



REQUEST FOR PROPOSALS

MASTER

CONCESSIONAIRE

BOZEMAN YELLOWSTONE

INTERNATIONAL AIRPORT

FOOD & BEVERAGE AND RETAIL

ABSTRACT

Bozeman Yellowstone International Airport (BZN) is pleased to announce the opportunity to partner with a Master Concessionaire to enhance our offerings and contribute to an exceptional travel experience. We seek a dynamic partner who will deliver outstanding customer service, high-quality products, and competitive pricing to meet the diverse needs of our passengers.

BZN Executive Management Team



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Part I- Introduction

The Gallatin Airport Authority (Authority) located in Belgrade, MT invites qualified and interested parties to submit Proposals to operate food/beverage and gift concessions at Bozeman Yellowstone International Airport (BZN). The Authority wishes to enter into a non-exclusive agreement (Concession Agreement) with a business entity (Proposer) that can demonstrate to the Authority's satisfaction the experience and proposals necessary to successfully manage food/beverage and gift concessions at the Airport. The term of the Concession Agreement shall be for seven (7) years with three (3) one-year options.

The Authority is embarking on a five-year \$180 million-dollar terminal expansion. This expansion project will open up 19,000 sq. ft. of food and beverage (F&B) and retail space during the term of the agreement.

The Airport

The airport began as a municipally owned and operated airport in 1942. In 1972, the Airport became owned and operated by the Gallatin Airport Authority by Resolution. The Airport serves the southwest region of the state, including Gallatin, Broadwater, Jefferson, Madison, Meagher and Park counties. It is the primary commercial airport serving the Yellowstone National Park region. Major employers in the region are government, retail trade, service, tourism, manufacturing and agriculture. The Airport is located approximately eight miles west of the business center of the City of Bozeman and two miles east of the business center of the City of Belgrade.

The Airport ranks as the 7th busiest passenger airport in the seven-state FAA Northwest Mountain Region (WA, OR, ID, MT, WY, UT and CO), and is the busiest airport in Montana with approximately 2.6 million passengers using the Airport every year. The Airport currently has scheduled passenger service provided by eight (8) airlines (Alaska, Allegiant, American, Delta, JetBlue, Southwest, Sun Country and United). In addition to cargo services provided by FedEx and UPS.

Bozeman Yellowstone International Airport Data

Figure 1.1: Airline Service Map



The Airport has seen strong growth pre Covid 19 pandemic with a 5yr compound annual growth rate at 10.4% and an accelerated growth from 2019 thru 2024 at 11.2% growth. The Airport is expected to exceed the 2024 enplanements in 2025. From 2025 to 2027 has been assumed using the FAA's Terminal Area Forecast (TAF).

Figure 1.2: Historical and Forecasted Enplanements, BZN

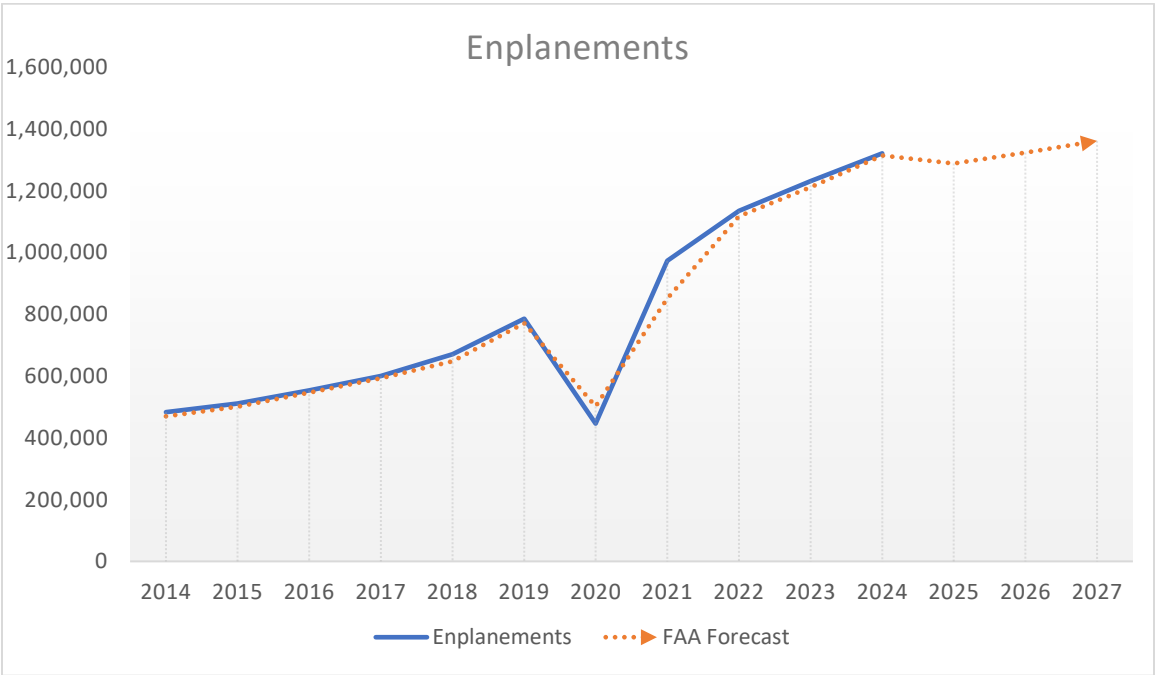


Figure 1.3: Enplanements by Month

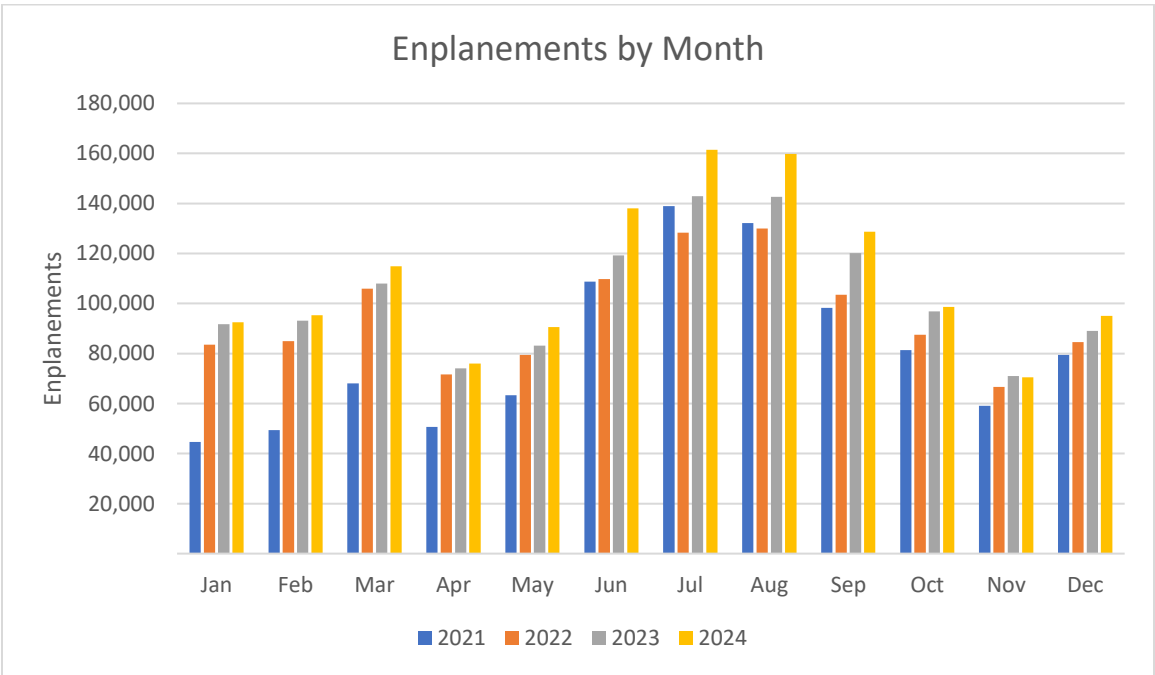


Exhibit 1.4 Enplaned Seats Available: Peak Day

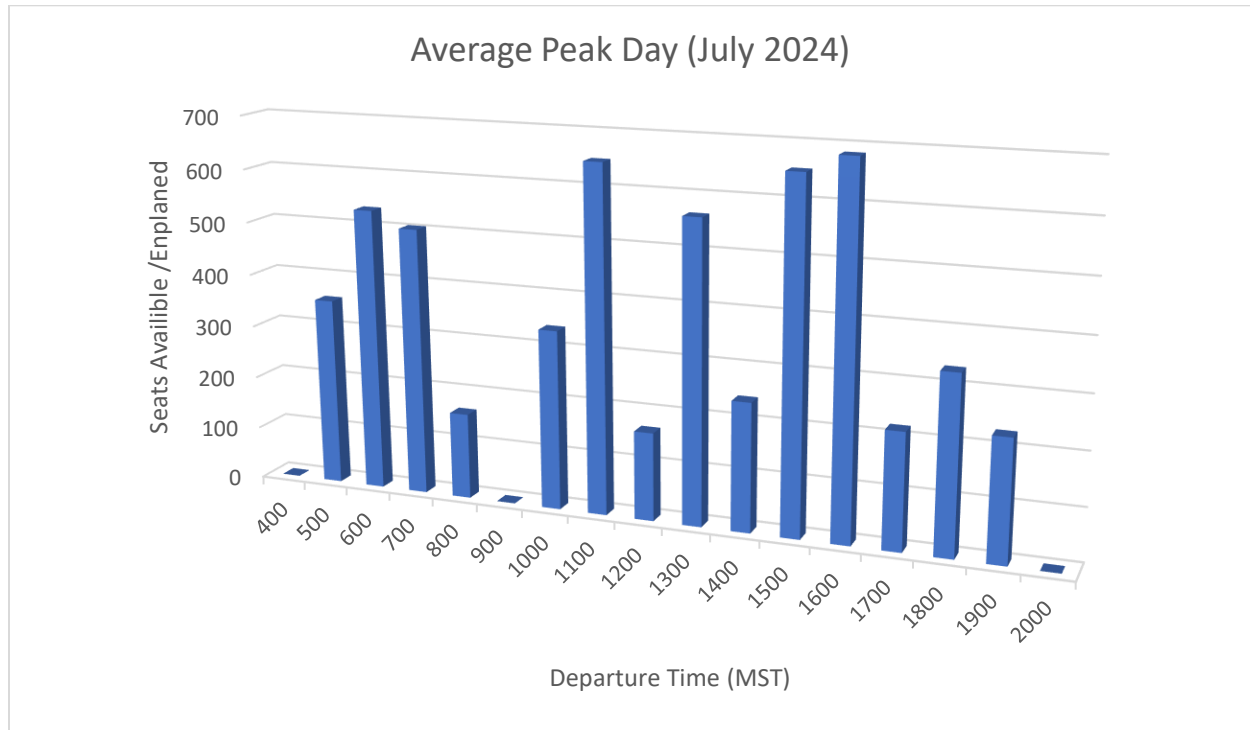


Figure 1.5: Historical Concessions Revenue with existing F & B and Retail (Fiscal Years)

