project Understanding
- Transition
- Supplemental Information

Financial Criteria (0-15 points), includes:

- Key Contract Financial Provisions
- Financial Stability and Capability
- Financial Operating Projections

The corresponding Response Requirements for the Financial Criteria include:

- Financial Qualifications
- Operating Projections
- Financial Proposal

C. RFP Proposal Response**1. Proposal Response Format**

Submit an electronic copy of your proposal and scanned PDF versions of all documents requiring handwritten signatures (i.e., the Transmittal Letter and Attachment 1: Certification) using the Service's Microsoft Teams platform (see instructions below). To facilitate discussion and review of proposals among evaluation panel members, the electronic copy must be in a format that can be shared, copied, and pasted easily. Microsoft Office programs or an Adobe PDF electronic version that allows for copying and pasting of text using Adobe Reader software are acceptable. However, you must provide all financial spreadsheets in Microsoft Excel.

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.

Index your responses to conform to the requested format. Please number each page and section in your proposal. The information presented under each heading must conform strictly to the information requested and/or issues respondents are requested to address. The Service will review each response package to determine its completeness prior to actual evaluation; if a respondent fails to provide or adequately address all categories of information requested or to provide the information in the required format, the Service may disqualify the respondent from further consideration.

Clearly identify information you consider proprietary and/or confidential in accordance with the procedure outlined in Section V.C. above, and NPS will withhold it to the extent permitted by law.

2. Proposal Delivery Requirements**Proposals Deadline: see Schedule in Section V.A.**

Follow these instructions to submit the "Transmittal Letter" and "Attachment 1: Certification":

- a) Respondents must follow the format provided below for the "Transmittal Letter" and "Attachment 1: Certification". The NPS may consider your proposal non-responsive if you do not submit a "Transmittal Letter" and "Attachment 1: Certification" with handwritten signatures.
- b) The respondent must include a scanned PDF version of the signed "Transmittal Letter" and "Attachment 1: Certification" with the electronic proposal submittal.
- c) The "Transmittal Letter" must include a list of the documents transmitted electronically and the email address that will be used to submit the electronic proposal.
- d) The respondent must send an original hardcopy of the "Transmittal Letter" and "Attachment 1: Certification" with handwritten signatures to the address listed below by the deadline listed above:

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

e) The Service encourages respondents to ensure the timely submittal of the “Transmittal Letter” and “Attachment 1: Certification” by sending them well before the deadline to avoid delays related to delivery services, such as weather.

Follow these instructions to submit the electronic proposal:

- a) Within two weeks of the proposal deadline, **respondents who attended the site visit** will receive a welcome email message from the Service’s Microsoft Teams platform. The Teams email invitation will come from account-security-noreply@accountprotection.microsoft.com. Be advised the email invitation may take up to 24 hours to arrive in your inbox after the Service sends it and may end up in your junk or spam folder depending on your system’s email filters. You must accept the invitation by selecting Open Microsoft Teams in the email message before you can access the Team to upload your proposal.
- b) You will not need to download Teams to your computer. You can choose to run Teams in your preferred web browser (Chrome and Edge are fully supported, but Safari and Firefox have some limitations). We suggest that you choose to access your Team in a web browser if you already use Teams.
- c) Before gaining access to the Microsoft Teams site created to submit a proposal, you need to use an authentication app to complete a Multi-Factor Authentication (MFA). Please use the following link to access guidance for completing the MFA: <https://www.nps.gov/subjects/concessions/upload/DOI-Guest-MFA-Setup-Guidelines-NPSCSP-06-11-2024.pdf>
- d) Once you have accessed your Team, you can upload your electronic proposal directly into the “General” folder and may create subfolders for uploading multiple documents if needed.
- e) You must upload the electronic proposal via the Teams site before the proposal’s deadline listed above. Respondents are encouraged to ensure the timely submittal of proposals by uploading before the deadline to avoid delays related to technical issues, such as connectivity.

Other than the hard copies of the Transmittal Letter and Attachment 1: Certification, the Service will not accept a proposal or any part of a proposal by hard copy mail/delivery service or facsimile transmission.

