

RFP: Master Concessionaire; Bozeman Yellowstone International Airport

Questions and Answers

1. Does the airport have a specific Bond Form for the requested Performance Bond associated with the concessions RFP?

No, the Gallatin Airport Authority does not have a specific bond form that is required.

2. May we include a Cover Letter? Is it counted towards the page count?

Yes, a cover letter is acceptable and will not count towards page length

3. Please confirm which concepts require renderings?

Providing renderings for proposals is entirely up to the proposer.

4. Will you please confirm if we are allowed 6 pages per concept?

The Authority is amending Part IV, Submission Checklist, Section 3.1 and 3.2 (Page 34) as follows:

The "Concession Concepts/Objectives," "Menu and Pricing," and any associated renderings, plans, or images for each proposed Food & Beverage (F&B) and Retail venue must be consolidated into a single submission, limited to one double-sided page (front and back) per venue, as outlined in the RFP. The **total combined page limit for all venues is 20 pages** (front and back).

5. Will you please confirm if each category; food & beverage and retail; have their own page counts?

Refer to Question #4 for answer and details.

Please confirm what items Joint Venture Partners need to provide?

Pg 29: Entities proposing as joint ventures must include a copy of an executed joint venture or partnership agreement.

Pg 35: Partnerships/Individuals: balance sheet and income statements for the last two (2) fiscal years prepared in accordance with generally accepted accounting principles (GAAP) reflecting the current financial condition of the partners or individual

6. Can I share this product with our vendors?

Yes, the RFP is a public document and can be shared.

7. Please confirm which concepts require a concept description?

Each provider may submit a concept description for each proposed concept; however, it is not mandatory.

8. May we have additional pages for concept description for both Retail and Food & Beverage?

Please see question #5.

9. Sounds like all F&B locations are already furnished and the expectation is that the proposer would be offering concepts, name (in some cases), and operations plans. No additional construction would be required?

All culinary equipment and furnishings are owned by the airport. While construction is allowed, any new construction and related expenses will be the responsibility of the proposer. Exceptions to this include the "Taco Jet" location, the proposed conversion of Retail Location B1 into a coffee shop, and Copper Horse Restaurant and Bar. For more information, refer to pages 10, 13 and 15.

10. Retail – Is this a similar model to F&B in that the proposer would use the existing built stores, and that we would only need to propose concepts, merchandising assortment, names, etc....? Or is the expectation that the proposer design and build new stores? The proposers will utilize the existing retail spaces and present concepts that include merchandise assortments, store layouts, and distinctive design elements. An exception is the B1 location, which requires both conceptual and architectural design proposals to accommodate coffee shop amenities. Additionally, the RFP requests that proposals address future elements related to the East Terminal Expansion Project. Future retail locations will require concessionaire to build out the allocated finished space for displays, shelving etc. Further details are available on pages 22–23.
11. The RFP states that “failure to provide a Proposal Bond” will result in automatic disqualification, however the only bond the RFP shows as being required is a Performance Bond. The RFP states the Performance Bond shall be executed and delivered at the time of execution of the Concession Agreement, in the amount of \$1,000,000. Are the proposal bond and performance bond referenced in the RFP the same bonds? If so, then the Airport is asking proposers to submit a bond for \$1,000,000 with the proposal hard copy. If not, what is the amount the proposal bond should be?
A Performance Bond is required. Proposers are not required to submit a Proposal Bond.
12. The RFP states the following items to be included in the proposal response however these items have not been included in the Submission Checklist table. Would the airport please confirm where these should be included?
- Executed JV Agreement
The proposer may include the Joint Venture (JV) agreements in any section of the response they prefer. These agreements will not be counted towards the page limits.
- Layout and Design Plan
Include layout and design plans in all sections requiring architectural concepts, including those related to the East Terminal Expansion locations.
13. Page 30, Minimum Qualification Requirements requires entities proposing as joint ventures to include a copy of an executed joint venture or partnership agreement. Would the airport consider draft JV agreements instead?
Draft Joint Venture Agreements will be accepted.
14. Please confirm joint venture agreements do not count toward page limit.

Joint Venture Agreements do not count towards the page limit.

15. Please confirm resumes, org charts, and staffing/management schedules are not included in page count.

Resumes, org charts and staffing/ management schedules are not included in page count.

16. Please provide a draft lease agreement between Airport and tenant.

Current agreement with existing concessionaire provided on the RFP website. A new lease/ agreement will be draft after the selection of the most responsive proposal selected.