FY2020	Food & Beverage	Alcohol Sales	Gift	Total for Month	Enplanements	\$ per Enplanement
JUL	\$451,399.03	\$94,987.84	\$490,171.97	\$1,036,558.84	95,303	\$10.88
AUG	\$431,769.26	\$102,670.17	\$463,751.64	\$998,191.07	89,169	\$11.19
SEP	\$316,998.91	\$92,989.16	\$352,355.27	\$762,343.34	68,326	\$11.16
OCT	\$245,989.39	\$72,969.02	\$248,989.26	\$567,947.67	53,743	\$10.57
NOV	\$185,830.81	\$69,435.70	\$177,332.27	\$432,598.78	41,412	\$10.45
DEC	\$306,250.06	\$93,900.58	\$275,578.50	\$675,729.14	64,711	\$10.44
JAN	\$370,396.73	\$109,925.21	\$301,269.68	\$781,591.62	69,158	\$11.30
FEB	\$396,574.79	\$126,744.98	\$322,051.60	\$845,371.37	71,075	\$11.89
MAR	\$240,976.88	\$74,591.51	\$201,650.69	\$517,219.08	47,266	\$10.94
APR	\$0.00	\$0.00	\$9,456.57	\$9,456.57	1,417	\$6.67
MAY	\$5,871.35	\$2,131.00	\$33,819.19	\$41,821.54	5,753	\$7.27
JUN	\$43,397.01	\$16,569.71	\$94,889.71	\$154,856.43	17,229	\$8.99
TOTAL	<u>\$2,995,454.22</u>	<u>\$856,914.88</u>	<u>\$2,971,316.35</u>	<u>\$6,823,685.45</u>	<u>624,562</u>	<u>\$10.93</u>



FY2021	Food & Beverage	Alcohol Sales	Gift	Total for Month	Enplanements	\$ per Enplanement
JUL	\$140,011.02	\$48,558.95	\$238,938.84	\$427,508.81	42,118	\$10.15
AUG	\$175,800.81	\$56,710.45	\$284,733.07	\$517,244.33	49,940	\$10.36
SEP	\$166,928.94	\$63,646.66	\$264,561.06	\$495,136.66	43,995	\$11.25
OCT	\$138,760.18	\$49,822.25	\$216,579.89	\$405,162.32	36,654	\$11.05
NOV	\$103,818.01	\$44,984.47	\$140,148.53	\$288,951.01	26,101	\$11.07
DEC	\$112,064.51	\$68,732.88	\$191,748.77	\$372,546.16	35,603	\$10.46
JAN	\$269,476.88	\$115,910.03	\$246,892.53	\$632,279.44	44,605	\$14.18
FEB	\$284,723.55	\$135,764.35	\$287,241.20	\$707,729.10	49,351	\$14.34
MAR	\$337,360.37	\$145,324.24	\$342,292.13	\$824,976.74	68,033	\$12.13
APR	\$224,070.27	\$100,189.70	\$253,254.21	\$577,514.18	50,622	\$11.41
MAY	\$282,230.21	\$115,179.50	\$358,772.61	\$756,182.32	63,263	\$11.95
JUN	\$517,372.47	\$176,391.97	\$619,106.07	\$1,312,870.51	108,679	\$12.08
TOTAL	<u>\$2,752,617.22</u>	<u>\$1,121,215.45</u>	<u>\$3,444,268.91</u>	<u>\$7,318,101.58</u>	<u>618,964</u>	<u>\$11.82</u>

FY2022	Food & Beverage	Alcohol Sales	Gift	Total for Month	Enplanements	\$ per Enplanement
JUL	\$660,073.34	\$220,067.25	\$774,370.63	\$1,654,511.22	138,920	\$11.91
AUG	\$628,015.04	\$203,242.22	\$722,502.75	\$1,553,760.01	132,109	\$11.76
SEP	\$429,834.00	\$182,366.78	\$520,629.53	\$1,132,830.31	98,287	\$11.53
OCT	\$382,875.71	\$137,553.78	\$426,432.61	\$946,862.10	81,386	\$11.63
NOV	\$258,519.63	\$130,923.38	\$290,579.55	\$680,022.56	59,054	\$11.52
DEC	\$428,615.28	\$182,005.50	\$415,655.61	\$1,026,276.39	79,390	\$12.93
JAN	\$539,062.40	\$216,994.48	\$444,867.82	\$1,200,924.70	83,551	\$14.37
FEB	\$548,755.22	\$248,521.81	\$519,882.33	\$1,317,159.36	84,977	\$15.50
MAR	\$614,842.26	\$237,881.15	\$565,098.91	\$1,417,822.32	105,959	\$13.38
APR	\$386,410.53	\$167,946.05	\$386,620.02	\$940,976.60	71,578	\$13.15
MAY	\$398,661.05	\$168,149.21	\$453,461.06	\$1,020,271.32	79,383	\$12.85
JUN	\$598,740.90	\$194,815.73	\$658,150.79	\$1,451,707.42	109,698	\$13.23
TOTAL	<u>\$5,874,405.36</u>	<u>\$2,290,467.34</u>	<u>\$6,178,251.61</u>	<u>\$14,343,124.31</u>	<u>1,124,292</u>	<u>\$12.76</u>

FY2023	Food & Beverage	Alcohol Sales	Gift	Total for Month	Enplanements	\$ per Enplanement
JUL	\$727,666.64	\$227,853.23	\$788,502.76	\$1,744,022.63	128,371	\$13.59
AUG	\$699,753.23	\$242,816.00	\$764,665.59	\$1,707,234.82	130,033	\$13.13
SEP	\$554,525.84	\$217,445.33	\$631,494.34	\$1,403,465.51	103,482	\$13.56
OCT	\$448,224.57	\$177,011.45	\$492,736.22	\$1,117,972.24	87,449	\$12.78
NOV	\$370,914.81	\$160,843.88	\$321,170.88	\$852,929.57	66,606	\$12.81
DEC	\$539,541.11	\$219,738.74	\$468,591.61	\$1,227,871.46	84,594	\$14.51
JAN	\$637,397.73	\$226,573.01	\$504,506.81	\$1,368,477.55	91,699	\$14.92
FEB	\$608,844.33	\$241,107.75	\$553,540.65	\$1,403,492.73	93,190	\$15.06
MAR	\$690,923.65	\$256,748.81	\$583,070.20	\$1,530,742.66	108,022	\$14.17
APR	\$403,688.43	\$168,699.10	\$386,558.86	\$958,946.39	74,119	\$12.94
MAY	\$435,721.80	\$176,365.20	\$462,055.66	\$1,074,142.66	83,166	\$12.92
JUN	\$686,284.01	\$217,347.36	\$718,615.88	\$1,622,247.25	119,193	\$13.61
TOTAL	<u>\$6,803,486.15</u>	<u>\$2,532,549.86</u>	<u>\$6,675,509.46</u>	<u>\$16,011,545.47</u>	<u>1,169,924</u>	<u>\$13.69</u>

FY2024	Food & Beverage	Alcohol Sales	Gift	Total for Month	Enplanements	\$ per Enplanement
JUL	\$837,401.74	\$237,537.41	\$913,309.01	\$1,988,248.16	142,930	\$13.91
AUG	\$796,304.51	\$241,325.09	\$881,740.64	\$1,919,370.24	142,631	\$13.46
SEP	\$648,686.66	\$212,161.30	\$745,721.46	\$1,606,569.42	120,127	\$13.37
OCT	\$ 508,404.69	\$199,951.48	\$604,927.65	\$1,313,283.82	96,812	\$13.57
NOV	\$337,193.86	\$148,977.43	\$ 444,619.94	\$ 930,791.23	71,048	\$13.10
DEC	\$ 487,755.86	\$187,131.14	\$ 598,185.79	\$ 1,273,072.79	88,978	\$14.31
JAN	\$612,309.72	\$225,891.63	\$ 664,149.10	\$1,502,350.45	92,478	\$16.25
FEB	\$618,435.39	\$244,124.99	\$710,149.47	\$ 1,572,709.85	95,331	\$16.50
MAR	\$ 660,432.87	\$231,388.16	\$ 821,251.67	\$1,713,072.70	114,816	\$14.92
APR	\$376,605.84	\$159,927.16	\$495,422.46	\$1,001,955.46	75,996	\$13.18
MAY	\$ 452,821.55	\$169,077.00	\$ 620,916.85	\$1,242,815.40	90,588	\$13.72
JUN	\$701,902.25	\$229,402.85	\$ 992,454.07	\$1,923,759.17	138,014	\$13.94
TOTAL	<u>\$7,038,284</u>	<u>\$2,486,895.64</u>	<u>\$8,219,009.92</u>	<u>\$19,457,298</u>	<u>1,269,749</u>	<u>\$14.11</u>

Airport Concession Objectives

The Gallatin Valley evokes colorful images for tourists and business travelers; the gateway to Yellowstone National Park, world-class ski resorts, blue-ribbon trout streams, abundant outdoor activities, and home to Montana State University. As such, Bozeman Yellowstone International Airport is the first and last impression for many travelers. The successful Concessionaire will be expected to meet or exceed the following objectives throughout the term of the agreement:

- Provide concession designs that enhance the terminal environment with a definitive local flair
- Offer a variety of food and beverage service that meets the needs of airport guests; provide value and choices that vary with changing trends including healthy offerings and child-friendly items
- Provide a broad range of retail offerings including a mix of local and national brands
- Maximize use of terminal space
- Ensure that operating hours are targeted to airline operating hours
- Ensure retail prices aligned with BZN's Concession Pricing Policy and are no more than "street plus 10%" for equivalent offerings found in the surrounding areas
- Cost structure that ensures ongoing viability of the concession agreement given the nature of employment in the Gallatin Valley
- Ability to provide staffing levels for exceptional customer service within the challenging labor market in Gallatin County, Montana

RFP Timeline

The following is the general timeline that the Authority intends to follow in the RFP process. The Authority reserves the right to extend or change any of the dates shown at its sole discretion.