3. Response Requirements

Respondents must limit proposals to 44 pages overall, exclusive of the following response requirements listed below:

- Section 3)b) and 3)d) tables listing of properties
- Section 4) financial statements
- Section 11) Respondent Organizational Documents, and
- Section 13) Certification which appears in Attachment 1

1) Transmittal Letter

Respondents must include a Transmittal Letter on letterhead that includes the following:

- Solicitation Number
- A statement identifying the signatory with authority to bind the respondent with respect to this response to the Request for Proposals and any oral or written representations made to the NPS.

- A statement that if requested by the NPS, the respondent agrees to furnish additional information or documentation or to make one or more oral presentations or demonstrations to assist the NPS in evaluating its proposal.
- A statement that if selected by the NPS, the respondent agrees to negotiate and enter into a Management Agreement with the NPS, substantially in the form included in this RFP, to provide the services required and manage and operate the Hotel as defined in the Draft Management Agreement within Bryce Canyon National Park.
- A statement that the respondent has listed all modifications it requests to the Draft Management Agreement in Section 10 of its proposal.
- A statement that neither the signatory nor the respondent has any conflict of interest which could interfere with carrying out the Management Company's obligations under the Management Agreement.
- A statement that the respondent understands that the NPS will rely upon the material representations set forth in the proposal and that the respondent has a continued obligation to update any information that changes or that respondent learns to be incorrect.
- Signed and dated by a principal of the respondent.

2) Executive Summary

- The Executive Summary must briefly describe the qualifications, experience, individuals who would be instrumental in the management and operation of the Hotel, and organizational structure of the entity that will be the Management Company. Include resumes of upper-level regional or national management personnel who will have supervisory responsibility over the Hotel. If Project Services (as that term is defined in the Draft Management Agreement) are to be performed by an affiliate, describe the affiliated entity that will provide Project Services.
(Not to exceed five pages)

3) Qualifications, Experience, & References (Not to exceed four pages)

Provide the following:

- a) Description of the respondent
 - i) Brief History
 - ii) Number of Years in Business
 - iii) Services provided
 - iv) Total number of properties and rooms operated (comparable and not-comparable)
- b) A description of the respondent's destination hotel operating experience in the United States, including specifically destination hotels the respondent currently operates. Submit the following in a table:
 - i) Name of the hotel,
 - ii) Location of the hotel,
 - iii) Major facilities and amenities,
 - iv) Name of the hotel owner,
 - v) Number of rooms in the hotel,
 - vi) Amount of function space in the hotel,
 - vii) Length of time respondent has operated the hotel,
 - viii) Occupancy,

- ix) Average daily rate,
 - x) Revenue generated per available room (RevPAR) levels for the past three years for each destination hotel (Please submit RevPAR indices as measured by the hotel's primary competitive set in its STR reports for the same period, if available), and
 - xi) Any appropriate narrative.
- c) Description of experience with historic hotels;
- d) Submit the following in a table. A description of other hotels (not listed in 3)a) or 3)b) above) in the western mountain region (Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico), if any currently operated by respondent, identifying each by:
- i) Name of the hotel,
 - ii) Location of the hotel,
 - iii) Number of rooms in the hotel,
 - iv) Amount of function space in the hotel, and
 - v) Length of time the respondent has operated the hotel.
- e) References for three current and past hotel owners, including the hotel name, address, phone numbers, email address, contact name and contact's affiliation; at least one reference must be for an owner of a comparable property that the respondent currently manages.

4) Financial Qualifications

Submit a copy of the respondent's consolidated audited financial statements for the three most recent fiscal years, with all notes to the financial statements. Audited financial statements must also be provided for any general partners in a partnership (or deemed partnership, such as spouses), and all venturers in a joint venture. If the respondent is not yet formed, or the respondent was formed recently and has no financial or operating history, submit audited financial statements for each Respondent-Guarantor. If audited financial statements are not available, explain in detail why they are not available. If audited financial statements are not available but reviewed financial statements are, provide the reviewed financial statements and explain in detail why the statements were reviewed rather than audited. If neither audited nor reviewed statements are available, explain in detail why they are not available and submit:

Certified financial statements. The respondent (or Respondent-Guarantor(s), as applicable) must submit its financial statements that are certified as to accuracy and completeness by an authorized officer of the entity or by the individual respondent, as appropriate.

