



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.”

## REGULAR BOARD OF DIRECTORS MEETING

Big Bear Airport District  
Wednesday, July 8, 2026  
4:00 P.M.

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

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### BOARD MEMBERS:

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

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Unless you are a public safety official, please turn off your cell phone or place it on vibrate mode during the Meeting.

This Agenda is prepared and posted pursuant to the requirements of the California Government Code Section 54954.2, which is a portion of California’s Open Meeting Law called the “Brown Act.” The agenda contains a brief, general description of each item of business that is to be discussed and/or transacted. Prior to acting on any Agenda item, the Board will consider public comments.

#### 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:** A person wishing to comment on a non-Agenda item should approach the podium and wait for the President to recognize him/her. Unless otherwise provided for a specific item, all comments are limited to 3 minutes each with an overall total of 15 minutes. A speaker cannot allot their time to others.

**Comments on Agenda items:** Comments concerning matters on the agenda will be heard at the time the matter is considered.

**Comments on non-Agenda Items:** Comments concerning matters not on the agenda will be heard during the Public Comment section on the agenda. A speaker's comments should be within the subject matter jurisdiction of the Big Bear Airport District Board.

Please note that if you wish to address the Board on items not listed on the posted Agenda, the Brown Act does not allow Board discussion of such items because they are not on the agenda and thus were not publicly noticed. Therefore, the Board may only do the following: refer the matter to staff, ask for additional information or request a report back, or give a limited factual response. Your comments may be placed on the agenda for future discussion.

**6. BIG BEAR AIRPORT'S PILOTS ASSOCIATION**

**7. CONSENT AGENDA**

**7.1. APPROVAL OF MEETING MINUTES – JUNE 10, 2026, SPECIAL MEETING**

**7.2. APPROVAL OF MEETING MINUTES – JUNE 10, 2026, REGULAR MEETING**

**7.3. YTD FINANCIAL REPORTS – MAY 2026**

**8. PULLED CONSENT AGENDA ITEMS**

**9. BUSINESS MATTERS**

**9.1. CONTINUED DISCUSSION FOR THE FUTURE RESTAURANT IN THE NEW TERMINAL BUILDING**

Discussion and consideration of engaging with and hiring RealFood Hospitality, a full-service hospitality strategy and design firm, to assist with the development, review, and issuance of the Request for Proposals (RFP), as well as provide expertise in planning, design, build-out, and operation of the new restaurant.

**10. MANAGER'S REPORT**

**11. DIRECTOR'S COMMENTS**

**12. NEXT MEETING DATE:**

Wednesday, August 12, 2026, at 4:00 p.m. – Regular Board of Directors Meeting  
Location: Temporary Terminal Building

**13. ADJOURNMENT**

**CERTIFICATION:** I, Rebecca Cannon, Board Secretary of the Big Bear Airport District, do hereby certify that I posted a copy of the foregoing Agenda on July 4, 2026, at least 72 hours in advance of the Regular Board of Directors Meeting (Government Code Section 54954.2).



Rebecca Cannon  
Board Secretary

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



# MINUTES

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## SPECIAL BOARD OF DIRECTORS MEETING

Wednesday, June 10, 2026

3:00 p.m.

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

### BOARD OF DIRECTORS

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

### MEETING LOCATION

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

1. **CALL TO ORDER:** President Lawrence called the Special Meeting of the Big Bear Airport Board of Directors to order on Wednesday, June 10, 2026, at 3:00 p.m.
2. **FLAG SALUTE:** President Lawrence invited the Board and those present to join in the flag salute, and the salute followed.
3. **ROLL CALL AND INTRODUCTIONS:** Board Secretary, Rebecca Cannon, recorded the following:

**DIRECTORS PRESENT:** President Lawrence, Vice President Lindstrom, Director Castillo, Director Krause, and Director Gardner.

**DIRECTORS ABSENT:** None.

**OTHERS PRESENT:** General Manager Ryan Goss, Administrative Manager Abby Darling, Administrative Assistant Ariel Valenzuela, and Board Secretary Rebecca Cannon.

4. **APPROVAL OF AGENDA:** No changes. Approved by Consensus.
5. **PUBLIC COMMENTS:** None.
6. **BUSINESS MATTERS**

#### 6.1. AIRPORT REVENUE AND DISCUSSION

The Board continued to discuss airport revenue, including existing revenue streams and potential growth opportunities – including the potential of raising tenant rental rates. No formal action was taken.

7. **NEXT MEETING DATE:**

Wednesday, June 10, 2026, at 4:00 p.m. – Regular Board of Directors Meeting  
Location: Temporary Terminal Building

**8. ADJOURNMENT:** 3:58 p.m.

\_\_\_\_\_  
Kam Lawrence, President  
Board Of Directors

**Attest:** \_\_\_\_\_  
Rebecca Cannon  
Board Secretary

DRAFT



# MINUTES

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## REGULAR BOARD OF DIRECTORS MEETING

Wednesday, June 10, 2026

4:00 p.m.

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

### BOARD OF DIRECTORS

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

### MEETING LOCATION

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

1. **CALL TO ORDER:** President Lawrence called to order the Regular Meeting of the Big Bear Airport Board of Directors on Wednesday, June 10, 2026, at 4:02 p.m.
2. **ROLL CALL AND INTRODUCTIONS:** Board Secretary, Rebecca Cannon, recorded the following:
  - DIRECTORS PRESENT:** President Lawrence, Vice President Lindstrom, Director Castillo, Director Gardner, and Director Krause.
  - DIRECTORS ABSENT:** None.
  - OTHERS PRESENT:** General Manager Ryan Goss, Administrative Manager Abby Darling, Administrative Assistant Ariel Valenzuela and Board Secretary Rebecca Cannon.
3. **APPROVAL OF AGENDA:** No changes. Approved by Consensus.
4. **PUBLIC COMMENTS:** None.
5. **BIG BEAR AIRPORTS PILOTS ASSOCIATION:** Jack Williams, President of BBAPA, contributed.
6. **CONSENT AGENDA**
  - 6.1. **APPROVAL OF MEETING MINUTES – MAY 13, 2026, REGULAR MEETING**
  - 6.2. **YTD FINANCIAL REPORTS – APRIL 2026**

Director Krause moved to approve the minutes of the Regular Board of Directors Meeting held on May 13, 2026, and to accept, for filing, the Year-to-Date Financial Reports for April 2026 as presented.

Vice President Lindstrom seconded the motion.

The motion passed, with all present board members voting AYE.

**7. PULLED CONSENT AGENDA ITEMS:** None.

**8. BUSINESS MATTERS**

**8.1. AIRPORT REVENUE REVIEW AND DISCUSSION – REPORT FROM SPECIAL MEETING**

Motion was made by Director Krause to approve an increase to the cost of hangar rental rates by five percent (5%) beginning Fiscal Year 2026-27 and implement a CPI (Consumer Price Index) increase each year not to exceed five percent (5%).

Vice President Lindstrom seconded the motion.

Following further discussion and consideration, Director Krause amended his motion to include the following direction:

Authorize the General Manager to set rates for the remaining various sources of rental income; excluding commercial leases.

The amended motion was approved by the following vote:

AYES: Gardner, Krause, Lindstrom, Lawrence  
NOES: Castillo  
ABSTAIN: None  
ABSENT: None

**8.2. FISCAL YEAR 2025-26 BUDGET AMENDMENT #3**

The Board discussed a proposed budget amendment for Fiscal Year 2025-26 in the amount of \$344,700 for the arbitrage rebate associated with the terminal building loan. No formal action was taken; staff were directed to bring this item back at a future meeting.

**8.3. FISCAL YEAR 2026-27 APPROPRIATIONS LIMIT**

Director Castillo moved to approve and adopt Resolution No. 2026-01; A Resolution of the Board of Directors of the Big Bear Airport District Adopting its Appropriations Limit for Fiscal Year 2026-27.