Milestone	Date/ Time (MST)
RFP- Issuance Date	April 30, 2025
Mandatory Pre-Submittal Meeting	June 4, 2025 0830 AM
Deadline for Clarification Request	June 16, 2025
Responses to Clarification Request Deadline	June 23, 2025
Proposals Due	July 1, 2025, 4:00 PM
GAA Board Interviews	July 17, 2025
RFP Evaluation Committee	July 18- Aug 1, 2025
Board Approval and Award	August 8, 2025
Start of Agreement	November 1, 2025



Part II- Current and Future Facilities

Current Food and Beverage

Bozeman Yellowstone International Airport currently features 16,269 square feet of dedicated food and beverage space, along with 4,382 square feet of retail space within the Commercial Terminal. The food and beverage offerings include two full-service restaurants with bars, a market, a take-out restaurant, and a coffee shop that also serves a full bar. In addition, the terminal is home to six retail shops located throughout the facility.

The Airport retains ownership of all culinary equipment, furniture, and fixtures—including tables, chairs, and other furnishings—within the Commercial Terminal. While concessionaires are permitted to use this equipment, they are responsible for its ongoing maintenance and repair. Given the age of certain items, the Airport is currently conducting an inventory to determine which pieces require replacement. A list of equipment eligible for replacement will be shared during the mandatory pre-proposal meeting. Proposals must include a detailed inventory of any equipment the proposer wishes to replace. To further support design enhancements, the Airport has introduced the Architectural Renovation Program, which offers up to \$250,000 in concession fee abatement for qualifying food and beverage spaces as part of the awarded proposal. The Airport will make the final determination on equipment and the Architectural Renovation Program eligibility.

The selected Concessionaire will be fully responsible for the procurement, installation, and ongoing maintenance of all Point of Sale (POS) equipment at all locations operated under the Concessions agreement, ensuring seamless transaction capabilities throughout.

Copper Horse Restaurant and Bar:

The Copper Horse Restaurant is perfectly located just beyond the TSA checkpoint at Terminal A, offering travelers a seamless dining experience. This 4,404-square-foot venue features a full-service restaurant and bar, a convenient grab-and-go kiosk, and sweeping views of the runway and the stunning Bridger Mountains.

The Copper Horse Restaurant is a proprietary brand of the existing concessionaire.

This location qualifies for Airport participation in the architectural renovation program, with renovations scheduled to occur between 2029 and 2030.

The Authority is requesting that the selected concessionaire submit proposed architectural and food and beverage concepts to be introduced in the allocated area.



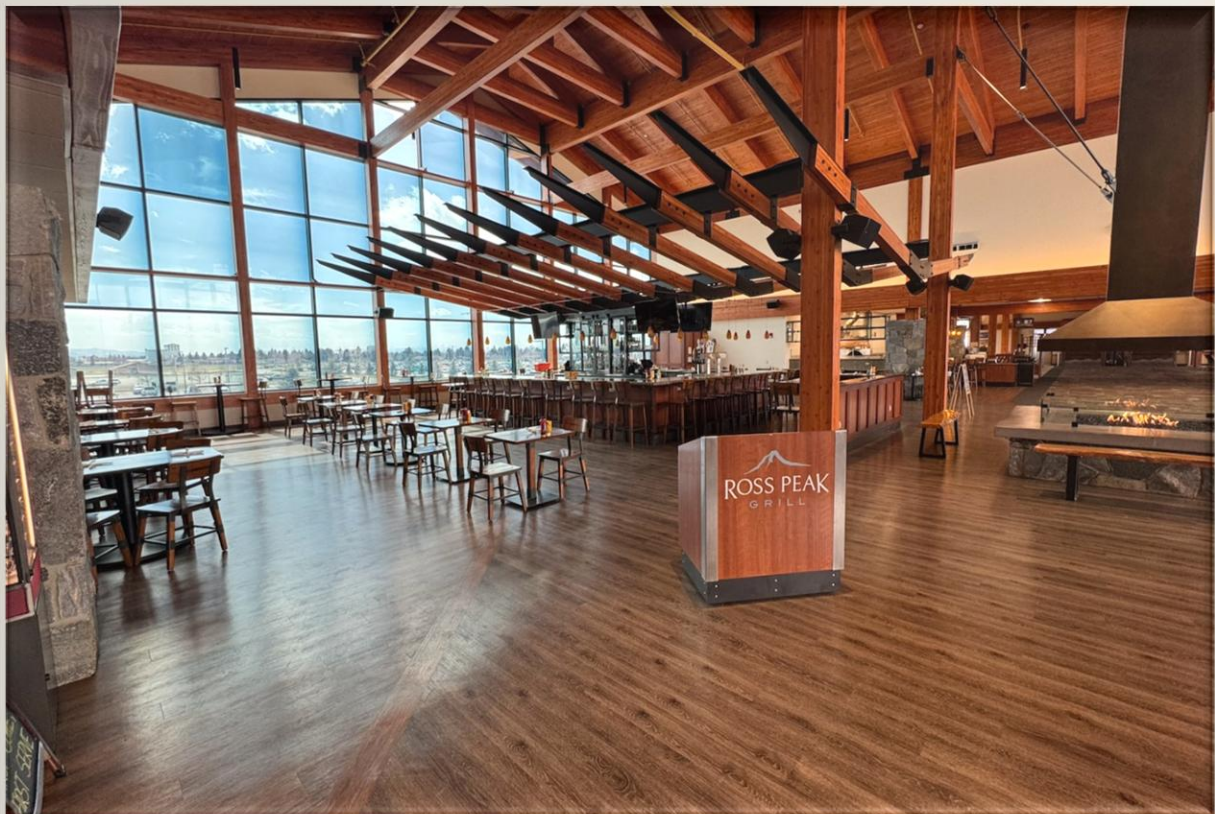
Ross Peak Restaurant and Bar

The Ross Peak Restaurant and Bar is the ultimate gathering place for passengers at BZN. Featuring spacious seating areas and a 360-degree bar, it offers a welcoming atmosphere for all. The location also boasts a circular fire pit at the entrance, along with floor-to-ceiling windows that provide stunning views of the City of Belgrade and the distant Spanish Peaks. The F&B space is approximately 3,580 sq. ft.

Ross Peak Restaurant and Bar is an established Airport brand and will retain the Ross Peak name under the new approved concessionaire contract.

This location does not qualify for Airport participation in the architectural renovation program.

The Authority requests that the selected concessionaire submit proposed food and beverage concepts for introduction in the designated area.



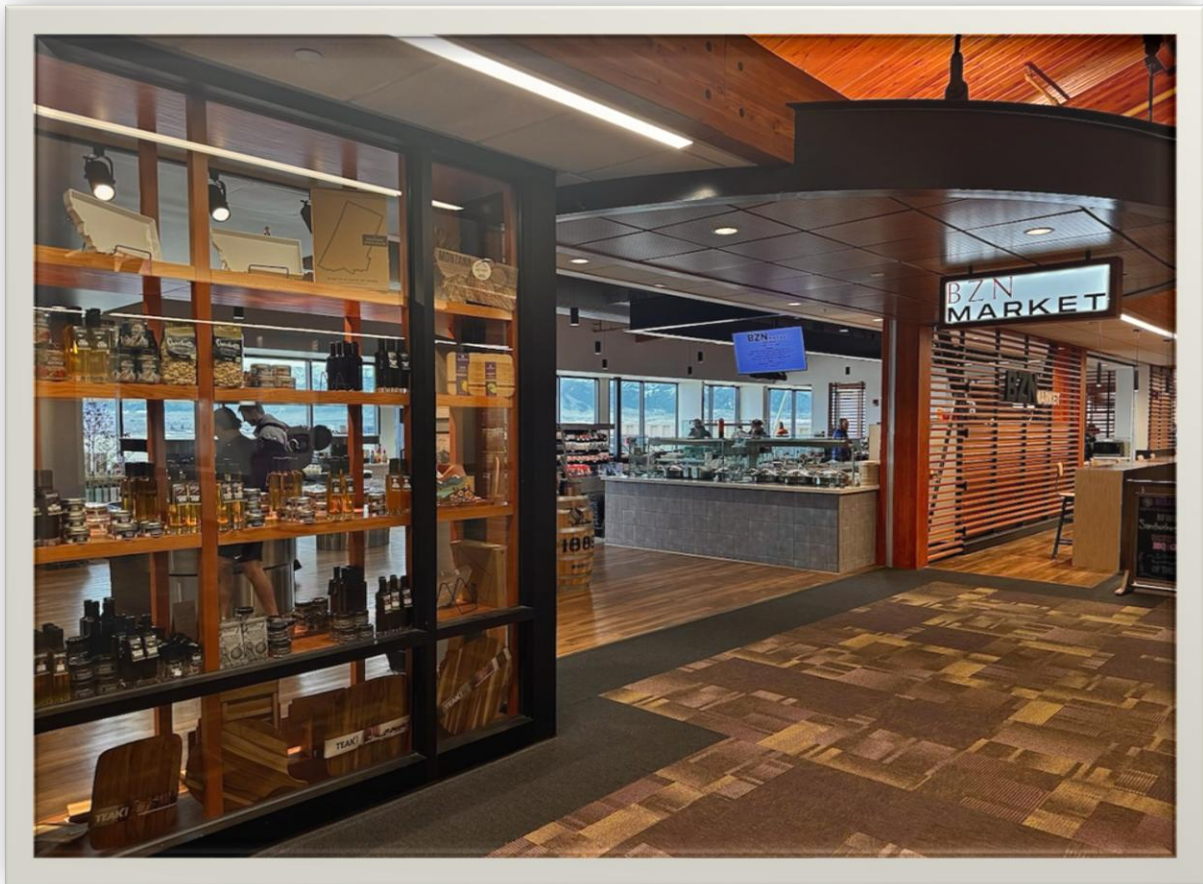
BZN Market

The popular BZN Marketplace is known for its focus on locally produced F & B and retail. One of the Airport's standout stores combines gifts, food, and beverages within a 3,977 sq. ft. space that includes both display and seating areas.

The BZN Marketplace is an established Airport brand and will retain the BZN Market name under the new approved concessionaire contract.

This location does not qualify for Airport participation in the architectural renovation program.

The Authority requests that the selected concessionaire submit proposed food and beverage concepts for introduction in the designated area. The BZN Marketplace is eligible for the "Blended Rate" concessionaire fee.