If none of the above are available, explain in detail why they are not available and submit:

Personal financial statements. The respondent (or Respondent-Guarantor(s), as applicable) must submit personal financial statements certified as to accuracy and completeness by the submitting individual for each of the respondent's principals.

5) Methodology and Project Management

Describe the respondent's approach to providing hotel management services, including the following. **(Not to exceed ten pages)**

- a) Improvements and Enhancements: Based on the current financial performance of the Hotel and the tour of the facilities, explain how the respondent would improve the facilities and the Hotel's financial performance.
- b) Sales and Marketing: Provide a description of the respondent's approach to sales and marketing. If the respondent proposes to utilize a centralized sales and marketing organization covering multiple properties, explain how they will ensure that the Hotel receives a high level of service and attention, and how are costs allocated amongst the properties.
- c) Food and Beverage: Provide a description of the respondent's approach to food and beverage operations, including how the respondent will improve the food and beverage offerings and enhance this service at the subject facilities.
- d) Retail: Provide a description of the respondent's approach to retail operations and merchandising, including how this approach will apply to the subject facilities.
- e) Human Resources: Include a sample staffing plan, including an organizational chart of Hotel staff and approach to employee recruitment, training and retention in a remote area, and welfare. The Service is interested in approaches to limiting or reducing the need for on-site staff housing.
- f) Customer Satisfaction: Explain the respondent's approach to customer service, and how the respondent will monitor and improve customer service at the Hotel.
- g) Sustainability: Describe the respondent's approach to the environment and sustainability.
- h) Building Maintenance and Restoration: Describe how the respondent proposes to maintain the Hotel, including any historic structures, in a cost-effective manner.
- i) Case Studies: Present three brief examples or case studies (no more than one page each) of the most comparable and successful projects within the last ten years that demonstrate the respondent's related experience and ability to successfully manage the Hotel.

6) Project Understanding

The objective of this portion of the response is to provide an understanding of how the respondent views the facilities within the context of other operations within the western mountain regional market (Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico) and the NPS's needs. **(Not to exceed six pages)**

- a) The NPS's overall objective is expanding, modernizing, and improving the condition of commercial visitor facilities and the services provided to visitors. How will the respondent assist the NPS in achieving this objective?
- b) What is the respondent's perception of the market position of the Hotel in both the short term (first two to three years) and over the remainder of the term of the Management Agreement?
- c) How will the respondent's methodology enhance the ability of the Hotel to improve its market position, improve its overall revenue, and maximize flow-through and by extension, Gross Operating Profit?
- d) How will the respondent ensure that services required (i.e., lodging, food and beverage, retail, other guest services) are provided at a variety of price points, and are reasonable to the public?
- e) How will the respondent manage the capital projects including:
 - i) The initial assessment and purchase of FF&E;
 - ii) Other larger scale projects that may include roof replacement, the addition of camper cabins or other guest accommodation, extension of fiber optic internet lines, repurposing of the auditorium, and relieving congestion in food and beverage facilities during peak periods.

- f) Please provide any other innovative ideas that would enhance the visitor experience and encourage shoulder and winter season usage.
- g) How would the respondent provide for employee housing and recreational activities while limiting or reducing the need for in-Park employee housing?

7) Transition (Not to exceed four pages, exclusive of spreadsheets)

- a) Describe the respondent's transition plan.
- b) Identify and quantify any anticipated transition expenses, including those outlined in Exhibit F of the Draft Management Agreement, that would be paid by the NPS or included in the Hotel's operating or capital expenses.
- c) Provide a preliminary transition budget.

