P.O. Box 755
Big Bear City, CA 92314
(909) 585-3219
(909) 585-2900 fax
FlyBigBear.com

"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
Tuesday, November 24, 2026
10:00 A.M.

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

BOARD MEMBERS:

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

NOTICE:

NOTICE IS HEREBY GIVEN, that the Big Bear Airport District Board of Directors will conduct a Special Meeting on Tuesday, November 24, 2026, at 10:00 a.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 AND POSSIBLE DIRECTION REGARDING THE DRAFT REQUEST FOR PROPOSALS (RFP) FOR THE RESTAURANT IN THE NEW TERMINAL BUILDING

8. NEXT MEETING DATE:

Wednesday, December 9, 2026, at 4:00 p.m. – Regular Board of Directors Meeting
Location: Temporary Terminal Building

9. 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 21st day of November, 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. If access to the Website is not available, copies may be obtained by calling the Airport Office.

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 to develop and operate a full service restaurant in the Big Bear Airport terminal. The opportunity includes approximately 2,400 square feet of indoor space and approximately 1,000 square feet of outdoor patio seating. The space is in shell condition, and the selected operator will design and build out the restaurant to suit its concept. The District will provide Tenant Improvement (TI) funding toward build out costs, as described in this RFP.

The District seeks an elevated casual restaurant that offers quality food, attentive service, and approachable prices. Quick service and fast food concepts are not the District's intent, nor are high end fine dining concepts. The District envisions a fresh, ingredient driven menu with broad appeal in the spirit of classic American and California cuisine, with variety for a range of tastes. Applicants proposing a different culinary approach are welcome to explain how their concept will serve this community.

The restaurant will serve a mix of tourists, aviation guests, and the local community. The District is looking for an operator with the resources, track record, and commitment to build a lasting presence in the Big Bear community.

II. Project Summary

- Location: Big Bear Airport Terminal, 501 Valley Blvd, Big Bear City, CA
- Indoor space: approximately 2,400 square feet, shell condition
- Outdoor patio: approximately 1,000 square feet, designated for customer seating
- Usage: full service restaurant, including dining, kitchen, and restrooms
- Tenant Improvements: District funding toward build out, [amount or range] and [disbursement terms]
- Lease term: [term range and renewal options]
- Site access: tours available upon request through [tour request cutoff date]

Condition of the Space

The space is delivered in shell condition. The District will provide [utilities and services available at the space]. The selected operator will be responsible for [hood and exhaust, grease management, restroom build out, and other scope to be confirmed]. A detailed description of District and tenant responsibilities will be provided to applicants [upon request or at the site tour].

III. Schedule

Milestone	Date
RFP issued	[TBD]
Site tour request cutoff	[TBD]
Written questions due	[TBD]
Answers issued to all applicants	[TBD]
Proposals due	[TBD]
Finalist interviews	[TBD]
Board vote on operator selection	Anticipated January 13 [to be confirmed]

IV. Scope of Opportunity

Big Bear Airport draws tourists, aviation guests, and the local community. The selected operator will be expected to:

- Design and construct the restaurant to match the submitted concept, subject to District design approval
- Operate a high quality food and beverage service
- Maintain compliance with all health, building, and safety regulations
- Promote the restaurant to build airport and community engagement

V. Support Provided

- TI funding toward build out costs, as described in Section II
- Lease terms to be negotiated, as described in Section VI
- Marketing support through Airport District channels, [scope to be confirmed]
- Access to airport visitors and local residents

VI. Lease and Rent

[FOR RYAN: Structure and terms to be discussed and solidified. Not final.]

Please describe the rent structure and lease terms you would propose. The District will use proposals to negotiate the arrangement that works best for both parties.

- Proposed rent structure and amount
- Proposed lease term and renewal options
- Any other lease terms the applicant requests the District to consider

VII. Minimum Qualifications

To be scored, a proposal must meet each of the following minimum qualifications. Proposals that do not meet them will not advance to scoring.

- A complete business plan that addresses every required element in Section VIII
- Evidence of financial resources sufficient to equip the space and sustain operations through a downturn or slow season, [reserve period to be confirmed]
- Disclosure of every restaurant the applicant and key principals have operated, including any closure, bankruptcy, or lease default in the past [number] years
- Operator references from comparable restaurant operations

VIII. Proposal Requirements

All proposals must include the following.

1. Executive Summary

A brief overview of the concept, ownership, and vision for the restaurant.