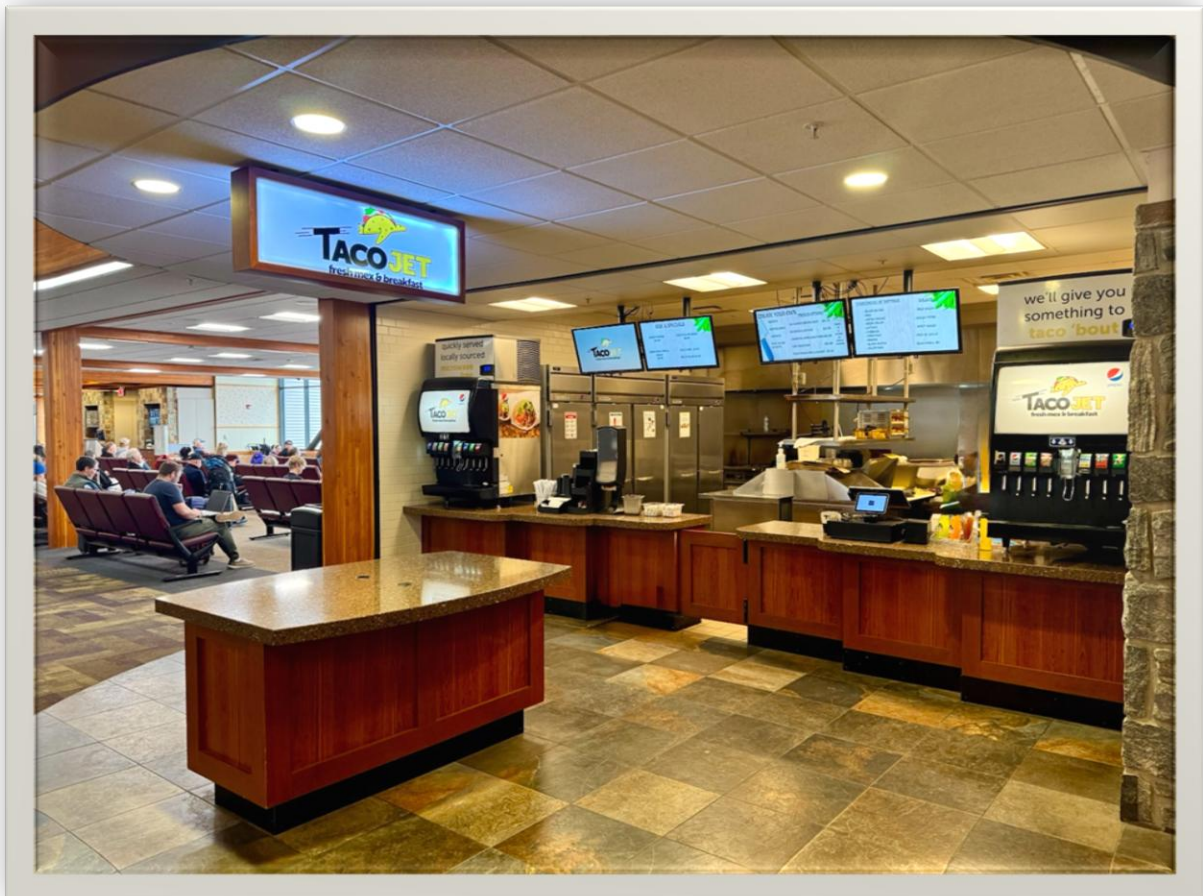
Taco Jet:

This quick-service restaurant offers a Mexican-inspired menu with breakfast and lunch options, ideal for passengers looking for a fast meal to take with them to their boarding gate. The space spans approximately 745 sq. ft.

The Taco Jet Restaurant is a proprietary brand of the existing concessionaire.

This location qualifies for Airport participation in the architectural renovation program, with renovations scheduled to occur during contract period.

The Authority is requesting that the selected concessionaire submit proposed architectural and food and beverage concepts to be introduced in the allocated area.



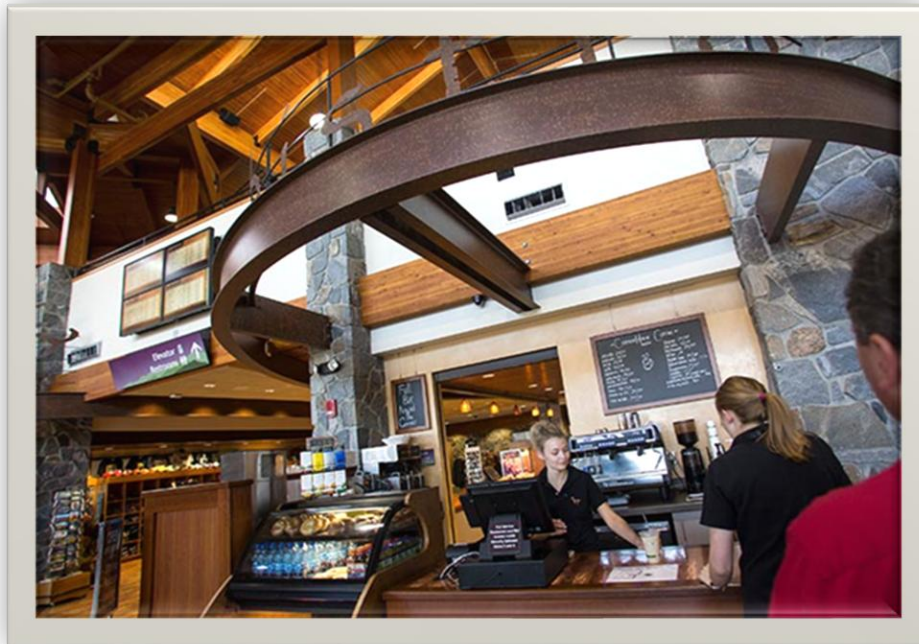
Bistro

The only food & beverage located outside of the secured area adjacent to baggage claim offering limited pub food with a full bar including food prep at 2,707 sq. ft. of space.

The Bistro is not an established brand.

This location qualifies for Airport participation in the architectural renovation program, with renovations scheduled to occur between 2030-2031.

The Authority is requesting that the selected concessionaire submit proposed architectural and food and beverage concepts to be introduced in the allocated area.



Prep Kitchen and Storage

An additional 2,678 sq. ft. of cold and dry storage is located in the basement of the main terminal. On the secured first floor of the terminal, there is a 1,737 sq. ft. prep kitchen and storage area. Additionally, 429 sq. ft. of office and storage space is available in the boarding gate area.

Current Retail:

The Montana Gift Corral (Gate B1):

The Montana Gift Corral is located in the secured side of the passenger terminal and is 856 Sq. ft. The existing space is currently designated as a retail location; however, the Airport is encouraging concessionaires to develop a concept to deliver coffee shop amenities to this location.

The Montana Gift Corral is a proprietary brand of the existing concessionaire.

This location qualifies for Airport participation in the architectural renovation program, with renovations scheduled to occur in 2026-2027.

The Authority is requesting that concessionaires submit proposed architectural and food and beverage concepts to be introduced in the allocated area.



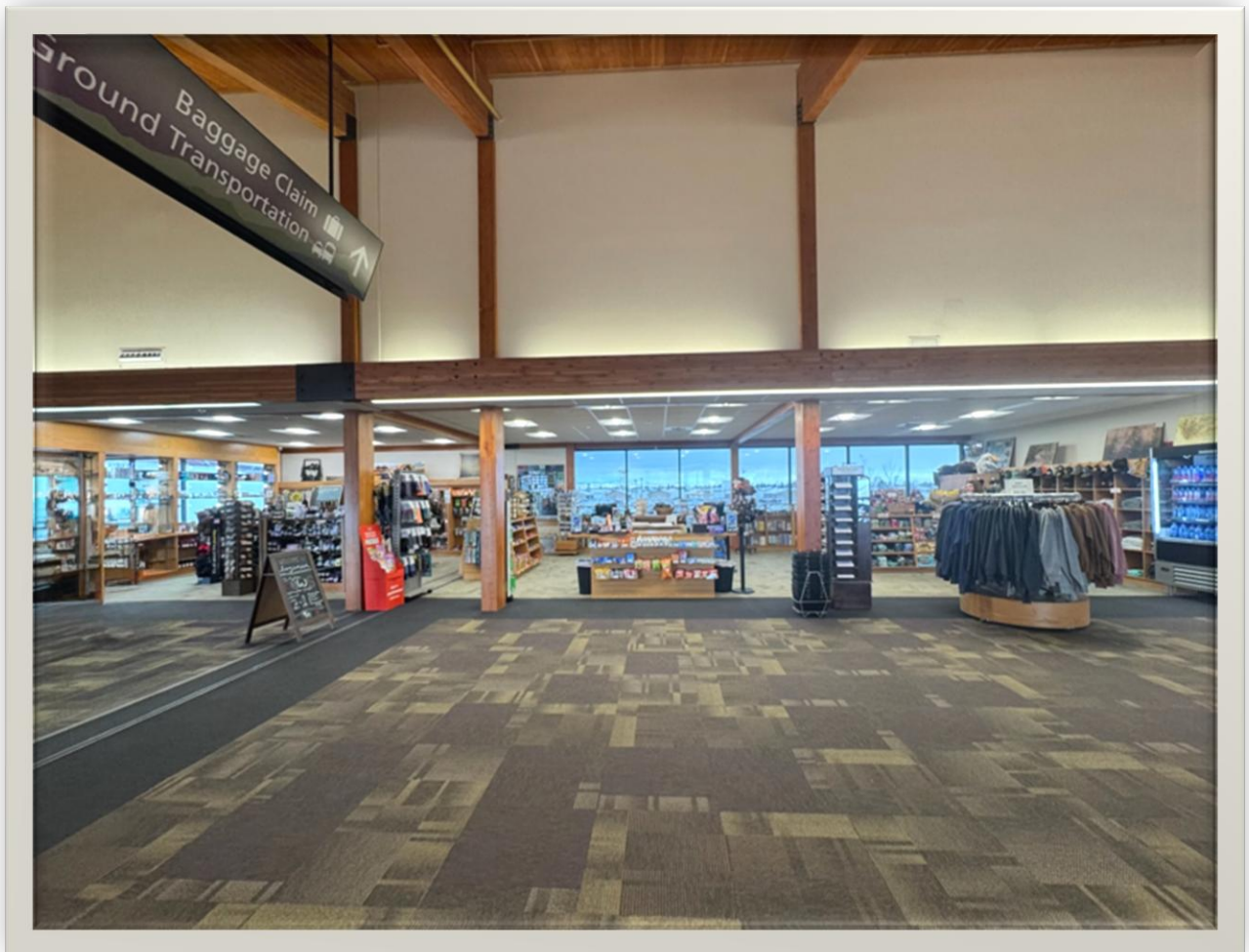
Montana Gift Corral (Gate B2)

The Montana Gift Corral is located within the secure area of the passenger terminal and offers a variety of gifts, travel essentials, and packaged snacks for travelers within 1,196 square feet.

The Montana Gift Corral is a proprietary brand of the existing concessionaire.

This location does not qualify for Airport participation in the architectural renovation program.