8) Operating Projections

Based on the NPS-provided projections and your site visit, explain how your company would operate the Hotel and the financial impact that would result. **(Not to exceed five pages, exclusive of statements requested in 8)e))** by providing the following:

- a) Provide a three-year operating proforma (assuming that occupancy and average daily rates remain the same as the NPS-provided projections for the first year of operations) for the Hotel that are consistent with the information submitted in the Project Understanding and Methodology and Project Management sections of the response.
- b) Delineate line items for operating revenues, departmental expenses, undistributed expenses, fixed expenses, and capital reserves in the format of the USALI for Hotels (if applicable). *(Note: Please assume that hotel occupancy and average daily rate remains the same as the NPS-provided projections for the first year of operations).*
- c) List proforma assumptions.
- d) Estimate working capital needs.
- e) Submit operating statements for three most comparable properties under the respondent's management. The respondent may redact property names. The Service is seeking a one to two-page summary operating statement for each property through EBITDA.

9) Financial Proposal

- a) Term. NPS will only consider proposals for a Management Agreement term of ten years.
- b) Provide the respondent's proposed unsubordinated Base Management Fee, expressed as a percent of adjusted gross revenues, which fee may vary depending on the applicable year of the term. The NPS will consider alternate fee structures, if presented.
- c) An Incentive Management Fee based on achieving:
 - i) A proposed level of Net Cash Flow (as the term is defined in the Draft Agreement). The NPS may set a hurdle (minimum) level of Net Cash Flow below which no Incentive Management Fee would be due. *Note to respondents: NPS is seeking a minimum Owner's Priority of \$1 million in the first year of operations.*
 - ii) Increased shoulder season occupancy.
- d) Submit your fee structure for Project Services (as that term is defined in the Draft Management Agreement) related to Major Capital Projects.
- e) List and explain all centralized fees and expenses that may be deducted from the Hotel's operating accounts and whether such fees are optional or mandatory. Include the maximum

level of such expenses as a percentage of revenue, the basis whereby such fees and expenses are allocated among the respondent's properties, whether such charges are supplied to the individual properties at cost or provide for a level of profit to the respondent and the mechanism by which such expenses are audited.

10) Acceptance of Draft Management Agreement

The Draft Management Agreement is attached to the RFP. Please indicate that you have read and are willing to accept the terms of the Draft Management Agreement or will accept the terms of the Draft Management Agreement subject to specific requested modifications and describe your specific requested modifications. The Service will not negotiate any modifications not listed in response to this requirement.

11) Respondent Organizational Documents

- a) Certificate from the Respondent's state of formation indicating that the Respondent entity is in "good standing" (if such form is issued in that state for Respondent's type of entity);
- b) Governing documents of Respondent (e.g., Articles of Incorporation and Bylaws for corporations; Certificate of Formation and Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
- c) If the entity was not formed in the State of Utah, evidence that it is qualified to do business there.

12) Supplemental Information

Respondents may provide supplemental information, if necessary, to further explain their proposal, or provide additional relevant material that has not been specifically requested. Any supplemental information must be relevant and is restricted to **no more than five pages**.

13) Certification

Complete and include the required Certification which appears in Attachment 1.

VII. Attachment 1**CERTIFICATION**

Respondent is the entity that will be the Management Company under the Management Agreement.

The name of the respondent is _____ (Respondent). If the Respondent has not yet been formed, or the Respondent was formed recently and has no financial or operating history, this letter is submitted on its behalf by _____ as Respondent-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of the Respondent hereunder and make(s) such certifications, agreements, and obligations individually and on behalf of the Respondent.

The Respondent certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Respondent to criminal penalties under 18 U.S.C. § 1001. The Respondent agrees to meet all the minimum requirements of the Draft Management Agreement and the Request for Proposals (RFP), other than the Respondent's specific requested modifications included in its response to the RFP. The Respondent certifies that it has provided all of the required information specified in the RFP.