17. When and how can we coordinate a site survey to evaluate the existing equipment to be able to list in our proposal equipment that needs to be replaced?

Surveys can be conducted during the Mandatory Pre-Submittal Meeting.

18. Copper Horse Restaurant & Bar - Taco Jet - when the authority is requesting that the selected concessionaire submit proposed architectural and Food & Beverage concepts to be introduced in the allocated area - does this mean that it's only required after the concessionaire is selected and not a part of the proposal submittal process?

The proposed architectural and F&B concepts will be included in the proposal.

19. When specifically, will the Taco Jet renovations occur?

During contract period (Pg 13).

20. When it says the authority is asking for proposed architectural and F&B concepts to be submitted, does this include a floor plan, renderings, mood boards, material boards, etc.?

Proposers may submit floor plans, renderings, etc within the page limit requirements.

21. Would the authority please provide a Lease Outline Drawing of the B1 location?

Design details/ lease outlines for existing food & beverage and retail locations will be provided as an attachment on the RFP website for all eligible venues.

22. Would the authority please clarify what design requirements are needed for retail concept (floor plan, renderings, photographs, etc.)?

While the RFP does not include specific design requirements, proposals with designs that complement the existing terminal building are encouraged.

23. What is the tentative phasing schedule of the new locations?

The tentative phasing schedule of the new locations are:

- 2 retail locations Q2 2027
- Market Place #2, Oval Bar, Restaurant/Bar, and 1 retail store Q2 2028
- Restaurant/Bar, and 1 retail store Q3 2029

24. For the new locations, when it says submit a layout and design plan, are you requesting floor plans and renderings, sketches, photographs?

Proposers may submit floor plans, renderings, etc. within the page limit requirements. However, the basic structural design has been completed by the Authority.

25. Are renderings included within the page count limitations?

Please see question #5.

26. When will the Montana Gift Corral at Gate A1 go back to gate hold seating?

The retail location at Gate A1 is expected to return to hold room seating after Q2 2027.

27. Is there any way to get card drawings out to everyone before the free proposal meeting?

Design details/ lease outlines for existing food & beverage and retail locations will be provided as an attachment on the RFP website for all eligible venues. CAD files may not be available until after the selection of the most responsive bidder.

28. On page 22 of the RFP it states: We are requesting that all concessionaires participating in the RFP submit a proposal that includes: Sales Options. Will you please clarify the definition of Sales Options?

Sales options: Merchandise or F&B items for sale.

29. On page 22 of the RFP it states: We are requesting that all concessionaires participating in the RFP submit a proposal that includes: Justification for the newly developed food, beverage, and retail spaces.

- Will you please confirm what is required for this Justification?

Provide a clear and logical explanation for why the proposed sale items are the right choice for the BZN customer market.

- Will you please confirm if we are to propose actual concepts or themes and proposed cuisine and menus?

Proposals should include Concepts/ Objectives and Menu & Pricing (Pg. 35)

30. On page 11 of the RFP, it states for the Ross Peak Restaurant and Bar will retain the Ross Peak name. Then it states that the Authority requests that the 'selected concessionaire' submit proposed food and beverage concepts for introduction in the designated area.

- Will you please clarify the requirements?

Proposals should include Concepts/ Objectives and Menu & Pricing (Pg. 35)

- Is the intention for the bidder to confirm keeping the concept/restaurant name but providing a new menu for the space?

Ross Peak is an established airport brand and will retain the name under the new concessionaire contract (Pg. 11). Proposals should include Concepts/ Objectives and Menu & Pricing (Pg. 35)

31. May we please have CAD files for all spaces?

Design details/ lease outlines for existing food & beverage and retail locations will be provided as an attachment on the RFP website for all eligible venues.

32. Would it be possible to have responses to questions sooner than the date listed in the RFP?

All questions will be posted to the RFP website prior to the deadline specified in the RFP.

33. Is there a Tenant Design Criteria the proposed designs should adhere to?

No, however, innovation and concepts are included in the Evaluation scoring (Pg. 34). Recommend reviewing Pg 8 "Airport Concession Objectives".

34. Is there any equipment, furniture, or fixtures in or related to the existing retail spaces that the airport maintains ownership of?

Yes, please review Pg. 9.

35. What is the desired renovation timeline for the existing locations?

Renovation timelines can be found in Part II.