The Authority is requesting that concessionaires submit proposed retail concepts to be introduced in the allocated area.



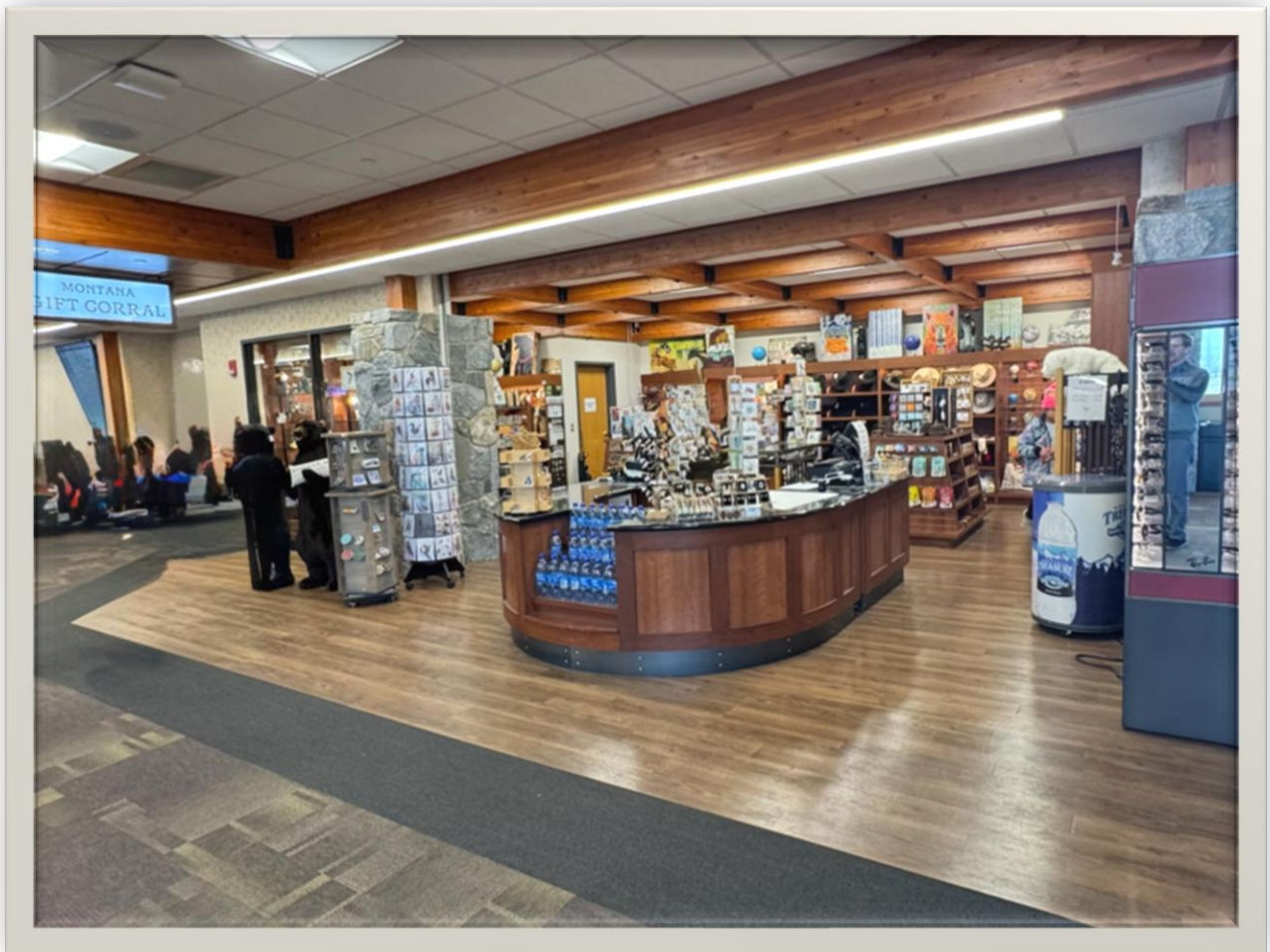
Montana Gift Corral (Gate B3)

The Montana Gift Corral is located within the secure area of the passenger terminal and offers a variety of gifts, travel essentials, and packaged snacks for travelers within 663 square feet.

The Montana Gift Corral is a proprietary brand of the existing concessionaire.

This location does not qualify for Airport participation in the architectural renovation program.

The Authority is requesting that the selected concessionaire submit proposed retail concepts to be introduced in the allocated area.

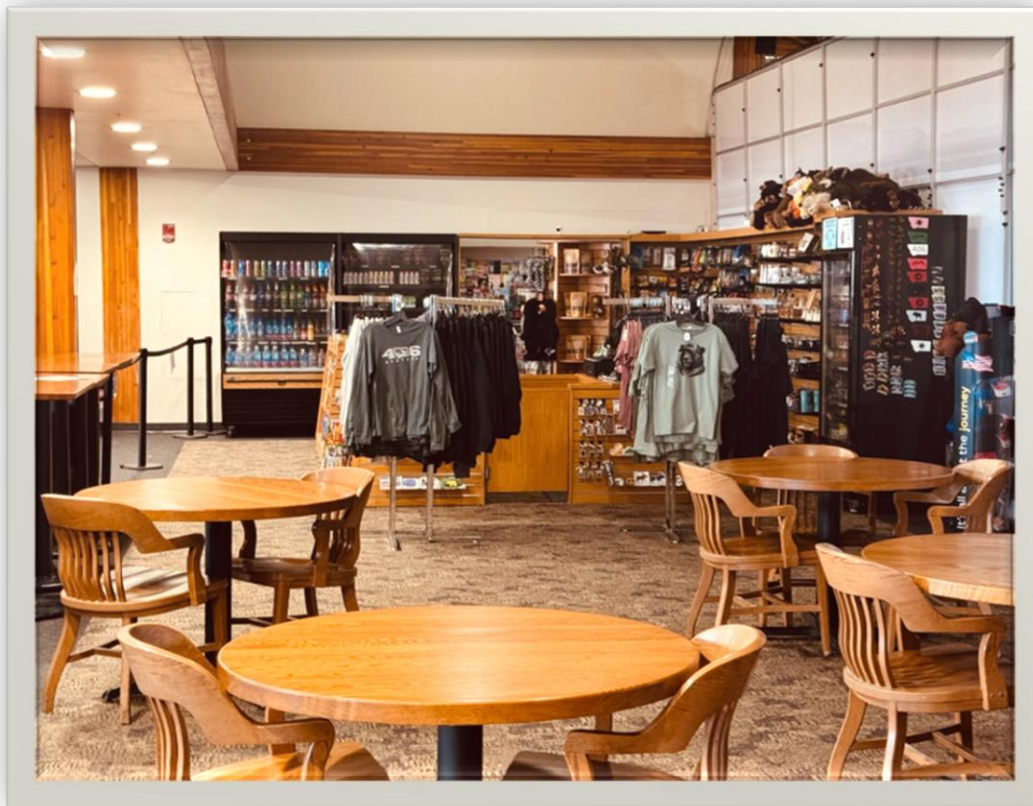


Montana Gift Corral (Gate A1)

The Montana Gift Corral is located within the secure area of the passenger terminal and offers a variety of gifts, travel essentials, packaged snacks and beer and wine for travelers within 670-square-foot. This temporary location has been activated as part of the East Terminal Expansion Project. Once the terminal expansion is complete, this space will be transitioned back to its original use as passenger seating.

This location does not qualify for Airport participation in the architectural renovation program.

The Authority is requesting that the selected concessionaire submit proposed retail concepts to be introduced in the allocated area.



Copper Horse Market

A convenience store is within the terminal on the landside; the market sells groceries, toiletries, beer and wine within 904 sq. ft.

The Copper Horse Market is a proprietary brand of the existing concessionaire.

This location does not qualify for Airport participation in the architectural renovation program.

The Authority is requesting that the selected concessionaire submit proposed retail concepts to be introduced in the allocated area.



Yellowstone Forever

In conjunction with the non-profit organization Yellowstone Forever, the store sells Park related merchandise, park passes and informational and educational publications within 949 sq. ft. The Authority desires to keep the Yellowstone Forever brand if the successful proposer can enter into an amicable agreement with Yellowstone Forever.

This location does not qualify for Airport participation in the architectural renovation program.



Vending Machines and Video Gambling Machines (VGM)

The successful proposer will also oversee the vending machine contract, which includes five (5) vending locations in the boarding area and an additional two (2) in the baggage claim area (locations to be determined). Additionally, the successful proposer will manage the three (3) VGM's located in the secured area for a negotiated management fee.