The Respondent certifies, in accordance with and as these terms are defined in 2 C.F.R. parts 180 and 1400 and sections 744 and 745 of Division E of the Consolidated and Further Continuing Appropriations Act, 2015 (Pub. L. 113-235), the following (initial all that apply):

1. Neither the Respondent nor any of its principals are presently excluded or disqualified. _____
2. Within the three years preceding submission of the proposal, neither the Respondent nor any of its principals have been convicted of, or had a civil judgment rendered against them for, commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) or private agreement or transaction; violation of federal or state antitrust statutes; commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, violating federal criminal tax laws, receiving stolen property, making false claims, or obstruction of justice; or commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects their present responsibility. _____
3. Neither the Respondent or any of its principals are presently indicted for or otherwise criminally or civilly charged by a federal, state or local governmental entity with commission of any of the aforementioned offenses. _____
4. Neither the Respondent nor any of its principals have had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the proposal. _____
5. If a corporation, the Respondent does not have any unpaid federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability. _____
6. If a corporation, the Respondent has not been convicted of a felony criminal violation under any federal law within the preceding 24 months. _____

If the Respondent is unable to certify one or more of the items above, it must submit detailed information explaining why it is unable to certify the item(s). The information the Respondent must

submit includes a description of every incident that prevents the Respondent from certifying the item(s); the current status of each incident; and, if resolved, how each incident was resolved. The Respondent must explain how these incidents may affect the Respondent's ability to fulfill the terms of the Management Agreement.

The Respondent, by submitting this proposal hereby agrees, if selected for award of the Draft Management Agreement:

1. To the minimum requirements of the Draft Management Agreement and this RFP other than the Respondent's specific requested modifications included in its response to the RFP.
2. To negotiate and execute the final Management Agreement within 10 business days following notification of selection.
3. To commence Transition Services upon the Execution Date of the Management Agreement.
4. To commence operations under the resulting Management Agreement on the Commencement Date of the Management Agreement.
5. To deliver to the Regional Director within 10 business days following the announcement of the selection of the Respondent as the Management Company, current copies of the following:
 - Certificate from its state of formation indicating that the entity is in "good standing" (if such form is issued in that state for Respondent's type of entity);
 - Governing documents of Respondent (e.g., Articles of Incorporation and Bylaws for corporations; Certificate of Formation and Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
 - If the entity was not formed in the State of Utah, evidence that it is qualified to do business there.
6. That its Parent will agree to the Joinder at the end of the Draft Management Agreement.

The Respondent certifies it has uploaded the following documents on the Service's designated Microsoft Teams site using the email address _____:

Document Title	Filename	File Size

NAME OF RESPONDENT (or RESPONDENT-GUARANTOR(s)):

If the Respondent is not yet in existence as of the time of response or the Respondent was formed recently and has no financial or operating history, list all entities if more than one and clearly indicate that the entity is a Respondent-Guarantor. If there is more than one Respondent-Guarantor, each Respondent-Guarantor must sign this certification.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

LEGAL ENTITY

The Respondent is a:

(Check the applicable box)

- ☐ Corporation
- ☐ Limited Liability Corporation
- ☐ Joint Venture
- ☐ S Corporation
- ☐ Partnership
- ☐ Sole Proprietorship

DUNS #:

SAM #:

Is the Respondent an entity owned by a parent or holding company? ☐ Yes ☐ No

If YES, the name of the parent or holding company is:

Complete the information below for the Respondent, any Respondent-Guarantor(s), and any other entities or individuals that will provide financial or management support to the Management Company under the Agreement.

Name of the Entity and Trade Name, if any	
Address	
Telephone Number	
Email Address	
Contact Person	
Title	
Tax ID #	
State of Formation	
Date of Formation	
Ownership (Names and Addresses of Owners; include percentage of ownership interest)	

Complete the following table for the Respondent and Respondent-Guarantor(s)

Principals (as defined in 2 C.F.R. § 180.995)	Address	Title and/or Affiliation

CERTIFICATE OF BUSINESS ENTITY RESPONDENT

(OR OF RESPONDENT-GUARANTOR)

(Respondents who are individuals should skip this certificate)

I, _____, certify that I am the _____ of the [specify one] corporation/partnership/limited liability company/joint venture named as Respondent (or Respondent-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Respondent (or Respondent-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: _____

BY _____ DATE _____

(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

VIII. Attachment 2

Draft Management Agreement