2. Detailed Business Plan

Please structure the business plan to include the following sections.

A. Restaurant Concept

- Concept articulation statement describing the restaurant you propose to create and why it fits Big Bear Airport
- Cuisine type and sample menu
- Unique selling proposition
- Alignment with local and traveler demographics
- How the menu will offer something for a range of tastes at prices that feel fair to locals, pilots, and visitors
- Your approach to ingredients and preparation
- A signature dish or drink that could give guests a reason to fly or drive to Big Bear
- The experience you envision from breakfast through dinner
- How the restaurant and patio could become a gathering place for neighbors, pilots, and visitors, and the programming that would keep them coming back

B. Market Analysis

- Target customer segments, such as tourists, locals, pilots, and event attendees
- Competitor overview in the Big Bear area
- Market demand insights
- How you will attract both fly in guests and local residents, including how you will serve pilots at breakfast and lunch

- Your pricing approach and expected price ranges, including any value offers by meal period or day of week

C. Marketing and Sales Strategy

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

D. Business Strategy and Operational Plan

Please describe your overall business strategy, including how you will:

- Run the business day to day, and who will be accountable for results
- Grow revenue across meal periods, days of the week, and seasons
- Manage food, labor, and waste costs against clear targets
- Reach and sustain profitability, including when you expect to break even
- Stay viable through economic downturns and seasonal swings in Big Bear demand

Please also describe the operating plan behind that strategy, including:

- Staffing structure and roles, and how you will hire, train, motivate, and retain a new team
- Days and hours of operation, and how they fit airport operations
- Facility and decor upkeep, and how you will maintain quality over time
- How you will operate within airport rules and coordinate with the Airport Manager
- Vendor relationships and supply chain
- Sustainability or local sourcing goals, if any

E. Design and Build Out Plan

- Proposed floor plan for interior and patio
- Kitchen equipment needs
- Furnishings and fixtures
- Estimated timeline for construction and opening
- Acknowledgment that the build out plan is subject to District design approval

F. Financial Plan

- Projected capital investment and sources of funds
- Evidence of financial capacity to fund the build out and operate through ramp up
- Plan to sustain operations through a downturn or slow season, including available reserves
- TI fund usage plan
- Three 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
- Experience opening a new restaurant from the ground up
- A list of restaurants operated by the applicant and key principals, with disclosure of any closures or exits
- References from comparable restaurant operations, including contact information

H. Risk Management

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

3. Rent and Lease Proposal

Please include the rent and lease proposal described in Section VI.

IX. Evaluation Criteria

Proposals will be evaluated on the following criteria and weights. Business strategy and financial strength together carry the greatest share of the score. [Proposed starting weights, to be confirmed with the District and aligned to the scoring sheet.]

Criterion	Weight
Business strategy and operational plan, including revenue growth, cost management, and path to profitability	[25%]
Financial viability, financial capacity, resilience through downturns, and use of TI funds	[20%]
Relevant experience, qualifications, and track record of the team	[15%]
Quality and originality of the concept, menu variety, and value	[15%]
Feasibility and clarity of build out plans	[10%]
Understanding of the local market, including fly in and local guests and seasonality	[10%]
Timeline for launch and operational readiness	[5%]

X. Selection Process

Proposals will be scored against the District scoring sheet. Finalists will be invited to interview in person. A recommendation will be presented to the Board of Directors, which makes the final

selection by vote. Operator selection is anticipated at the January 13 Board meeting [date to be confirmed].

XI. 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 by email to [Insert Email Address].

- Format: [one electronic PDF and number of printed copies]
- Late submissions [will not be considered]

Optional attachments include conceptual renderings or inspiration images, and photos or media coverage of previous restaurants.

XII. Contact for Inquiries and Site Visits

To request a site visit or submit questions, contact:

Ryan Goss, General Manager
Phone: (909) 585-3219
Email: rgoss@flybigbear.com

Site tour requests must be received by [tour request cutoff date]. Questions must be submitted in writing by [written questions cutoff date]. Answers will be shared with all applicants. During the RFP process, applicants should direct all communication to Ryan Goss and should not contact District Board members or other District staff about this RFP.

XIII. 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. The District may modify, suspend, or cancel this RFP at any time. Applicants bear all costs of preparing and submitting proposals. This RFP creates no obligation on the District to enter into a lease. Proposals may be subject to public disclosure under applicable law. [Language to be confirmed by District counsel.]