Existing Facilities Exhibits

Exhibit 2.1: Existing F & B and Retail; Main Terminal, Baggage Claim Area

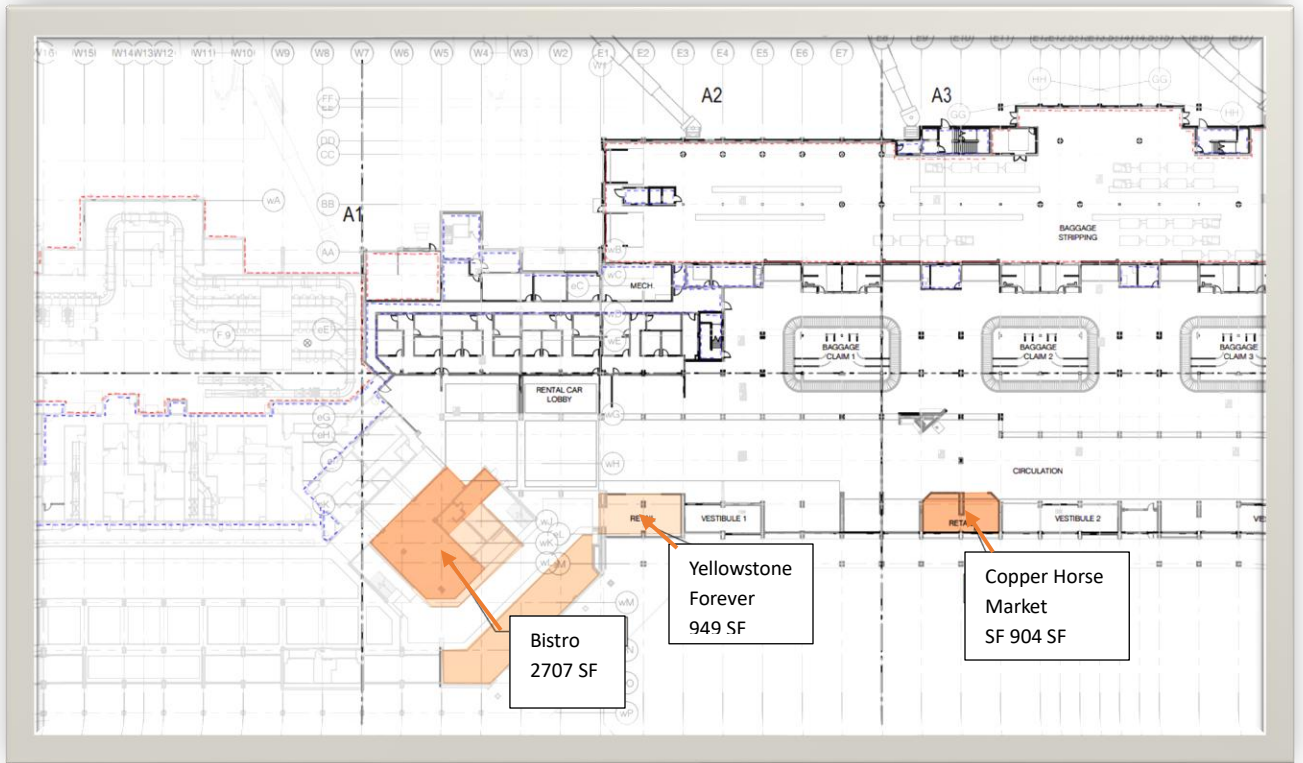
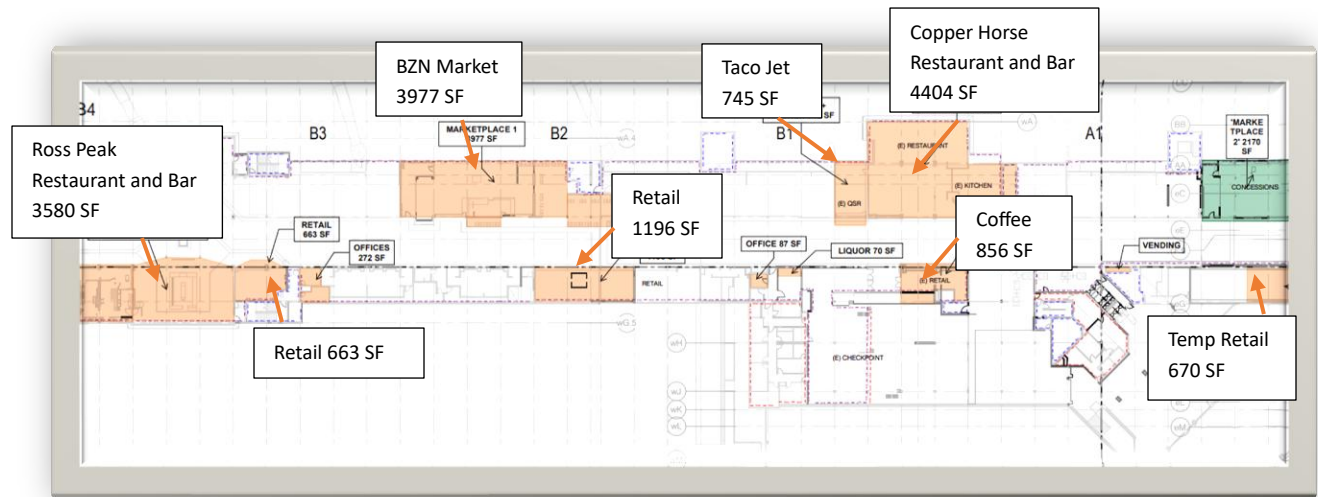


Exhibit 2.2: Existing F&B and Retail: Main Terminal Prep Kitchen and Storage



Exhibit 2.3: Existing F&B and Retail: Main Terminal Boarding Gate Area



Future Development of Additional Food and Beverage and Retail locations in the East Terminal

The East Terminal Expansion Project at the airport is designed to increase the Commercial Terminal's footprint by approximately 250,000 square feet, adding three (3) additional boarding gates to meet the growing demand in the region. This expansion will feature over 19,000 square feet of food and beverage space, along with retail shops, including two large bars, a restaurant/bar, a coffee shop, an additional BZN Market, and three (3) retail outlets. 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. The concessionaire will be responsible for specialty lighting, cameras and Point of Sale (POS) systems. Although the entire project is expected to be completed by 2029, gates and restaurants will open as construction progresses.

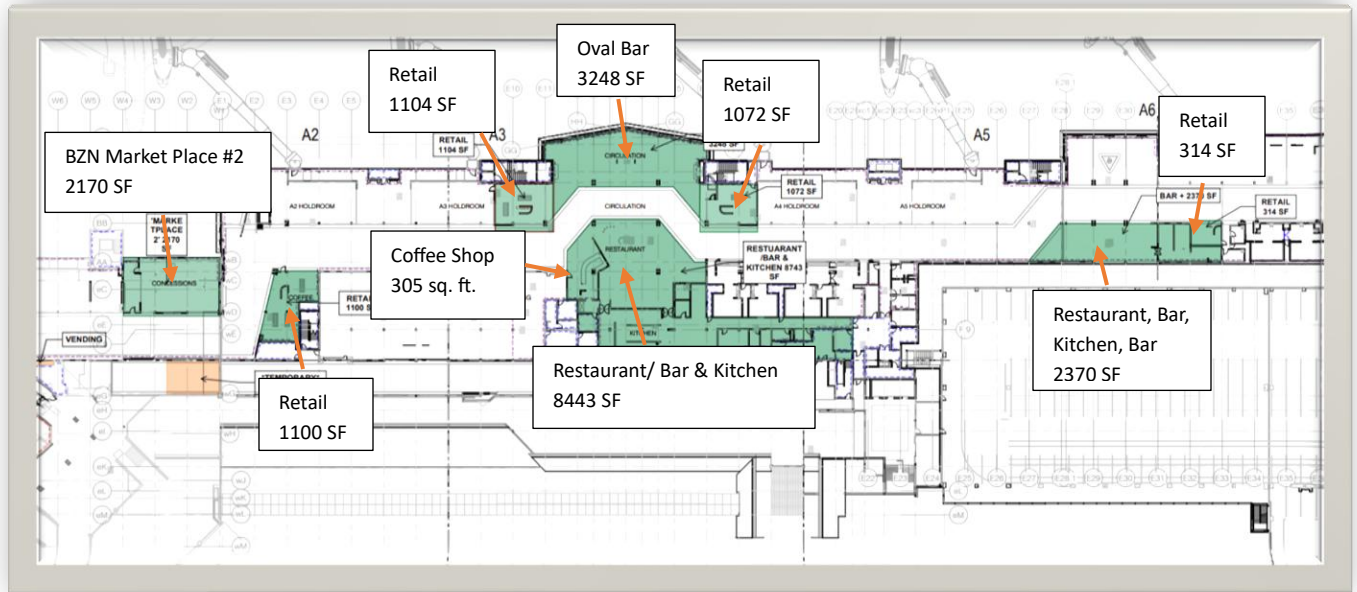
We are requesting that all concessionaires participating in the RFP submit a proposal that includes:

- A layout and design plan
- Sales options
- Equipment requirements
- Justification for the newly developed food, beverage, and retail spaces, with the exception of the area adjacent to Gate A1 (top left of Exhibit 2.4). This space is reserved for an additional BZN Market due to its popularity and positive customer

feedback. The selected concessionaire will be integral to the success of this exciting expansion.

Future Facilities Exhibits

Exhibit 2.4: Future F&B and Retail Space: East Terminal Expansion Project Boarding Gate Area



Part III- Master Concessionaire Services and Requirements

Services and Requirements

Scope of Service Required of the Successful Concessionaire

The successful Concessionaire will be required to enter into a non-exclusive Concession Agreement with the Authority to operate food/beverage and retail concessions within the terminal building. The term of the Concession Agreement will be for a period of seven (7) years with three (3) one-year options.

This completed Concession Agreement will be subject to final approval by the Gallatin Airport Authority Board.



Summary of General Responsibilities

The successful Concessionaire will have full responsibility for the management, staffing and operation of its concession. In developing its Proposals, each Concessionaire should consider and address the applicable service and operational requirements, formulate its own opinion of the best and most efficient method of operation, and include in its Proposals a description of the method of operation it would implement if it is selected as the successful Concessionaire.

Concessions shall be open 365 days per year with operating hours and staffing levels reflecting the fluctuation in daily guest traffic. Basic hours of operation may vary but concessions should be open 120 minutes prior to the first departure. Current flight schedules can be found on the Airport web site <http://www.bozemanairport.com>. Because flight delays may occur, the Airport requires each concessionaire at the Airport to be flexible for extended hours.

Method of Operation:

Each Concessionaire should carefully study the physical and operational characteristics of the terminal building and include in its Proposals a careful and thorough description of the method of operation that would best deliver the highest level of service to Airport guests.

Management of Employees

The Concessionaire will be required to employ an on-site manager and appropriate staff. A key selection criterion will involve evaluation of the proposed management team. The manager must be able to pass requirements of the Montana Department of Revenue to operate under the Airport's All-Alcohol Beverage License. Employees must dress in accordance with a standard uniform/dress code adopted by the Concessionaire and approved by the Airport. Employees of the Concessionaire shall be required to abide by all Airport rules and regulations and act in a respectful, cooperative and courteous manner with the general public, Airport personnel and employees of businesses at the Airport. Additionally, each employee at the Airport is an ambassador; training is essential to ensure knowledge of the terminal and basic functions of the Airport.

Gallatin County, Montana, is experiencing a challenging labor market characterized by a high volume of job openings and a shortage of qualified applicants. Despite a low unemployment rate of 2.1% in December 2024, businesses across various sectors, including construction, hospitality, and retail, are struggling to fill positions. This issue is exacerbated by factors such as limited affordable housing, insufficient childcare options, and inadequate public transportation infrastructure, which hinder workforce participation. Additionally, the rapid population growth in the region has intensified competition for labor, further complicating efforts to meet the demands of a thriving economy.



Therefore, each proposer is required to submit an employee Hiring and Retention Plan to ensure concessionaires are adequately staffed to meet the customer service needs of BZN passengers.

Pricing Policy

Concessionaires are required to competitively price their merchandise and menu items in alignment with the greater historic downtown Bozeman district. Specifically, if concessionaires were to purchase items of similar items in volumes proportional to their projected sales at the Airport, the cost should not exceed 10% of the process they propose at the Airport. This policy ensures that pricing at the Airport remains fair and competitive, reflecting the local market conditions.

Concessionaires shall price Alcohol and Consumer Packaged Goods (CPG's) such as packaged snacks, beverages, and convenience items at levels comparable to those found at other regional airports of similar size and traffic as Bozeman Yellowstone International Airport. This comparison aims to ensure that our prices reflect the regional airport norms, thus maintaining fairness and competitiveness within the broader airport market.

