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"The Big Bear Airport District provides Big Bear Valley with a safe, efficient and exceptional venue for aviation operations."

## **SPECIAL BOARD OF DIRECTORS' MEETING**

**Big Bear Airport District**  
**Wednesday, April 1, 2026**  
**4:00 P.M.**

**Temporary Terminal Building (501 Valley Blvd, Big Bear City, CA 92314)**

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### **BOARD MEMBERS:**

**Kam Lawrence, President**  
**Marikay Lindstrom, Vice-President**  
**Steve Castillo**  
**Darrell Gardner**  
**Wesley Krause**

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### **NOTICE:**

NOTICE IS HEREBY GIVEN, that the Big Bear Airport District Board of Directors will conduct a Special Meeting on Wednesday, April 1, 2026, at 4:00 p.m., at the Big Bear Airport Temporary Terminal Building (501 Valley Blvd, Big Bear City, CA, 92314); said meeting is being called pursuant to Section 54956 of the Government Code of the State of California for the purpose of considering the following matter:

### **AGENDA:**

- 1. CALL TO ORDER**
- 2. FLAG SALUTE**

**MISSION STATEMENT:** The Big Bear Airport District serves the Big Bear Valley by providing a safe, efficient, and exceptional venue for aviation operations.

- 3. ROLL CALL AND INTRODUCTIONS**
- 4. APPROVAL OF AGENDA**

- 5. PUBLIC COMMENTS:** Public comments are permitted only on items listed on the posted Special Meeting Agenda and the public comment period will be held prior to the Board's deliberation of each item. Persons wishing to comment on an Agenda item should go to the podium and wait for the President to recognize them. Unless otherwise provided for a specific item, all speakers are limited to a maximum time limit of 3 minutes, with an overall total of 15 minutes. No speaker may allot their time to others.

## 6. BUSINESS MATTERS

### 6.1. REVIEW OF DRAFT REQUEST FOR PROPOSALS (RFP) FOR THE FUTURE RESTAURANT IN THE NEW TERMINAL BUILDING

Discussion and possible action regarding the issuance and/or evaluation of a RFP for restaurant operations. The Board will review the purpose and scope of the RFP, key requirements for proposers, evaluation criteria, and anticipated timeline. Direction may be provided to staff regarding next steps, including approval to release the RFP and the possibility of hiring a commercial restaurant consultant to assist with the entire process.

## 7. NEXT MEETING DATE:

Wednesday, April 8, 2026, at 4:00 p.m. – Regular Board of Directors Meeting  
Location: Temporary Terminal Building (501 Valley Blvd, Big Bear City, CA 92314)

## 8. ADJOURNMENT

**CERTIFICATION:** I, Rebecca Cannon, Board Secretary of the Big Bear Airport District, do hereby certify under penalty of perjury, under the laws of the State of California, that the foregoing agenda was posted in accordance with the applicable legal requirements. Dated the 28<sup>th</sup> day of March 2026.



Rebecca Cannon  
Board Secretary  
Big Bear Airport District

The Big Bear Airport District ("District") Board Meeting area is handicapped accessible. Persons with disabilities can receive this Agenda in an alternative format and should call the Airport Office at (909) 585-3219. Notification of 48 hours prior to the Meeting will enable the District to make arrangements to assure accessibility to the Meeting. The Agenda is posted on the District's Website at [www.flybigbear.com](http://www.flybigbear.com). If access to the Website is not available, copies may be obtained by calling the Airport Office.



Date: April 1, 2026  
To: Board of Directors  
From: Ryan Goss, General Manager  
Subject: **Draft Request for Proposals (RFP) for the Future Restaurant in New Terminal Building**

**Background/Discussion:**

On Wednesday, January 14, 2026, staff presented a draft Request for Proposals (RFP) for the future restaurant space within the new terminal building. The proposed restaurant is intended to enhance passenger amenities, improve overall customer experience, and support the Airport District's non-aeronautical revenue generation efforts.

The draft RFP outlines the minimum requirements, evaluation criteria, and anticipated lease terms necessary to attract qualified and experienced food and beverage operators. It is designed to ensure a competitive, fair, and transparent solicitation process consistent with applicable federal, state, and local requirements.

Key elements of the draft RFP include:

- Description of the restaurant space and anticipated build-out responsibilities
- Minimum proposer qualifications and operational experience requirements
- Proposed lease structure and term

During the January 14, 2026, regular meeting, the Board directed staff to notice a Special Meeting to allow for a more in-depth discussion of the draft RFP, including potential revisions, operational considerations, and alignment with the Airport District's long-term goals. Additionally, the Board may wish to consider the potential engagement of a qualified restaurant consultant to assist with the RFP process. A consultant could provide industry expertise in areas such as market analysis, concept development, lease structuring, and evaluation of proposals to help ensure the Airport District attracts high-quality operators and achieves a financially and operationally successful outcome. Staff are seeking Board direction on whether to explore or pursue such professional services.