President Lawrence seconded the motion.

Said motion was approved by the following vote:

AYES: Castillo, Gardner, Krause, Lindstrom, Lawrence  
NOES: None  
ABSTAIN: None  
ABSENT: None

**8.4. FISCAL YEAR 2026-27 ANNUAL BUDGET**

Director Castillo moved to approve and adopt Resolution No. 2026-02; A Resolution of the Board of Directors of the Big Bear Airport District Adopting the Annual Budget for Fiscal Year 2026-27.

Director Krause seconded the motion.

Said motion was approved by the following vote:

AYES: Castillo, Gardner, Krause, Lindstrom, Lawrence  
NOES: None  
ABSTAIN: None  
ABSENT: None

**8.5. FISCAL YEAR 2026-27 SALARY SCHEDULE**

Director Krause moved to approve and adopt Resolution No. 2026-03; A Resolution of the Board of Directors of the Big Bear Airport District Adopting a Salary Schedule for Fiscal Year 2026-27 in Accordance with California Code of Regulations, Title 2, Section 570.5.

Vice President Lindstrom seconded the motion.

Said motion was approved by the following vote:

AYES: Castillo, Gardner, Krause, Lindstrom, Lawrence  
NOES: None  
ABSTAIN: None  
ABSENT: None

**8.6. BEAR VALLEY ELECTRIC SERVICE (BVES) REQUEST FOR LETTER OF SUPPORT – SOLAR ENERGY PROJECT APPEAL**

Director Gardner recused himself from the discussion due to a potential conflict of interest.

Following discussion and consideration, the Board reached a consensus not to submit a letter of support for the BVES project.

**9. MANAGERS' REPORT**

In addition to reviewing the April operations report, General Manager Ryan Goss updated the Board on the progress of the new terminal building; informed the Board of the various board meetings he has recently attended valley-wide; advised the Board and the public that the runway rehabilitation project is complete and runway 26 and runway 08 are open.

**10. DIRECTOR'S COMMENTS:** All Directors contributed.

**11. NEXT MEETING DATE:**

Wednesday, July 8, 2026, at 4:00 p.m. – Special Board of Directors Meeting  
Location: Temporary Terminal Building

**12. ADJOURNMENT:** 5:14 p.m.

\_\_\_\_\_  
Kam Lawrence, President  
Board Of Directors

**Attest:** \_\_\_\_\_  
Rebecca Cannon  
Board Secretary

DRAFT

**Big Bear Airport District**  
**Profit & Loss Budget Performance**  
 May 2026

	May	Jul 25 - May 26	Total Budget	\$ Over/(Under) Budget	% of Budget Target: 91%
<b>Income</b>					
4054 · State Subsidy	\$ -	\$ 10,000.00	\$ 10,000.00	\$ -	100%
4055 · Tax Revenues	115,286	2,280,422	2,224,400	56,022	103%
4110 · Sales-Aircraft Fuel	57,183	541,093	666,100	(125,007)	81%
4200 · Auto Parking	650	6,900	8,000	(1,100)	86%
4206 · Events Revenue	-	2,000	1,000	1,000	200%
4210 · Commercial Leases	3,247	33,615	29,700	3,915	113%
4220 · Ground Lease	7,736	87,875	100,600	(12,725)	87%
4230 · Hangar Rentals	35,155	387,195	427,700	(40,505)	91%
4254 · Gate Access Remote/Key Repl.	-	80	200	(120)	40%
4255 · Aircraft Oil Sales	296	3,046	3,300	(254)	92%
4256 · Aircraft Stores Sales	511	511	900	(389)	57%
4260 · Souvenir Sales	266	3,266	7,000	(3,734)	47%
4270 · Storage Units	488	5,369	5,900	(531)	91%
4280 · Tiedown Rents	826	6,031	6,200	(169)	97%
4290 · Tiedown Transient	215	2,620	3,000	(380)	87%
4300 · RV/Camper Storage	1,280	14,880	17,300	(2,420)	86%
4305 · Reimbursed Expense	307	443,599	202,500	241,099	219%
4310 · Misc Revenue	-	-	600	(600)	0%
4320 · Late Fees-Tenant Rentals	20	304	300	4	101%
4325 · Sales Adjustment	-	-	-	-	-
<b>Total Income</b>	<b>223,466</b>	<b>3,828,806</b>	<b>3,714,700</b>	<b>114,106</b>	<b>103%</b>
<b>Cost of Goods Sold</b>					
5000 · COGS- Aircraft Fuel	42,972	403,248	598,300	(195,052)	67%
5005 · COGS-Souvenirs	-	-	5,800	(5,800)	0%
5010 · COGS - Oil	-	-	1,900	(1,900)	0%
5015 · COGS - Aircraft Stores	-	-	1,000	(1,000)	0%
<b>Total COGS</b>	<b>42,972</b>	<b>403,248</b>	<b>607,000</b>	<b>(203,752)</b>	<b>66%</b>
<b>Gross Profit</b>	<b>180,494</b>	<b>3,425,558</b>	<b>3,107,700</b>	<b>317,858</b>	<b>110%</b>
<b>Expense</b>					
5040 · Marketing	109	67,332	75,000	(7,668)	90%
5061 · Bank Charges/Credit Card Fees	1,921	28,224	33,700	(5,476)	84%
5090 · Contract Services	5,824	84,315	91,300	(6,985)	92%
5110 · Motorized Vehicle Fuel	-	12,551	27,200	(14,649)	46%
5125 · Directors' Expenses	500	11,925	13,700	(1,775)	87%
5140 · Dues & Subscriptions	1,333	13,475	16,500	(3,025)	82%
5150 · Staff Expenses	1,661	7,846	16,000	(8,154)	49%
5160 · Fees/Permits/Licenses	400	11,514	13,300	(1,786)	87%
5170 · Hazardous Waste Pickup	-	350	1,000	(650)	35%
5180 · Insurance-Liability Expense	-	75,802	85,000	(9,198)	89%
5182 · Insurance-Worker's comp	-	21,787	23,300	(1,513)	94%
5210 · Janitorial Supplies	260	1,982	2,300	(318)	86%
5215 · Manager's Expenses	700	715	2,100	(1,385)	34%
5230 · Office Operational Expense	78	3,438	5,200	(1,762)	66%
5250 · Professional Services	390	77,815	98,300	(20,485)	79%
5260 · Repair & Maintenance-AWOS	-	4,915	5,300	(385)	93%
5275 · R & M - Aircraft Fuel Farm	1,529	11,608	10,000	1,608	116%
5280 · Repair & Maintenance-Grounds	1,808	16,732	15,000	1,732	112%