Pricing Policy RFP Submittal Requirements

As part of the concessionaires proposal and utilizing the pricing of not less than three (3) and not more than five (5) retail establishments and not less than three (3) and not more than five (5) restaurants which are located in the greater historic downtown Bozeman district and utilizing the pricelist of merchandise and menu items that the concessionaire is proposing to sell at the Airport which shall be a part of the concessionaires response to the RFP, the proposer shall submit a schedule justifying that those prices that it proposes, which shall be weighted in accordance to their anticipated sales at the Airport, are in accordance with the above pricing policy. However, the concessionaire does not have to provide justification for Alcohol, CPG's, travel aids, and airport specific items like travel size personal care products, travel pillows, luggage accessories, and any other similar items which are not likely to be sold in specialty stores in historic downtown Bozeman district.

Pricing Policy Contractual Requirements

The successful proposer will be required each year on the anniversary of the commencement of services, at the Airports request, provide an updated schedule verifying that the pricing remains in compliance with the Airports Pricing Policy. Should the Airport suspect at any time during the contract or its extensions that the concessionaire's pricing deviates from this policy, it may request a revised schedule justifying the current prices.



If the updated schedule reveals non-compliance or if the Airport disagrees with the presented information and conclusions, both parties will engage in discussions to address and resolve the discrepancies. Following the discussions, if the Airport determines that the concessionaire's prices are excessively high, it will direct the concessionaire to make the necessary adjustment. Non-compliance with such a directive may be considered breach of contract.

To ensure transparency and accuracy in pricing, the Airport retains the authority to audit the concessionaire's financial records at any time.

Prohibition of Additional Fees

Concessionaires shall charge the prices marked on items or otherwise displayed to consumers. Concessionaires shall not add any transaction-based fees, including but not limited to credit card surcharges, service fees, or any additional percentage-based fees, to the price displayed to the customer.

All cost associated with processing payments or providing services shall be factored into the concessionaire's overall business model and pricing structure, rather than passed on to the customers as add on charges.

Concessionaires may request exceptions to this policy. The Airport may grant such exceptions that, in its sole discretion, are warranted because of un-anticipated, extenuating circumstances, and such exceptions may be for one or more locations and for one or more category of products and services.

Withholding of Concession Fees

The Bozeman Yellowstone International Airport is committed to providing an efficient and harmonious relationship with its concessionaires. Accordingly, all retail, food and beverage concessionaires must adhere to the following no-back-charge policy.

To reduce conflicts between the Airport and the concessionaire, the concessionaire shall not withhold concession fees when circumstances increase the cost of operations or negatively affect sales that occur in the normal course of business which shall include but not limited to, power outages, delays in venue openings by the concessionaire or the Airport, delays in providing information to the Airport or the concessionaire, failure of airport equipment, loss of product due to mechanical or power problems and so forth. This paragraph is not intended to cover extreme situations, a pattern of poor performance, force majeure situations, and circumstances that are covered by insurance. The determination of whether a situation is extreme or there is a pattern of poor performance is solely up to the Airport and their decision shall be final.



Badging of Employees:

Employees will be required to pass a fingerprint-based criminal history records check and will be invoiced to the Concessionaire at the current Authority rate.

Airport Sponsored Expenses for F&B and Retail Concessionaire's

- **Leased Space**
Food and Beverage, retail areas, designated storage rooms, and kitchens are included in the concession fee and will not incur lease space fees for the successful proposer.
- **Concessionaire Parking:**
Concessionaire parking is provided by the Authority and no charge for airport parking permits is required.
- **Restaurant Equipment**
The Authority owns nearly all equipment and furnishings in the food and beverage outlets. Given the age of some of the existing equipment, the Authority will abate concession fees for replacement or refurbishment of existing equipment that is no longer serviceable. The Authority will provide an inventory of the expected equipment replacements at the mandatory pre-submittal meeting. The Authority will collaborate with the Concessionaire to determine equipment needs based on a mutually agreed-upon architectural concept for the East Terminal Expansion project. Additional equipment and upgrades may be negotiated with the successful proposer.
- **Utilities**
The Authority covers the cost of payment for all utilities for F&B and Retail Concessionaires.
- **Liquor License & Video Gambling Machine (VGM) License**
The Authority maintains the Montana State-approved Liquor License and VGM license.

Business Terms

Term

Due to ongoing terminal upgrades, the term of this Concession Agreement shall be seven (7) years with three (3) one-year options pending completion of the Concourse A remodel with Authority approval.

Minimum Annual Guarantee

Minimum Annual Guarantee (MAG) the Authority will no longer use MAG in new concession agreements. MAG will not be accepted.

Concession Fee

The selected proposer will pay a percentage of monthly Gross Sales as its primary concession fee.

Proposers must submit a Percentage Proposal as a part of the Agreement Term. The proposer may specify locations within the Commercial Terminal that will utilize the rates outlined below. Allowing proposers to include a Percentage Fee Proposal ensures that operators have flexibility to propose concepts that may only work with alternative rate structures.

The concession fees must be included in the proposal for each concession space, using the four (4) options below. The Current rate is not necessarily the minimum rate or maximum rate:

1. Food and Beverage *Food and beverage category of products and services related to the preparation, distribution, and consumption of food and drinks.*
 - a. **Current Rate: 17.5% of gross sales**
2. Gift/Retail: *Sale of packaged and unpackaged goods to customers for personal use. Including but not limited to souvenirs, travel essentials, snacks and beverages (pre-packaged food and drink items), luxury goods (watches, jewelry, sunglasses etc.), books and magazines, and health and beauty products*
 - a. **Current Rate: 19% of gross sales**
3. Alcohol: *Any alcohol beverage sold to customers packaged or serve. The Montana State Approved Liquor License is help by the Airport for all F&B and Retail facilities within the Commercial Terminal.*
 - a. **Current Rate: 20% of gross sales**
4. Blended Rate: *Both Food & Beverage and Retail items.*
 - a. **Current Rate: No rate has been established** for the blended rate

*Internal employees and airport employee discounted meals will be obligated to a commission fee.

Reconciliation

Due to the seasonality of passenger traffic, the concession fee reconciliation will occur on a net 60 basis rather than monthly. The Concessionaire will submit a reconciliation statement, agreed upon by the Authority, which will, at a minimum, include:

- Actual Gross Revenue



- Adjustments
- Final Balance Paid

Minimum Qualification Requirements

The Minimum Qualification Requirements as determined by the Authority are as follows:

Concessionaires must have a minimum of five (5) years within the past ten (10) years (“qualifying years”) in the ownership or management of a food and beverage concession and/or retail concession.

The said business must have achieved minimum yearly gross sales of ten million dollars (\$10,000,000).

Concessionaires may be newly-formed entities (e.g., limited liability companies, joint ventures, corporations) provided that the Authority is satisfied that the Concessionaire is qualified. The Authority must be satisfied that the party(ies) satisfying the Minimum Qualification Requirements will be in control of the proposing entity. Newly-formed entities cannot meet the RFP’s minimum proposals through a sublease agreement. Entities proposing as joint ventures must include a copy of an executed joint venture or partnership agreement.

Insurance and Indemnification

The successful Concessionaire shall be required to maintain insurance coverage, including liquor liability that is satisfactory to the Authority with an indemnification clause. Minimum coverage shall be \$2,000,000 for general and single limit liability


Airport Concessionaire Disadvantage Business Enterprise (ACDBE)

The Gallatin Airport Authority has established an Airport Concession Disadvantage Business Enterprise Program (ACDBE) in accordance with U.S. Department of Transportation 49 CFR Part 23. Therefore, the Authority requires concessionaires to report annual utilization of ACDBE’s.

The Authority encourages the participation of certified Airport Concessionaire Disadvantaged Business Enterprises (ACDBEs) as primes and joint-ventures on this Concession Agreement. The Airport Authority’s Goal for non-rental car concession (F&B and retail) ACDBE is point three percent (0.31%) of revenue.



Figure 3.1: Example of Annual ACDBE Reporting Form

BZN Bozeman Yellowstone
INTERNATIONAL AIRPORT 

The Gallatin Airport Authority (GAA) has established an Airport Concession Disadvantaged Business Enterprise Program (ACDBE) in accordance with U.S. Department of Transportation 49 CFR Part 23. The GAA therefore requires concessionaires to report annual utilization of ACDBEs. The information you supply will be reported to the FAA.

Reporting Period October 1 2023 through September 30, 2024

Concessionaire _____

ACDBE Purchase of Good and Services:

Part 1

A. Concessionaire's gross receipts: \$ _____

B. Purchases of goods and services: \$ _____

C. Purchases from Montana certified ACDBE's: \$ _____
<https://app.mdt.mt.gov/ess-dbe/>

D. Fleet purchases: \$ _____

Part 2

Tracking ACDBE Participation

Complete for each ACDBE Supplier:

DBE 1	Type of ACDBE
Name of ACDBE _____	Black American _____
Address of ACDBE _____	Hispanic American _____
Amount paid ACDBE _____	Native American _____
Goods purchased _____	Asian-Pacific American _____
	Asian-Indian American _____
	Non-Minority Women _____
	Other _____
	Small Business _____

Title VI Compliance

The Contractor agrees to comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d), as amended, and all related regulations and directives. Specifically, the Contractor shall ensure that no person is excluded from participation in, denied the benefits of, or otherwise subjected to discrimination under any program or activity undertaken as part of this contract on the grounds of race, color, or national origin.

The Concessionaire further agrees to:

1. Comply with all requirements imposed by Title VI and any regulations issued pursuant to it.
2. Include the above non-discrimination requirements in all subcontracts or agreements related to this contract.
3. Promptly notify the Authority of any complaint or investigation related to Title VI compliance.
4. Cooperate fully in any Title VI investigation, compliance review, or complaint resolution process.



Failure to comply with these requirements shall be considered a material breach of contract and may result in termination or other remedies as provided by law.

Request for Proposals Details

RFP Schedule

Milestone	Date/ Time (MST)
RFP- Issuance Date	April 30, 2025
Mandatory Pre-Submittal Meeting	June 4, 2025
Deadline for Clarification Request	June 16, 2025
Responses to Clarification Request Deadline	June 23, 2025
Proposals Due	July 1, 2025, 12:00 PM
GAA Board Interviews	July 17, 2025
RFP Evaluation Committee	July 18- August 1, 2025
Board Approval and Award	August 8, 2025
Start of Agreement	November 1, 2025

Mandatory Pre-Submittal Meeting

A mandatory Pre- Submittal meeting is scheduled for **June 4, 2025 at 8:30 AM MST** at the Bozeman International Airport. In addition, a walk-through tour of the Airport Commercial Terminal is scheduled immediately following the Pre-Submittal meeting. Interested Concessionaires are asked to email aaron.collins@bozemanairport.com to reserve seating and receive directions to the meeting location. If a proposer fails to attend the Mandatory Pre-Submittal Meeting, any proposal submitted by the proposer will be rejected by the Authority.