**Financial Impact:**

There is no immediate fiscal impact associated with continued Board review and discussion of the draft RFP. Future costs may include expenses related to public noticing, advertising, and administrative processing once the RFP is formally issued.

**Recommendation:**

Continue discussion of the draft Request for Proposals (RFP) for the future restaurant space, and provide direction to staff as appropriate in advance of releasing the RFP.

**Request for Proposal (RFP)**  
**Restaurant Opportunity at Big Bear Airport**  
**Issue Date: TBD**  
**Response Deadline: TBD**

## **I. Overview**

The Big Bear Airport District invites qualified restaurateurs to submit proposals for the development and operation of a full-service restaurant located in a prime location within the Big Bear Airport terminal. This opportunity includes access to a 2,400 square foot indoor space and a 1,000 square foot outdoor seating area. The space is currently in shell condition, offering a blank canvas for your dream restaurant. The Airport District will also provide **Tenant Improvement (TI) funding** to assist with build-out expenses.

## **II. Project Summary**

- **Location:** Big Bear Airport Terminal, 501 Valley Blvd, Big Bear City, CA
- **Available Space:**
  - Indoor: ~2,400 square feet (shell condition)
  - Outdoor Patio: ~1,000 square feet (designated for customer seating)
- **Usage:** Full-service restaurant (dining, kitchen, and restrooms)
- **Tenant Improvements:** Financial support available for build-out (negotiable)
- **Lease Term:** Negotiated, long-term preferred
- **Site Access:** Scheduled tours available upon request

## **III. Scope of Opportunity**

The Big Bear Airport offers a high-visibility location catering to tourists, aviation guests, and the local community. The selected operator will be expected to:

- Design and construct the restaurant space to match the submitted concept
- Operate a high-quality food and beverage service
- Maintain compliance with all health, building, and safety regulations
- Promote and market the restaurant to maximize airport and community engagement

## **IV. Support Provided**

- Competitive lease terms
- TI funding to offset build-out costs
- Marketing support through Airport District channels
- Visibility and access to airport visitors and local residents

## **V. Proposal Requirements**

All proposals must include the following:

## **1. Executive Summary**

Brief overview of the concept, ownership, and vision for the restaurant.

## **2. Detailed Business Plan**

Please structure your business plan to include:

### **A. Restaurant Concept**

- Name and theme of the restaurant
- Cuisine type and sample menu
- Unique selling proposition
- Alignment with local and traveler demographics

### **B. Market Analysis**

- Target customer segments (e.g., tourists, locals, pilots, event attendees)
- Competitor overview in the Big Bear area
- Market demand insights

### **C. Marketing and Sales Strategy**

- Branding and promotional plans
- Online presence and social media
- Community and airport engagement strategies

### **D. Operational Plan**

- Staffing structure and roles
- Days/hours of operation
- Vendor relationships and supply chain
- Sustainability or local sourcing goals (if any)

### **E. Design and Build-Out Plan**

- Proposed floor plan (interior and patio)
- Kitchen equipment needs
- Furnishings and fixtures
- Estimated timeline for construction and opening

### **F. Financial Plan**

- Projected capital investment and sources of funds
- TI fund usage plan

- 3-year pro forma financials including:
  - Projected revenue and expenses
  - Cash flow statement
  - Break-even analysis

#### **G. Ownership and Management**

- Biographies of key personnel and experience
- Organizational structure and legal entity details

#### **H. Risk Management**

- Insurance and licensing plans
- Contingency planning
- Health and safety protocols

### **VI. Evaluation Criteria**

Submissions will be evaluated based on:

- Quality and originality of the concept
- Financial viability and use of TI funds
- Relevant experience and qualifications of the team
- Understanding of the local market
- Feasibility and clarity of operational and build-out plans
- Timeline for launch and operational readiness

### **VII. Submission Instructions**

Submit complete proposals by [Insert Time] on [Insert Deadline] to:

#### **Big Bear Airport District**

Attn: Restaurant RFP Committee

501 Valley Blvd

Big Bear City, CA 92314

Or via email: [Insert Email Address]

#### **Optional Attachments:**

- Conceptual renderings or inspiration images
- Previous restaurant photos or media coverage

### **VIII. Contact for Inquiries and Site Visits**

To schedule a site visit or submit questions, contact:

**Ryan Goss- General Manager**

Phone: (909) 585-3219

Email: [rgoss@flybigbear.com](mailto:rgoss@flybigbear.com)

## **IX. Disclaimer**

The Big Bear Airport District reserves the right to accept or reject any and all proposals, waive informalities, and negotiate terms with any selected applicant.

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