**Big Bear Airport District**  
**Profit & Loss Budget Performance**  
 May 2026

	May	Jul 25 - May 26	Total Budget	\$ Over/(Under) Budget	% of Budget Target: 91%
5285 · Repair & Maintenance-Hangars	103	781	10,000	(9,219)	8%
5290 · Repair & Maintenance-Lighting	296	11,337	5,500	5,837	206%
5295 · R & M - Terminal Building	65	164	6,200	(6,036)	3%
5300 · R & M - Motorized Equipment	607	22,990	32,000	(9,010)	72%
5305 · Repair & Maint Fire Extinguish	-	3,775	3,600	175	105%
5310 · Emerg Equip/Supplies	-	436	1,300	(864)	34%
5350 · CDTFA Dealer Tax	57	890	1,100	(210)	81%
5373 · Tools/Small Maint Equipment	-	4,999	5,000	(1)	100%
5390 · Winter Ops Contingency	-	-	6,000	(6,000)	0%
5400 · Utilities	11,333	151,831	161,900	(10,069)	94%
6565 · Salaries	57,314	718,065	798,200	(80,135)	90%
6570 · FICA-Employer	-	366	300	66	122%
6575 · Medicare-Employer	876	10,680	10,900	(220)	98%
6585 · Health, Life, Dent.& Vision Ins	26,418	286,382	317,400	(31,018)	90%
6590 · 457 Contribution-ER Match	3,200	28,889	24,000	4,889	120%
6594 · Survivor Benefit Expense	-	557	500	57	111%
6595 · Pension Expense	6,091	149,959	159,700	(9,741)	94%
6596 · Pension - ER Paid for EE	1,082	12,640	13,300	(660)	95%
6597 · GASB 68 Report Fee	-	350	700	(350)	50%
6599 · SSA218-CalPERS Annual AdminFee.	-	100	100	-	100%
<b>Total Expense</b>	<b>123,955</b>	<b>1,857,517</b>	<b>2,091,900</b>	<b>(234,383)</b>	<b>89%</b>
<b>Net Ordinary Income</b>	<b>56,539</b>	<b>1,568,041</b>	<b>1,015,800</b>	<b>552,241</b>	<b>154%</b>
<b>Other Income/Expense</b>					
<b>Other Income</b>					
4330 · Investment Revenue	6,470	265,059	285,800	(20,741)	93%
4332 · Unrealized Gain/(Loss) on Invmt	6,208	123,072			
<b>Total Other Income</b>	<b>12,678</b>	<b>388,131</b>	<b>285,800</b>	<b>102,331</b>	<b>136%</b>
<b>Other Expense</b>					
5205 · Interest Exp-Terminal Bldg Loan	-	217,523	217,500	23	100%
5207 · Term.Bldg. Loan Debt Service	-	230,000	230,000	-	100%
5039 · Capital Improvement Projects	51,479	151,628	161,000	(9,372)	94%
5042 · Airport Capital Impr Projects	27,741	508,026	121,900	386,126	417%
<b>Total Other Expense</b>	<b>79,220</b>	<b>1,107,177</b>	<b>730,400</b>	<b>376,777</b>	<b>152%</b>
<b>Net Other Income</b>	<b>(66,542)</b>	<b>(719,046)</b>	<b>(444,600)</b>	<b>(274,446)</b>	<b>162%</b>
<b>Net Income</b>	<b>\$ (10,003.00)</b>	<b>\$ 848,995.00</b>	<b>\$ 571,200.00</b>	<b>\$ 277,795.00</b>	



**Big Bear Airport District**  
**Terminal Building Project Budget to Actual**  
**Fiscal Year 2025/26**  
**May 2026**

		<b>Total Project Activity</b>	<b>Total Project Budget</b>	<b>% of Budget</b>
<b>1</b>	<b>Funding Sources</b>			
2	Use of Equity Funds (District Allocated Reserves)	\$ 2,234,113	\$ 3,494,000	63.9%
3	Use of Terminal Building Bond Fund (Loan)	7,484,842	7,150,000	100.0%
4	Other Funding Sources	-	3,967,500	0.0%
<b>5</b>	<b>Total Funding Sources</b>	<b>9,718,955</b>	<b>14,611,500</b>	<b>66.5%</b>
<b>6</b>	<b>Project Expenses</b>			
7	Terminal Bldg. Design (FY26 remaining)	156,780	251,200	62.4%
8	Terminal Bldg. Construction	9,562,175	14,360,300	66.6%
<b>9</b>	<b>Total Project Expenses</b>	<b>9,718,955</b>	<b>14,611,500</b>	<b>66.5%</b>
<b>10</b>	<b>Net Increase/(Decrease) To Op Reserve</b>	<b>\$ -</b>	<b>\$ -</b>	

**Big Bear Airport District**  
**Balance Sheet**  
As of May 31, 2026

	May 31, 26
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1050 · US Bank Checking	1,726
1040 · Checking Account	3,162,170
<b>Total Checking/Savings</b>	3,163,896
<b>Accounts Receivable</b>	
1140 · Accounts Receivable	23,493
<b>Total Accounts Receivable</b>	23,493
<b>Other Current Assets</b>	
1001 · Petty Cash	350
1125 · LAIF	303,313
1125.01 · LAIF - Fair Market Value	349
1127 · TD Ameritrade, Inc.	3,551,190
1128 · CLASS	2,020,639
1142 · Lease Receivable	335,806
1160 · Prepaid Medical/Life Insurance	40,567
1164 · Pre Paid Jet A Fuel Tax	10,390
1166 · Pre-Paid Expense	12,018
1181 · Inventory-Souvenirs	7,237
1182 · Inventory-Fuel	65,178
1183 · Inventory - Oil	6,519
1185 · Inventory - Aircraft Stores	4,156
1499 · Undeposited Funds	1,135
<b>Total Other Current Assets</b>	6,358,846
<b>Total Current Assets</b>	9,546,235
<b>Fixed Assets</b>	
1201 · Land	3,692,512
1220 · Land Improvements	18,172,525
1240 · Structure Improvements	5,726,203
1250 · Operating Equipment	4,184,403
1270 · Accumulated Depreciation	-21,973,321
1300 · Construction in Progress	3,189,400
<b>Total Fixed Assets</b>	12,991,721
<b>Other Assets</b>	
1150 · Deferred Outflows of Resources	636,719
<b>Total Other Assets</b>	636,719
<b>TOTAL ASSETS</b>	<b>23,174,675</b>

**Big Bear Airport District**  
**Balance Sheet**  
As of May 31, 2026

	May 31, 26
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2001 · Accounts Payable	249,047
<b>Total Accounts Payable</b>	249,047
<b>Other Current Liabilities</b>	
2010 · Retention Payable	461,972
2123 · Accrued Vacation	89,986
2124 · Accrued Sick Leave	110,492
2200 · Sales Taxes Payable	15,436
2250 · Retirement Contribution Payable	-24
2301 · Deposits-Tenant Security	33,551
2302 · Deposits-Gate Access	7,170
2303 · Deposits-Wait List	18,402
2320 · Prepaid Rents	17,062
<b>Total Other Current Liabilities</b>	754,048
<b>Total Current Liabilities</b>	1,003,095
<b>Long Term Liabilities</b>	
2525 · Terminal Building Loan	7,480,948
2600 · Net Pension Liability	840,024
2620 · Net OPEB Obligation	1,000,435
2625 · Deferred Inflows of Resources	748,951
2630 · DIR - Leases	331,356
<b>Total Long Term Liabilities</b>	10,401,714
<b>Total Liabilities</b>	11,404,809
<b>Equity</b>	
3900 · Retained Earnings	18,458,439
Net Income	-6,688,572
<b>Total Equity</b>	11,769,866
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>23,174,675</b>

**Big Bear Airport District**  
**US Bank CC Expense-Detail**  
**May 2026**

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<u>Date</u>	<u>Memo</u>	<u>Amount</u>
<b>US Bank</b>		
05/20/2026	AV Gas Trailer Repair	74.38
05/20/2026	Exit Signs Bulbs	64.58
05/20/2026	Emergency LED Strobe Light Bar-Dodge	478.71
05/20/2026	Coffee Station Supplies	109.21
05/20/2026	Office Supplies, Postage	77.70
05/20/2026	Ring Central	317.72
05/20/2026	Nata Staff Training	1,311.00
05/20/2026	Zoom, Webcam, Open IA, SWAAAE Membership	817.98
05/20/2026	Backflow Testing	320.00
05/20/2026	SWAAAE Conference	700.00
05/28/2026	Rebate payment for Purchasing Card Q(1) Year(2026)	-287.49
Total US Bank		<u>3,983.79</u>
<b>TOTAL</b>		<b><u>3,983.79</u></b>