36. Please confirm whether architectural plans should be submitted for all spaces in the RFP, including food & beverage and retail concepts. Page 36 of the RFP states that they are required for "Bistro", new "Coffee Shop", "Copper Horse", "Taco Jet" and all new food venues within the East Terminal Expansion, but does not state whether architectural plans should be submitted for existing and new retail units.

The RFP requests architectural concepts for Copper Horse Restaurant and Bar, Bistro, new Coffee Shop, and Taco Jet.

37. Please provide additional detail regarding the Architectural Renovation Program. Is the \$250K concession fee abatement per space or in total for all units? How will the final amount be determined? Understanding the amount of abatement will ensure our ability to present the best concessions percentage rent offer.

The \$250,000 concession fee abatement under the Architectural Renovation Program applies collectively to all eligible spaces.

38. Please confirm the space turnover condition of the new East Terminal Expansion Project spaces.

Please see Pg. 22 for answer.

39. Page 22 states, "The Airport will equip the food and beverage locations with furniture and culinary equipment, and will also provide an abatement of up to two hundred thousand dollars (\$200,000) for retail components and displays." Is that \$200K concessions fee abatement per space or in total for all units? Total for all venues. How will the final amount be determined? Based on a mutually agreed upon concept (Airport and Concessionaire). Understanding the amount of abatement will ensure our ability to present the best concessions percentage rent offer.

40. What are the deliverables for the architectural concept submissions (e.g. renderings, floorplan, digital materials board, etc.)?

The architectural design concept materials must include sufficient information to enable the review committee to make an informed decision, while adhering to the page limit requirements.

41. Would the airport consider moving the deadline to August 1, 2025? Most RFP periods are at least 3 months to ensure the best response.
Deadline for submission is July 1, 2025.
42. Please confirm if ACDBE partners are required to be certified at the time of submission?
**ACDBE certification is not required but is included in the evaluation criteria.
Recommend proposers provide active ACDBE participants.**
43. If ACDBE certification is required, please confirm if applicable NAICS codes are required at the time of submission.
NAICS codes are not required for the submission.
44. Page limit questions/suggestions:
- a. Would the airport consider increasing the page limit for Concession Concepts/Objectives to a total of 25 pages to allow for one page per concept?
Please see question #4
 - b. Would the airport consider excluding organizational charts, staffing and management schedules, and resumes from the page limit?
Please see question #15
 - c. Would the airport consider increasing the Management Plan page count to 10 pages? Two pages is not sufficient for the amount of detail requested.
Page limit for Management Plan is 2 pages.
 - d. Please confirm that 3.2 Menu and Pricing do not have a page limit. The submission checklist shows a 5-page limit, but the RFP also states, "Images, renderings, plans and menus do not count towards the page limit or font size."
Correct, please see question #4
 - e. Please confirm that all requested items in the "Financial Background" section (financial statements, references, and bankruptcy statement) do not count toward the page limit.
Financial Background Information which includes financial statements, bank and landlord references, and bankruptcy statements are exempt from page limits.
 - f. Should the proforma be aggregate for all locations or does the airport want a proforma by concept? If the latter, would the airport increase the page limit to two pages per concept?
Please see question #4
45. Please confirm that tabs separating the sections will not count toward the page limit.
Section dividers are not counted toward page limits.
46. Because of the requirement to provide architectural concepts (renderings and layouts) involving numerous locations throughout the existing as well as future locations at BZN, would the Airport consider a modest extension of the proposal due date, e.g. August 1, 2025?
Please see question #41
47. If a local brand is proposed to be part of BZN, is it required to have the operator (which is off-airport) to run the operation at BZN, or may the proposer run it under a licensing agreement?

The Master Concessionaire is responsible for managing the concessionaire operation based on their management plan. No requirements for local brand management are included in the RFP.

48. Is BZN intent on having only local brands of F&B represented, or is the Airport open to a mix of national, regional with local?

Please refer to the Airport Concession Objectives on Pg. 8.

49. If proposer is not the incumbent, is there still a requirement (p.37) to submit actual Resumes for on-site management or other key personnel, or would job description suffice?

"A key selection criterion will involve evaluation of the proposed management team".

Please review Pg. 14.

50. Could you clarify the Term of the Concession Agreement for the Future F&B and Retail Space (per Exhibit 2.4)? Would it be for seven (7) years with three (3) one-year options from the date of beneficial occupancy of the newly-build spaces? Please clarify.

The term of the Concession Agreement begins on November 1, 2025. The concession agreement includes both the existing and future venues. The initial term for both existing and future venues expires on November 1, 2032 with three one-year options remaining.