Time and Place for Submission of Proposals

Proposals must be received by **12:00 p.m. MST on Tuesday, July 1, 2025**. The Authority requests that proposals be submitted in a sealed envelope with a USB drive containing the proposal and a single hard copy.

Response may be delivered in person to: **Airport Administration Office
850 Gallatin Field Road, Suite 6
(Adjacent to Car Rental Counters)
Belgrade, MT 59714**



Or mailed to:

Aaron Collins, A.A.E., IAP
850 Gallatin Field Road, Suite 6
Belgrade, MT 59714
aaron.collins@bozemanairport.com

Proposals and/ or Revisions to the Specifications and Requirements:

Concessionaire must examine the RFP documents carefully and before submitting a Proposals. Concessionaires may request additional information or clarification by the date specified in the RFP timetable from the Airport Contact Person. **A Concessionaire's failure to request additional information or clarification shall preclude the Concessionaire from subsequently claiming ambiguity, inconsistency, or error.**

The Contact person will issue responses to inquiries and any other corrections or amendments it deems necessary in written addendum prior to the Response to Clarification Request due date. Concessionaires should rely only on the representations, statements or explanations that are contained in the RFP and any written addendum to this RFP. Where there seems to be a conflict between the RFP and any addendum issued, the last addendum issued will prevail.

Airport Contact Person

Questions, comments or suggestions regarding this RFP should be submitted in writing to:

Aaron Collins, A.A.E., IAP
Executive Vice President and Chief Commercial Officer
(406) 388-6632
Aaron.collins@bozemanairport.com

Mail: Gallatin Airport Authority, 850 Gallatin Field Rd., Suite 6
Belgrade, MT, 59714

Evaluation of Proposals

Automatic Disqualification

The Authority considers any of the following causes to be sufficient for disqualification of a Concessionaire and rejection of a Proposals:

- Evidence of collusion among Concessionaires
- Failure to meet the Minimum Qualification Requirements
- Failure to provide a Proposals Bond
- Lobbying the selection committee, the Authority, employees of the Authority individually or collectively regarding this Request for Proposals

Evaluation

Properly completed Proposals will be reviewed by a selection committee. Based upon the committee's review, a short list of qualified Concessionaires may be asked to make presentations to the committee. The presentation should include, but not be limited to management plans, marketing strategy, pricing program, merchandising theme, and ACDBE eligibility. Following any presentation (if needed) the committee will recommend to the Airport Board the Concessionaire they feel best qualified to undertake concession operations.

The following factors shall be considered by the Selection Committee when evaluating the Proposals:

- Revenue to Airport - percentage of revenue to Authority based on projected Concessionaire's cash flow from operations.
- Experience - Concessionaire's ability to provide a high-quality concession in an airport or similar public/private facility. Concessionaires experience in successfully managing restaurants, bars, and retail.
- Financial Ability - Concessionaire must be capable of providing financing to operate and manage a high-quality restaurant, retail shop and market
- Management Plan - Ability to effectively provide both local management to oversee operations of the concessions on a day-to-day basis, and if applicable, evidence of the working relationship between the local manager and corporate entity.
- Employee Hiring and Retention Plan – Concessionaires ability to hire and retain staff in a challenging labor market.
- Innovation and Concepts – Concessionaire's ability to make creative use of available space to include the new food venue while aesthetically balancing concession space with airport décor
- ACDBE Participation - Concessionaire's program for the direct involvement including the percentage of ACDBE in the activities, management and operation of the concessions.

Evaluation Scorecard

Factor	Weight	Score	Total
Revenue to Airport	20		
Experience	15		
Financial Ability	15		
Management Plan	15		
Employee Hiring and Retention Plan	15		
Innovation and Concepts	15		
ACDBE Participation	5		

Part IV – Proposal Instructions and Requirements

Advertisement

An advertisement requesting Proposals for a seven (7) year Food, Beverage and Retail Concession Agreement at Bozeman Yellowstone International Airport will appear in the Bozeman Daily Chronicle, and the Northwest Chapter of the American Association of Airport Executives (NWAAGE) website. Availability may be communicated to prospective Concessionaires orally or by written solicitation.

Submission Checklist

Proposals must not exceed the page limit indicated in the table below. Page limit is defined as single sided, however, front and back is acceptable but will count as two (2) pages. Please use font size no smaller than 12 point. Images, renderings, plans and menus do not count towards the page limit or font size.

1.	Proposer Evaluation	
1.1	Experience and Qualifications	3 pages
1.2	Financial Capability	2 Pages
1.3	Financial Projections	2 Pages
1.4	Employee Hiring and Retention Plan	2 Pages
2.	Business Terms	
2.1	Concession Fee for each existing space	2 Pages
2.2	Concession Fee for future space (Terminal Expansion Project)	2 Pages
2.3	Existing Equipment Upgrade Requests	3 Pages
2.4	Proposed ACDBE Participation	1 Page

2.5	Management Plan	2 Pages
3.	Concept Evaluation	
3.1	Concession Concepts/ Objectives	6 Pages
3.2	Menu and Pricing	5 Pages
4.	Performance Bond	
4.1	Performance Bond	N/A

Financial Background

Concessionaires shall submit the following historical financial information for the proposing entity and any joint venture.

- 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
- Public Corporations: previous two years annual report for the entity
- Private Corporations: previous two years CPA prepared and certified financial statements
- Bank References: provide contact information for referral
- Landlord References: provide contact information for current or previous operations

In addition, Concessionaires shall provide the following information:

- A statement declaring whether the Concessionaire has ever declared bankruptcy, filed a petition in any bankruptcy court, filed for protection from creditors in bankruptcy court, or had involuntary proceedings filed in bankruptcy court and the status of each occurrence.

The Authority reserves the right to request additional financial information from any Concessionaire. All financial information will be treated as **CONFIDENTIAL**.

Proposal Concepts

Concessionaires shall submit the following information in sufficient detail to clearly define the proposed concepts and to allow them to be distinguished from those of other Concessionaires.

Food and Beverage

- ✓ Proposed food service concepts and menus that meet requirements of the Airport Concession Program Objectives
- ✓ Proposed architectural and F&B concepts for the “Bistro”, new “Coffee Shop”, “Copper Horse”, and “Taco Jet”
- ✓ Specific concept description and how concept will be incorporated into the Airport program
- ✓ Proposed hours of operation by location
- ✓ A proposed menu including price range for each item. Specifically indicate which items will be pre-packaged for grab and go service
- ✓ Architectural concepts for new food venues within the East Terminal Expansion project including proposed menu and price range for each item
- ✓ A description of any unique attributes of proposed concept
- ✓ Percentage of monthly gross sales Concession Fee for F&B

Retail

- ✓ Proposed concept and product line that meet requirements of Airport Concession Objectives
- ✓ Specific concept description and how concept will be incorporated into the Airport program
- ✓ Proposed hours of operation by location
- ✓ Merchandise mix, including a list of proposed merchandise, newspapers and periodical titles with a price range for each type of merchandise
- ✓ A description of any unique attributes of proposed concept
- ✓ Concept for new retail space within the East Terminal Expansion project including proposed menu and price range for each item
- ✓ Percentage of monthly gross sales Concession Fee for retail

Financial Projections

Concessionaires shall submit a financial pro forma indicating the following for each year of the agreement.

- Anticipated gross sales by concession including food, alcohol, retail
- Expenses by line item



- Administrative costs
- Concession fees
- Debt service

The pro forma shall be evaluated by committee for reasonableness, demonstrated understanding of the proposed operations, viability of proposed operations, and the ability to fund the operations.

Proposed Management Plan

Concessionaires shall submit the following information regarding the proposed management and organizational structure, staffing plan and training programs.

- Organizational chart illustrating reporting relationships and on-site management
- Staffing and management schedules to cover hours of operation
- Resumes for on-site management or other key personnel
- Description of training programs
- Management and staffing responsibilities
- Proposed dress code
- Employee Hiring and Retention Plan

ACDBE Participation

Concessionaires wishing to receive consideration for ACDBE participation shall include in the Proposals the name and address of each DBE participant and the participants proposed level and method of participation in performance of the agreement. If this information is not included with the Proposals, the Authority will assume the Proposer obtained no ACDBE participation.

Opening of Proposals

All proposals will be opened and reviewed by the RFP Selection Committee determined by the Authority. Verification of Qualification Bond will also occur during the Selection Committee meeting. Financial information included with Proposals shall be regarded as **CONFIDENTIAL** by the Authority. Any Proposals received after the scheduled time for receipt of Proposals will not be considered and will be returned to the Concessionaire unopened.

Required Bonds

Performance Bond



At the time of the execution of the Concession Agreement, the Concessionaire shall execute and deliver to the Authority a satisfactory Performance Bond with approved corporate surety in the amount equal to one million dollars (\$1,000,000) to guarantee faithful performance of the provisions of the agreement. After the initial year, the Performance Bond shall be renewed each year on the anniversary date of the agreement unless waived by the Authority.

Award

Time of Award

Providing no additional qualification information is required by the most desirable Concessionaire, the Authority will announce its award of the Concession Agreement to the successful Concessionaire as soon as possible following the August 8, 2025 Airport Authority Board Meeting.

Award of Concession Agreement

The Authority reserves the right to award the Concession Agreement based upon the Proposals it deems most advantageous to the Authority and the traveling public over the term of the Concession Agreement. Selection of the successful Concessionaire shall be based upon the information supplied in connection with the Proposals, supporting documentation and recommendation of the selection committee. The Authority shall be the sole judge of the party best qualified to undertake and operate the concessions. The Authority reserves the right to designate or select finalists for the award of the Concession Agreement following the opening of Proposals and to conduct interviews with such selected finalists prior to an award of the Concession Agreement.

Rejection or Acceptance of Proposals

Prior to the acceptance or rejection of any Proposals, the Authority reserves the right to require submission of additional evidence of proposals, experience, financial ability, or the ability to provide the required services needed to operate a Concession in a manner commensurate with the highest standards of similar operations. The Authority reserves the right to reject any or all Proposals.

Public Records Law

The Parties shall each comply with Montana's Public Records Act. The Parties hereby contractually agree that each Party shall allow public access to all documents, papers, letters, or other public records as defined by Montana Statutes, made or received by either Party in conjunction with this RFP, or related thereto, except as prohibited by statute.