# Big Bear Airport District Monthly Check Report May 2026

Date	Num	Name
05/13/2026	DD3010	Abby Darling-Erickson
05/13/2026	DD3011	Ariel Valenzuela
05/13/2026	DD3012	David Caballero
05/13/2026	DD3013	Hugo Medel-Valdes
05/13/2026	DD3014	James Ryan Goss
05/13/2026	DD3015	John M. Egerer
05/13/2026	DD3016	John R Melissa
05/13/2026	DD3017	Rebecca Cannon
05/27/2026	DD3018	Abby Darling-Erickson
05/27/2026	DD3019	Ariel Valenzuela
05/27/2026	DD3020	David Caballero
05/27/2026	DD3021	Hugo Medel-Valdes
05/27/2026	DD3022	James Ryan Goss
05/27/2026	DD3023	John M. Egerer
05/27/2026	DD3024	John R Melissa
05/27/2026	DD3025	Rebecca Cannon
<b>*** Missing numbers here ***</b>		
05/11/2026	4875	PERS - Retirement
05/11/2026	4876	PERS - Retirement
<b>*** Missing numbers here ***</b>		
05/26/2026	4882	
05/26/2026	4883	PERS - Retirement
05/26/2026	4884	PERS - Retirement
<b>*** Missing numbers here ***</b>		
05/01/2026	ACH 16881	Metro Wireless
<b>*** Missing numbers here ***</b>		
05/05/2026	35487	ADB Safegate Americas, LLC
05/05/2026	35488	Bear Valley Electric
05/05/2026	35489	Big Bear City CSD.
05/05/2026	35490	Big Bear Janitorial Supply
05/05/2026	35491	Butcher's Block
05/05/2026	35492	Caballero, David.
05/05/2026	35493	Cannon, Rebecca.
05/05/2026	35494	Castillo, Steve
05/05/2026	35495	Darling, Abby
05/05/2026	35496	DIY Home Center
05/05/2026	35497	Gardner, Darrell
05/05/2026	35498	Geiger Supply, Inc.
05/05/2026	35499	Goss, Ryan
05/05/2026	35500	Krause, Wesley
05/05/2026	35501	Lawrence, Kam.
05/05/2026	35502	Lindstrom, Marikay.
05/05/2026	35503	Medel, Hugo
05/05/2026	35504	Melissa, John
05/05/2026	35505	Nativescapes, Inc.
05/05/2026	35506	Starting Line Advisory
05/05/2026	35507	Streamline
05/05/2026	35508	Valenzuela, Ariel.
05/12/2026	35509	Advanced Copy Systems
05/12/2026	35510	Big Bear City CSD.
<b>*** Missing numbers here ***</b>		
05/12/2026	35512	Comlock Security Group
05/12/2026	35513	Flyers Energy LLC
05/12/2026	35514	Napa Auto Parts, Inc.
05/12/2026	35515	South Coast AQMD
05/20/2026	35516	Big Bear Chamber of Commerce
05/20/2026	35517	Gonzalez Garage
05/20/2026	35518	Mead & Hunt
05/20/2026	35519	Royal Electric Company
05/27/2026	35520	Big Bear City CSD.
05/27/2026	35521	Big Bear Janitorial Supply
05/27/2026	35522	Comlock Security Group
05/27/2026	35523	S.B. Co. Weights and Measures
05/27/2026	35524	Shred-it, Inc.
05/27/2026	35525	Southwest Gas
<b>*** Missing numbers here ***</b>		
05/27/2026	Wire 052726	Angeles Contractor, Inc.





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**Big Bear Airport District**  
**PO Box 755**  
**Big Bear City, CA 92314**

**California CLASS**

**California CLASS**

Average Monthly Yield: 3.6977%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
Cash Reserve	2,014,312.98	0.00	0.00	6,325.98	31,281.89	2,014,925.17	2,020,638.96
<b>TOTAL</b>	<b>2,014,312.98</b>	<b>0.00</b>	<b>0.00</b>	<b>6,325.98</b>	<b>31,281.89</b>	<b>2,014,925.17</b>	<b>2,020,638.96</b>



**Cash Reserve**

**Account Summary**

Average Monthly Yield: 3.6977%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
California CLASS	2,014,312.98	0.00	0.00	6,325.98	31,281.89	2,014,925.17	2,020,638.96

**Transaction Activity**

Transaction Date	Transaction Description	Contributions	Withdrawals	Balance	Transaction Number
05/01/2026	Beginning Balance			2,014,312.98	
05/31/2026	Income Dividend Reinvestment	6,325.98			
05/31/2026	Ending Balance			2,020,638.96	



California CLASS

California CLASS

Date	Dividend Rate	Daily Yield
05/01/2026	0.000304044	3.6992%
05/02/2026	0.000000000	3.6992%
05/03/2026	0.000000000	3.6992%
05/04/2026	0.000101117	3.6908%
05/05/2026	0.000100965	3.6852%
05/06/2026	0.000101131	3.6913%
05/07/2026	0.000101154	3.6921%
05/08/2026	0.000303681	3.6948%
05/09/2026	0.000000000	3.6948%
05/10/2026	0.000000000	3.6948%
05/11/2026	0.000101350	3.6993%
05/12/2026	0.000101625	3.7093%
05/13/2026	0.000101812	3.7161%
05/14/2026	0.000101682	3.7114%
05/15/2026	0.000303912	3.6976%
05/16/2026	0.000000000	3.6976%
05/17/2026	0.000000000	3.6976%
05/18/2026	0.000101436	3.7024%
05/19/2026	0.000101086	3.6897%
05/20/2026	0.000100914	3.6834%
05/21/2026	0.000100861	3.6814%
05/22/2026	0.000403668	3.6835%
05/23/2026	0.000000000	3.6835%
05/24/2026	0.000000000	3.6835%
05/25/2026	0.000000000	3.6835%
05/26/2026	0.000101307	3.6977%
05/27/2026	0.000101923	3.7202%
05/28/2026	0.000101883	3.7187%
05/29/2026	0.000304965	3.7104%
05/30/2026	0.000000000	3.7104%
05/31/2026	0.000000000	3.7104%

Performance results are shown net of all fees and expenses and reflect the reinvestment of dividends and other earnings. Many factors affect performance including changes in market conditions and interest rates and in response to other economic, political, or financial developments. Investment involves risk including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. **Past performance is no guarantee of future results. Any financial and/or investment decision may incur losses.**

Columbia Capital Management, LLC  
**PORTFOLIO SUMMARY**  
**Big Bear Airport District**  
**Income**  
 May 31, 2026

Security Type	Quantity	Total Cost	Market Value	Pct. Assets	Cur. Yield	Est. Annual Income
<b>Fixed Income</b>						
Agency Securities	2,510,000	2,489,798.31	2,500,438.12	70.8	4.0	13,860.00
	2,510,000	2,489,798.31	2,500,438.12	70.8	4.0	13,860.00
<b>Cash and Equiv.</b>						
Cash and Equivalents	0	91.59	91.59	0.0	0.2	0.18
Mutual Funds	34,641	34,640.92	34,640.92	1.0	4.6	1,601.53
Treasury Bills	1,000,000	990,899.00	995,484.38	28.2	3.5	0.00
	1,034,641	1,025,631.51	1,030,216.89	29.2	3.6	1,601.72
<b>TOTAL PORTFOLIO</b>	<b>3,544,641</b>	<b>3,515,429.82</b>	<b>3,530,655.01</b>	<b>100.0</b>	<b>3.9</b>	<b>15,461.72</b>

Columbia Capital Management, LLC  
**FIXED INCOME PORTFOLIO**  
**Big Bear Airport District**  
**Income**  
May 31, 2026