51. For the existing locations, would the 7 plus 3 1-year option Term of the Concession Agreement commence from the date of completion and beneficial occupancy of the last space to be built? Or would the term be staggered and not co-terminus? Please clarify.

The term of the Concession Agreement begins on November 1, 2025. The concession agreement includes both the existing and future venues. The initial term for both existing and future venues expires on November 1, 2032 with three one-year options remaining.

52. Does BZN have "pouring rights" with Pepsi (we noticed that only Pepsi is sold, no Coke).

No

53. Can equipment within the premises be moved? (Like the pizza oven in the Ross Peak Restaurant)

All concepts will be considered.

54. Please provide CAD drawings for each of the spaces.

Please see question #31.

55. Because of the tight timetable, would the Airport provide answers to the above questions as soon as possible, perhaps posting them on the BZN website?

Please see question #32.

56. Are knives allowed in the kitchens and if so, how are they controlled?

Bozeman Yellowstone International Airport is a federally obligated commercial service airport that is required to comply with CFR 49 1542: Airport Security. Information on security protocols are sensitive security information (SSI). Additional information on airport security protocols will be provided to the successful proposer.

57. Do brand letters of intent count toward the page limit?

See question #12

58. Do reference letters count toward the page limit?

See question #44

59. Does the Airport Authority have a proforma template?

No

60. The total combined page limit for all venues is 20 pages (front and back)." Does this mean 20 sheets of paper (40 single sides), or 10 sheets of paper (20 single sides)

20 pages front and back. The front and back of one piece of paper per venue.

61. Is the "Annual ACDBE Reporting Form" shown as example in Figure 3.1 of RFP document, required to be in proposal? If so, can you share the Annual ACDBE Reporting Form for us to fill out and include?

No, the form is an example. The template will be shared with the successful proposer for reporting ACDBE activity during contract.

62. When will the new security checkpoint open?

Estimated 2027-2028

63. Please confirm what months out of the year the new security checkpoint will be open. At the tour, it was mentioned it would only be open during busy months.

The airport anticipates summer and winter seasons (June-Sept and December-March), however, the checkpoint utilization will be based on anticipated passenger loads which may increase or decrease in the future.

64. Please confirm in the response to Question #4 of the last Q&A that section 3.1 and 3.2 now have a combined limit of 40 pages total (or 20 pages front and back).

Yes

65. Page 36 of the RFP states: "Concept for new retail space within the East Terminal Expansion project including proposed menu and price range for each item". Will the airport accept a merchandise list with pricing for each product category instead of for each item?

Yes

66. Page 8 of the RFP states the due date is 7/1 at 4pm, while page 31 states the due date is 7/1 at 12pm. Please clarify the due date and time.

Due date is July 1, 2025 at 12:00pm

67. As a public entity, our annual reports are over 200 pages per year. Would the airport accept annual reports in digital form, excluded from the printed book?

Yes

68. Experience and Qualifications" is listed on Submission Checklist but not described within the sections of RFP. Please confirm what section this goes in.

At the discretion of the proposer.

69. Existing Equipment Upgrade Requests” is listed on Submission Checklist but not described within the sections of RFP. Please confirm what section this goes in
At the discretion of the proposer.
70. Financial Capability” is listed on Submission Checklist but not described within the sections of RFP. Please confirm what section this goes in.
At the discretion of the proposer.
71. Would the airport consider reducing the minimum font size from 12 pt to 11 pt?
No
72. Please confirm that menus and merchandise lists do not count toward the page limit.
See question #4.
73. Can tobacco and/or lottery tickets be sold in the pre-security convenience location?
No
74. Does each retail space have its own electrical panel?
No. Electrical panels are not in the leased space, except for BZN Market.
75. If more power is needed in the existing retail units, will the Airport provide the power?
If more power is required, the airport would discuss with the proposer and negotiate the tenant improvement.
76. Will individual electrical panels be required to be installed in the new locations and existing locations that do not have its own?
No
77. Can we reuse the existing security grilles?
Yes
78. Will the new retail spaces be provided as white boxes? If so, please provide detailed definitions of white box transition point.
Existing retail spaces have casework, shelving etc., the East Terminal Expansion retail venues will be finished “white box”
79. Does the airport intend on providing silverware, dishes, glassware, pots, pans, knives, and other kitchen ware items for all food and beverage operations?
No
80. What specifically is the airport authority looking for in regards to proof of Bonding for the proposal given a “proposal bond” is not required?
Proposal/ Qualification Bonds have been removed from the RFP and is not required. The Performance Bond shall be delivered at the time of the Concession Agreement execution.
81. What does the authority wish the performance bond to guarantee, and how is this tied to a corresponding financial obligation?
Pg 37-38. The performance bond with approved corporate surety in the amount of \$1M to guarantee performance of the provisions of the agreement.