Quantity	Security	Unit Cost	Total Cost	Price	Market Value	Accrued Interest	Market Value +Accr.Int.	Pct. Assets	Yield To Mat.	Duration
<b>Agency Securities</b>										
1,260,000	FEDERAL HOME LOAN BANKS 1.100% Due 08-24-26	99.31	1,251,305.80	99.38	1,252,202.70	3,734.50	1,255,937.20	35.5	3.75	0.23
1,250,000	FHLB 0%26 DUE 06/12/26 0.000% Due 06-12-26	99.08	1,238,492.51	99.86	1,248,235.41	0.00	1,248,235.41	35.4	4.24	0.03
			2,489,798.31		2,500,438.12	3,734.50	2,504,172.62	70.8	4.00	0.13
<b>Cash and Equivalents</b>										
	Cash		91.59		91.59		91.59	0.0		0.00
			91.59		91.59	0.00	91.59	0.0	0.00	0.00
<b>Mutual Funds</b>										
34,641	SCHWAB US TREASURY MONEY ULTRA	1.00	34,640.92	1.00	34,640.92		34,640.92	1.0		0.00
			34,640.92		34,640.92	0.00	34,640.92	1.0	0.00	0.00
<b>Treasury Bills</b>										
1,000,000	UNITED STATES TREAS BILLS 0.000% Due 07-16-26	99.09	990,899.00	99.55	995,484.38	0.00	995,484.38	28.2	3.55	0.13
			990,899.00		995,484.38	0.00	995,484.38	28.2	3.55	0.13
			3,515,429.82		3,530,655.01	3,734.50	3,534,389.51	100.0	3.83	0.13

Columbia Capital Management, LLC  
**PERFORMANCE REPORT**  
**GROSS OF FEES**  
**Big Bear Airport District**  
**Income**  
From 04-30-26 to 05-31-26

Portfolio Value on 04-30-26	3,524,619.91
Accrued Interest	0.00
Contributions	0.00
Withdrawals	0.00
Realized Gains	0.00
Unrealized Gains	7,560.03
Interest	-1,615.16
Dividends	90.23
Change in Accrued Interest	3,734.50
Portfolio Value on 05-31-26	3,530,655.01
Accrued Interest	3,734.50
Average Capital	3,524,619.91
Total Gain before Fees	9,769.59
IRR for 0.08 Years	0.28%

Columbia Capital Management, LLC  
**PERFORMANCE REPORT**  
**GROSS OF FEES**  
**Big Bear Airport District**  
**Income**  
From 05-01-22 to 05-31-26

Portfolio Value on 05-01-22	0.00
Accrued Interest	0.00
Contributions	0.00
Withdrawals	0.00
Transfers In	2,999,733.00
Realized Gains	84,996.86
Unrealized Gains	15,225.19
Interest	393,688.91
Dividends	37,011.05
Change in Accrued Interest	3,734.50
Portfolio Value on 05-31-26	3,530,655.01
Accrued Interest	3,734.50
Average Capital	2,935,352.41
Total Gain before Fees	534,656.51
IRR for 4.08 Years	18.21%

Columbia Capital Management, LLC  
**FIXED INCOME DISTRIBUTION**  
**Big Bear Airport District**  
**Income**  
 May 31, 2026

**Summary Information**

	Totals		Weighted Averages
Par Value	3,510,000	Average YTM	3.87
Market Value	3,495,922.50	Average Maturity (yrs)	0.13
Total Cost	3,480,697.31	Average Coupon (%)	0.39
Net Gain/Loss	15,225.19	Average Duration	0.13
Annual Income	13,860.00	Average Moody Rating	NR
Number of Issues	3	Average S&P Rating	NR

**Distribution by Moody Rating**

<u>Rating</u>	<u>Number</u>	<u>Mkt Value</u>	<u>% Bond Holdings</u>	<u>Average Y T M</u>	<u>Average Coupon</u>	<u>Average Duration</u>
Not Rated	3	3,495,922.50	100.0	3.9	0.394%	0.1

**Distribution by S&P Rating**

<u>Rating</u>	<u>Number</u>	<u>Mkt Value</u>	<u>% Bond Holdings</u>	<u>Average Y T M</u>	<u>Average Coupon</u>	<u>Average Duration</u>
Not Rated	3	3,495,922.50	100.0	3.9	0.394%	0.1



Local Agency Investment  
 Fund  
 P.O. Box 942809  
 Sacramento, CA 94209-0001  
 (916) 653-3001

June 01, 2026

LAIF Home  
PMIA Average Monthly Yields

BIG BEAR AIRPORT DISTRICT

GENERAL MANAGER  
 P.O. BOX 755  
 BIG BEAR CITY, CA 92314

Tran Type Definitions

**Account Number:** 80-36-004

May 2026 Statement

**Account Summary**

Total Deposit:	0.00	Beginning Balance:	303,313.13
Total Withdrawal:	0.00	Ending Balance:	303,313.13

# FY 2025-2026

NO.	APPORTIONMENT	COLLECTION PERIOD	APPORTIONMENT DATE	FUNDS AUTOMATICALLY DEPOSITED	CHECK AMOUNT
1.	Tax Roll Revenues	7/1/25 - 11/5/25	11/12/2025	11/14/2025	\$284,549.16
2.	Tax Roll Revenues	11/6/25 - 11/24/25	12/1/2025	12/3/2025	\$132,527.65
3.	Homeowners' Exemption Reimbursement - 15%	7/1/25 - 11/30/25	12/4/2025	12/8/2025	\$1,606.68
4.	Tax Roll Revenues	11/25/25 - 12/11/25	12/16/2025	12/18/2025	\$717,641.04
5.	<b>Tax Roll Revenues - RPTTF Distribution*</b>	4/29/25 - 12/11/25	12/22/2025	12/30/2025	\$98,432.34
6.	Tax Roll Revenues	12/12/25 - 12/31/25	1/7/2026	1/12/2026	\$33,528.08
7.	Homeowners' Exemption Reimbursement - 35%	12/1/25 - 12/31/25	1/13/2026	1/15/2026	\$3,748.93
8.	Tax Roll Revenues - Including VLF**	1/1/26 - 1/9/26	1/20/2026	1/22/2026	\$12,518.13
9.	Tax Roll Revenues - Including Unitary	1/10/26 - 1/29/26	2/11/2026	2/17/2026	\$70,388.88
10.	Tax Roll Revenues	1/30/26 - 2/20/26	3/4/2026	3/6/2026	\$43,328.51
11.	Tax Roll Revenues	2/21/26 - 3/20/26	3/25/2026	3/27/2026	\$86,125.92
12.	Tax Roll Revenues	3/21/26 - 4/13/26	4/16/2026	4/20/2026	\$680,741.29
13.	Tax Roll Revenues	4/14/26 - 4/27/26	4/30/2026	5/4/2026	\$8,474.99
14.	Homeowners' Exemption Reimbursement - 35%	1/1/26 - 4/30/26	5/6/2026	5/8/2026	\$3,748.93
15.	Tax Roll Revenues - Including VLF and Unitary	4/28/26 - 5/6/26	5/15/2026	5/19/2026	\$34,521.06
16.	<b>Tax Roll Revenues - RPTTF Distribution*</b>	12/12/25 - 4/27/26	5/26/2026	5/28/2026	\$68,540.59
17.	Homeowners' Exemption Reimbursement - 15%				
18.	Tax Sales Excess Proceeds				
19.	Tax Roll Revenues				
20.	FY 2025-2026 Year-End Reconciliation				
21.	FY 2025-2026 Teeter Plan Adjustment				
	<i>* Redevelopment Property Tax Trust Fund</i>			Total	\$2,280,422.18



Date: July 8, 2026  
To: Board of Directors  
From: Ryan Goss, General Manager  
Subject: **Continued Discussion for the Future Restaurant in the New Terminal Building**

### **Background & Discussion:**

At the Board's Special Meeting held on April 1, the Board discussed the future restaurant at the Airport and recognized the value of obtaining specialized hospitality expertise to support the project. During that meeting, the Board directed staff to reach out to hospitality consulting individuals and/or firms to explore professional services that could assist with the development of a Request for Proposals (RFP) for restaurant operations, as well as provide guidance on restaurant planning, design, and/or operational considerations.

Following the Board's direction, staff contacted RealFood Hospitality, Strategy & Design, a full-service hospitality consulting firm with experience in hospitality strategy, restaurant development, design services, operational consulting, and restaurant management. Staff has been in discussions with RealFood Hospitality regarding potential consulting services. Should the Board wish to work with RealFood Hospitality, the work would occur in phases, allowing the Board to determine future services based on project needs and progress.

**Phase 1: Advisory Services** for the RFP Process for a Potential Tenant at Big Bear Airport to include dedicated hours on a monthly basis to include:

- Crafting/editing & posting RFP
- Vetting of RFP responses to narrow for Board review
- Act as an accountability partner and trusted, objective guide for the Board, providing advisory through the process to decision
- \*potential to develop financial model to support decision-making (typically a project fee-based scope of work)

**Phase 2: Design Development** (upon selection of tenant)

- Buildout of restaurant interior to include on as-needed basis: space planning, fixtures & finishes, interior design, kitchen/bar design & equipment plans
- Other services as needed to include: restaurant concept framework, operational systems development, naming & brand development

**Phase 3: Pre-opening & Go-live Operations**

- Dedicated team to support opening of restaurant (pre-launch, soft opening, grand opening)
- Potential for discussion around RF Managed Services in some capacity

**Recommendation:**

Discuss and consider authorizing staff to negotiate and execute a professional services agreement with RealFood Hospitality, Strategy & Design to provide advisory and consulting services associated with the Airport restaurant project, beginning with development and administration of the Request for Proposals (RFP) process for restaurant operations.

**Financial Impact:**

The proposed engagement with RealFood Hospitality would be for professional consulting services. Compensation would be negotiated through a professional services agreement, with the initial scope focused on Phase 1 advisory services. Any additional phases or expanded scope of work would be subject to future Board approval and available project funding.

**Attachments:**

1. RealFood Introduction Package
2. RealFood Managed Services Options (full-service, comprehensive management solution)



# Introduction

Industry-leading Experiences  
for the Modern Hospitality World



# RealFood

hospitality | strategy | design

RF DesignStudio

## We're a leading hospitality strategy and design firm.

Anchored by our team's diverse backgrounds, we blend operational know-how with smart strategy and intentional design to deliver hospitality environments and foodservice experiences that thrive. From first vision to everyday operations, we provide solutions across the hospitality business lifecycle. Whether it's dreaming up something big, navigating challenges or embracing new opportunities, *your vision is our mission.*

*Experience* designed by



# Experience is at the core of everything we do

Experience designed by   
hospitality | strategy | design

## HOSPITALITY



A successful hospitality experience is a compilation of many moments between people delivered consistently, creatively and profitably.

Everything we do is aligned to the hospitality outcome.

## STRATEGY



With extensive backgrounds as operators, we not only know how to navigate landmines of the industry, but how to turn them into opportunities and scale success. We consider ourselves partners in achieving our clients' visions.

## DESIGN



We don't start with the design; we start with the desired experience, and we translate ideas into thriving hospitality spaces. Even the smallest details are thoughtfully specified. Experience is at the core of every design.

# Evolution

1996

## RealFood

Current president and CIA-trained chef, Ed Doyle, founded RealFood Consulting almost 3 decades ago. From its start, RealFood has always been rooted in restaurants and hospitality.

2019

The logo for Troon, featuring the word "TROON" in a bold, white, sans-serif font inside a white rectangular border with rounded corners. A registered trademark symbol (®) is located to the upper right of the logo.

RealFood became part of the Troon family of brands with the aim of enhancing the portfolio's access to hospitality business strategy and food and beverage operations expertise.

2024

## RF DesignStudio

RealFood introduced RF DesignStudio, a dedicated house of specialized design focused on the hospitality and foodservice sectors, providing full-service interior design and foodservice facility design to a diverse client portfolio, including Troon-affiliated facilities.

900+

PROJECTS  
COMPLETE

20 & growing

RFSHD TEAM  
MEMBERS

29 & counting

YEARS OF  
REALFOOD

# Across the spectrum of hospitality

*cross-pollinating best practices*



**HOTELS & RESORTS**



**PRIVATE CLUBS & GOLF COURSES**



**RESTAURANTS, BARS & CAFÉS**



**WORKPLACE & CIVIC**



**HEALTHCARE & LIFECARE**



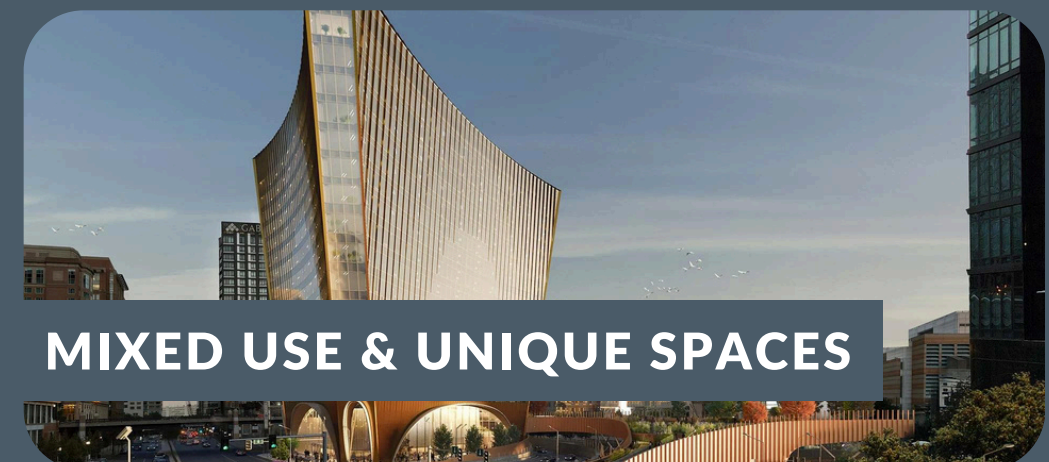
**PUBLIC & PRIVATE EDUCATION**



**COMMUNITY ASSOCIATIONS**



**ENTERTAINMENT & RECREATION**



**MIXED USE & UNIQUE SPACES**

# First vision to everyday operations

*we cover the hospitality business lifecycle*

1

## PLANNING & STRATEGIC DEVELOPMENT

### BUSINESS & FINANCIAL PLANNING

Financial Modeling & Capital Budgeting  
Business Plan Development  
Market & Demographic Analysis

### F&B MASTER PLANNING

Food & Beverage Strategy  
Food & Beverage Operating Plan

### CONCEPT DEVELOPMENT

Restaurant Concept Development  
Guest Experience Design  
Menu & Service Direction

### BRAND IDENTITY DEVELOPMENT

Brand Strategy  
Name & Logo Development

2

## HOSPITALITY DESIGN

### COMMUNITY PLANNING

Community Planning & Design  
Experience Programming & Mapping  
Third-party Consultant Management

### INTERIORS

Interior Design (*Various Environments*)  
Space Planning & Visualization  
FF&E Procurement

### KITCHEN, BAR & SERVICE AREAS

Foodservice Facility Design  
Space Planning & Visualization  
Equipment Plan & Specification  
Construction Administration  
Bid & Negotiation

**RF DesignStudio**

3

## RESTAURANT & HOSPITALITY OPERATIONS

### ONSITE ASSESSMENTS

Restaurant Operations Assessment  
Kitchen/Bar Physical Plant Evaluation

### MENUS

Menu Strategy & Development

### OPERATIONAL SYSTEMS

BOH / FOH Systems Development  
Guest Experience Mapping  
Training Systems Development

### LAUNCH

Pre-Opening Strategy & Support  
On-site Training  
Go-Live Support

4

## F&B MANAGEMENT

### FULL-SERVICE F&B MANAGEMENT

Strategic Vision Implementation  
A-to-Z Operations Management  
Guest Experience & Quality Control  
Financial & Back-office Operations  
Leadership & Training