82. Due to the amount of menu items proposed, a schedule justifying proposed pricing may require more than 5 comparable establishments and can become very cumbersome. Please confirm if identifying 3-5 comparable retail/restaurant establishments located in the greater historic downtown Bozeman district per unit, noting that final pricing will in be in accordance with the Airport's pricing policy, will suffice for pricing justification for proposal submission and that selected concessionaire will only be required to submit a complete schedule justifying each menu item upon contract award.

Pg 25. Please review the Pricing Policy RFP Submittal Requirements.

83. If schedules are required to be included with the proposal submission, please confirm that they are not included in the page count.

Please see question #15

84. Please clarify whether proposed menus should include price ranges by type of offering (handhelds, entrees, salads, etc.) or if each item should be priced.

At the discretion of the proposer.

85. Please confirm we are to submit one aggregate proforma, not one proforma per concept.

Please see question #4. Proposers shall identify each venues concession fee (F&B, alcohol, retail or hybrid). Pg 28

86. Can the airport provide a map image of the full airport expansion project showing gate numbers? The ones provided in the RFP have gate numbers cut off and does not identify the location of the new security screening area.

Uploaded to RFP website.

87. Can the airport provide LODs for the new expansion spaces?

Yes, uploaded to RFP website: "Plans"

88. Would the airport reconsider an extension on the due date?

No

89. Thank you for sharing the LOD's (plans) for the existing locations at BZN. May we please request LOD's for the new Terminal East Expansion locations.

Yes, uploaded to RFP website: "Plans"

90. May we please request annual sales by location? One full year will suffice if you are willing to share.

Uploaded to the RFP website.

91. Are the floor plans for the New East Terminal locations available?

Yes, limited plans are uploaded to RFP website: "Plans"

92. The current operations are leveraging ecofriendly biodegradable single-use products for their disposables, does the airport authority wish the successful concessionaire to maintain this practice? Please note the alternative is Styrofoam and plastic which may not be in alignment with the airport's objectives and public expectations.

The RFP does not restrict alternative single use products. However, sustainability items are encouraged.

93. Can the retail stores sell single serve alcohol for immediate consumption?

Yes, per airport approval.

94. Can the retail stores sell giftable packaged alcohol for off-premise consumption?

Yes, per Airport approval.

95. Are there beverage pouring rights that concessionaires must adhere to (i.e. Coke v. Pepsi)?

No

96. How are deliveries received at the airport? Is there a third-party receiving logistics company?

No third-party receiving company employed by the airport. Deliveries are received at the loading dock located on the west side of the terminal (landside).

97. What is the cost of remote storage?

Exclusive use offices and storage at the airport is included in the concession agreement.

98. Does the Airport plan to provide an excel proforma template?

No

99. Please clarify if the tabs for submission should be: Financial Background, Proposal Concepts, Financial Projections, Proposed Management Plan, and ACDBE Participation?

The RFP does not have any restrictions on the design of proposals. Proposers' choice.

100. Can the Airport provide a draft lease agreement for review?

Uploaded on RFP website

101. Please clarify when the seven-year term begins. Does it begin when the first store(s) open or after all stores are fully open, including the Terminal Expansion units?

November 1, 2025

102. Can the Airport provide historical sales by unit?

Monthly concessions sales, 2025, posted on RFP website.

103. Can the Airport provide enplanement data by A gates vs. B gates?

No, the majority of A Gates have not been constructed.

104. How are enplanements expected to be impacted when the new Terminal Expansion opens? Will new flights/airlines be added?

The Gallatin Airport Authority approved the expansion project to meet the future demand of commercial traffic. New flights or airlines entering the market is unknown.

105. How will gate airline allocations be impacted when the new Terminal Expansion opens?

Gate allocations after the opening of the terminal is unknown at this time.

106. What type of vending offerings are desired? For example, fresh grab & go food, hot food, coffee, snacks/candy, healthy snacks, bottled beverages, tech, specialty retail, etc.

At the discretion of the proposer.

107. Does the airport have a minimum expected capital investment per square foot for the individual units?

No