### STRATEGIC ADVISORY

*Management Advisory Services  
Tailored to Your Business for:*  
Organizational Strategy  
Leadership Development  
Operations Stabilization  
Financial & Tech Integration

# Concept development

## NAPKIN-SKETCHED TO EXPERIENTIAL CLARITY



### SOLUTIONS

- MARKET STUDY & TARGET AUDIENCE ANALYSIS
- MEMBER/GUEST EXPERIENCE FRAMEWORK
- STAFFING STRUCTURE & OPERATIONAL PLAN
- MENU STRATEGY & SERVICE STYLE
- ATMOSPHERIC & BRAND ELEMENTS
- OS&E & UNIFORM DIRECTION

Experience designed by 

# FLICKERING SPARK TO Brand

# SIGNATURE IDENTITY development

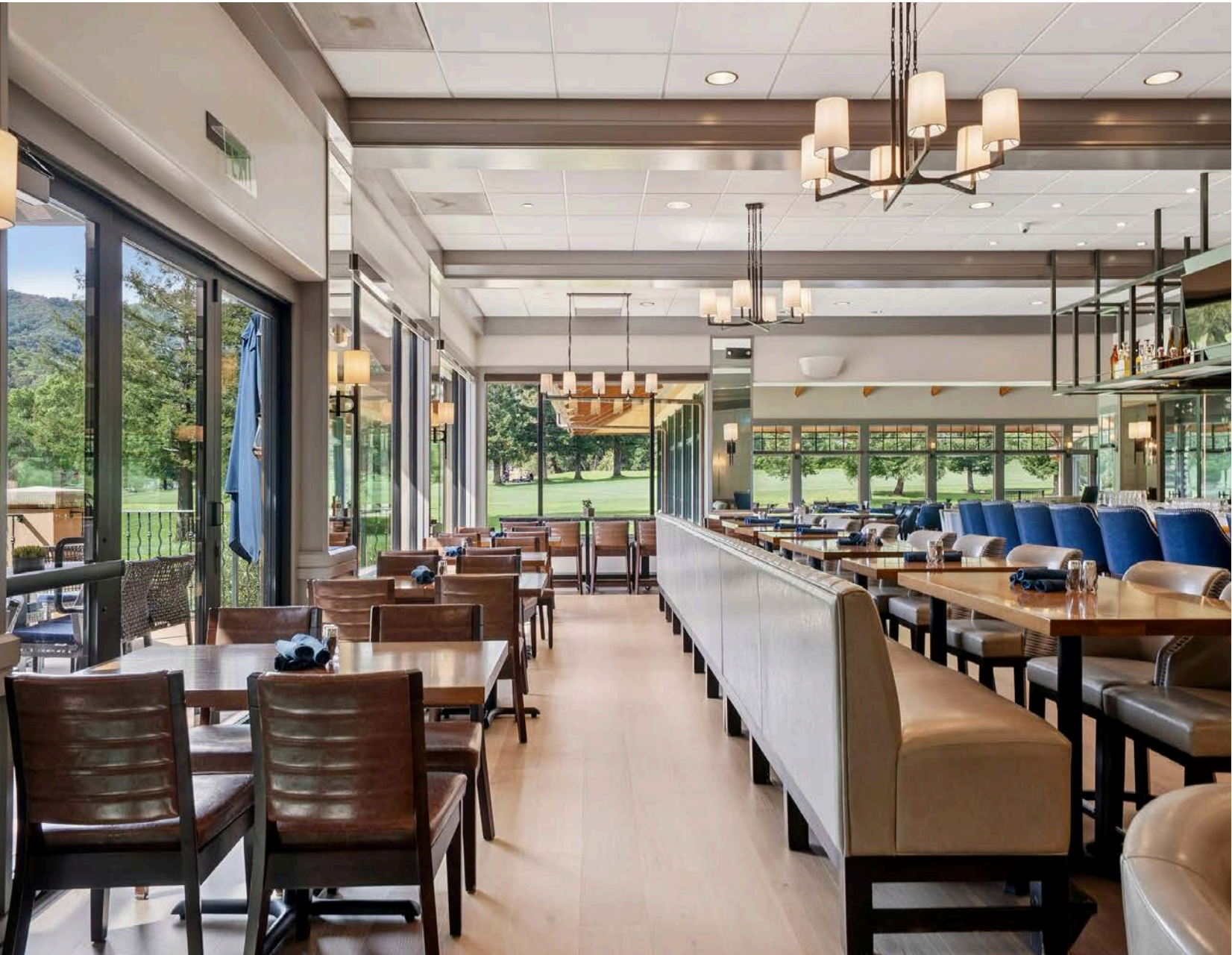


## SOLUTIONS

- NAME DEVELOPMENT
- BRAND STRATEGY & POSITIONING
- VISUAL IDENTITY DEVELOPMENT
- LOGO DEVELOPMENT
- KEY BRAND TOUCHPOINTS

# INSPIRATION TO Interior architecture

# INSTALLATION & design



## SOLUTIONS

- SPACE PLANNING
- SCHEMATIC DESIGN
- DESIGN DEVELOPMENT
- CONSTRUCTION DOCUMENTS
- FINISH SPECIFICATIONS
- FF&E DESIGN
- FF&E PROCUREMENT
- CONSTRUCTION COORDINATION
- INSTALLATION

# Foodservice design

## KITCHEN & BAR BLUEPRINTS TO OPERATIONAL REALITY



### SOLUTIONS

- SPATIAL REQUIREMENTS & FLOW PLANNING
- FOODSERVICE DESIGN DEVELOPMENT
- EQUIPMENT PLAN & SPECIFICATION
- CONSTRUCTION DOCUMENTS
- CONSTRUCTION ADMINISTRATION
- BID & NEGOTIATION

Experience designed by 



# SYSTEMS Restaurant & hospitality

# AND SUPPORT operations

## SOLUTIONS

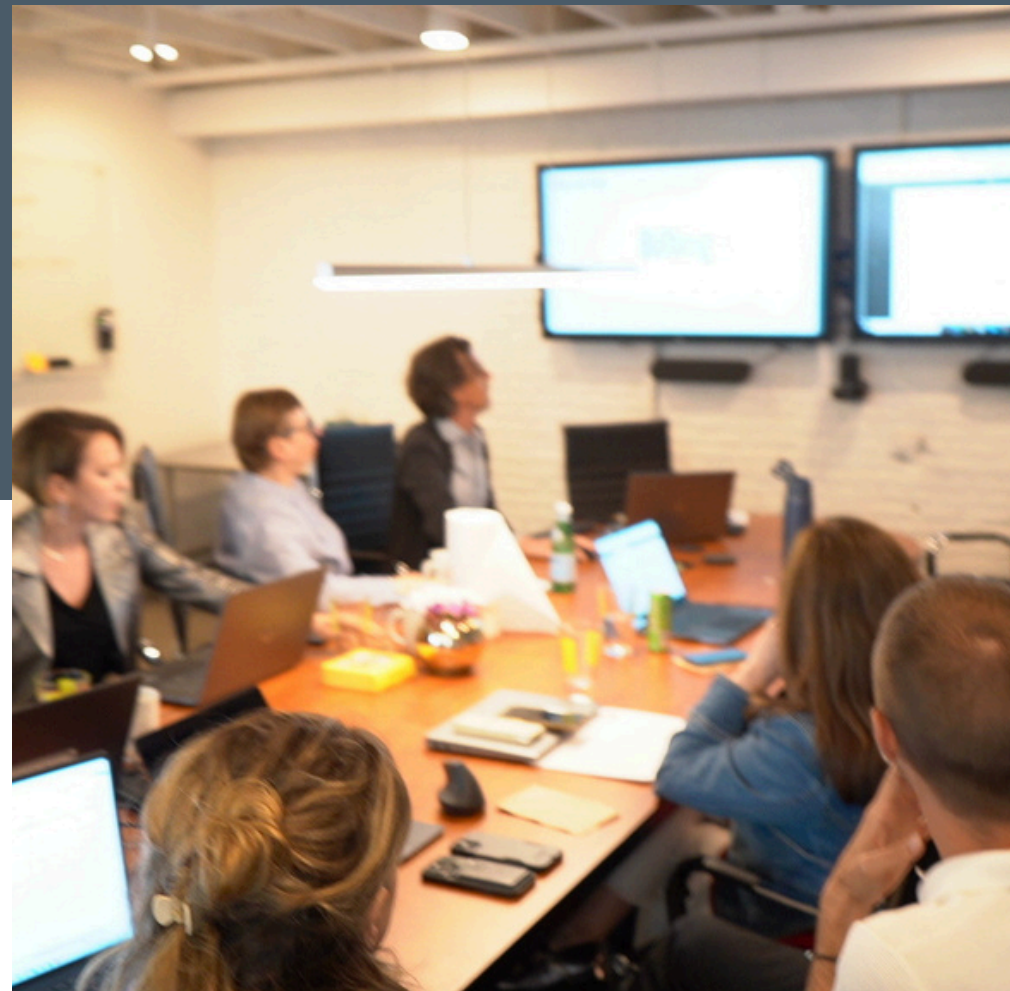
- OPERATIONS STABILIZATION
- FOH & BOH SYSTEMS
- BUSINESS & FINANCIAL SYSTEMS
- MENU STRATEGY & EXECUTION
- GUEST EXPERIENCE EXECUTION
- ORGANIZATIONAL STRATEGY
- STAFF TRAINING SYSTEMS
- PRE-OPENING & LAUNCH TEAM
- FULL-SERVICE F&B MANAGEMENT**

# Every phase, various environments

MORE SOLUTIONS



SPECIALTY DESIGN & ADVISORY  
Art Curation, Lighting Design &  
Photo-realistic Rendering



F&B STRATEGIC MASTER PLANNING  
Feasibility Studies, Financial Modeling &  
Operational Strategy



MANAGEMENT ADVISORY  
Strategic Advisory, Leadership  
Development & Operational Support



Boston, MA | Scottsdale, AZ

Hubs: Florida, Illinois, Maine, New Hampshire

# Our people *are our magic*

We're a team of seasoned operators, skilled designers, blue-sky creatives, and effective strategists. Individually, each team member brings specialized expertise. Collectively, that's where the magic happens: We leverage our combined knowledge and breadth of experience to design and deliver hospitality experiences, from first vision to operational excellence, and we cross-pollinate best practices from a variety of hospitality models.

## ***assembled for your success***

Your RFHSD project team is carefully selected to match your needs and deliver optimal results.

# Leading the way

*our team*



**ED DOYLE**  
*president*



**CHRIS TOCCHIO**  
*senior vice president*



**CJ AMETRANO**  
*vp, design development*



**GULI DURAN**  
*design manager*



**KALI HOUGH**  
*design manager*



**SAMANTHA MILLARD-  
McEVOY**  
*design manager*



**JULIE TSUCHIYA**  
*procurement manager*



**PHIL BEAN, AIA, NCARB**  
*design client relations*



**JOHN ZEREBNY, FCSI**  
*design client relations*

*Not Yet Pictured, But Just As Expert:*

**DIDEROT GUILLAUME**  
*construction field coordinator*

**ESHAN ZARGARAN**  
*design manager, interiors*

**SEBASTIAN KERLY**  
*design manager, interiors*

# Strategy & Operations



**ALEXIS MONIELLO**  
*director, strategy & operations*



**MONICA FEDRI**  
*experience project manager*



**RENEE TORRES**  
*experience project manager*



**KRISTIN KELLY**  
*experience project manager*



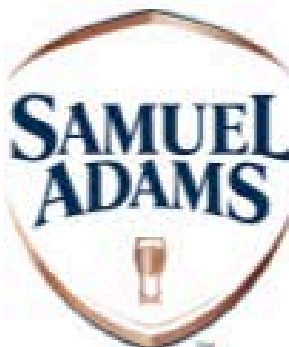
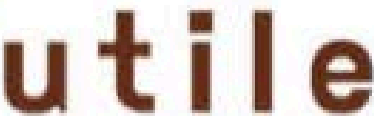
**RACHEL CHAPPELL**  
*manager, client relations*



**JOELLE CREAMER**  
*manager, brand development*

Trusted by

# Our Clients & Partners





“

*The team at RF turned our visions, dreams, wants and ideas into tangible reality. They made the journey collaborative, exciting and forward-moving.*

- Paul J., General Manager  
Grand Hyatt

**RealFood**  
hospitality | strategy | design

A Troon Company

**RF DesignStudio**



617.876.2100

rfhds.com



### //Restaurant Managed Services

#### *Manage with Confidence & Controls*

RealFood's Managed Services responsibilities consist of managing and supervising of the daily operations of the venue. RealFood will continually monitor and evaluate the service experience at the venue to ensure the most successful standards and best practices are being applied. Our operational team works to make sure the offerings of the venue are in line with your service and fiscal goals.

The scope of services for this phase of work will be customized to align with the objectives, strategy and operating model for F&B at your restaurant(s). Further discussion about the venue and your management needs, will provide the information needed to customize your management agreement.

Typical responsibilities include:

#### > **General Management & Administration**

to include full ownership of operations while optimizing front and back-of-house restaurant procedures; controlling operational costs and promoting efficiency; weekly, monthly and annual financial reporting; general administration; determining appropriate reservation procedures and systems; troubleshooting common issues

#### > **Guest Experience**

to include implementing standards for delivering memorable guest experiences to satisfy expectations; fostering positive customer relations via in-person and digital contact; leading management in dealing with customer inquiries and complaints

#### > **Human Resources & Employee Relations**

to include recruiting, training and supervising staff; managing the staff's spirit and positive reflection of involved companies; conducting performance appraisals and setting targets; optimizing workflow and productivity; fostering professional networking and learning opportunities with other F&B leaders within Troon's and RealFood's expansive network

#### > **Compliance, Health & Safety**

to include ensuring compliance with licensing, health and safety regulations; establishing and maintaining policies and protocols for safe work habits; ensuring complete training for responsible alcohol service



### > **Financial Performance**

to include ongoing review of KPIs and monthly balance sheet and income statements; written narration of monthly and annual results with updated forecasting; annual budgetary development that will be shared and approved by ownership that is tied to decisions made within collaborative topics as well as operational strategy developed by RealFood

### > **Opening & Transition Project Management**

to include ownership of pre-opening and opening operational critical path, setting opening timelines, grand opening date, soft opening date, pre-opening staff training dates, and contingency plans dependent on construction timelines, tech system implementation timelines, recruitment success, license and permit procurement, and vendor accounts set-up

### > **Supply Chain, Procurement & Culinary Edge**

to include researching dishes and optimizing menus; implementing procedures and controls for inventory and supplies; monitoring product quality and handling vendors; ordering the necessary food and supplies, which may be supplied by vendors within Troon's Preferred Procurement program or by other vendors; leveraging opportunities to adopt best-in-class technology and equipment to support consistent and high quality product execution

### > **Tech Stack Selection**

to include researching optimal operations and guest experience supporting tech platforms; recommending the optimal platform for the business and market strategies; implementation of tech stack platforms; SOP development for chosen tech stack; maintenance and updates of chosen tech stack; reassessment as new products become available

Note: This does not include research, selection, or maintenance of tech platforms outside of food & beverage, such as golf or bowling tech

### > **Operational Repair & Maintenance**

to include the day-to-day management of operational physical plant and equipment repair and maintenance: hood cleaning, ansul system maintenance, ice and dish machine repair and maintenance, minor plumbing, electrical, and other repair work, etc.

Note: CapEx improvement and/or long-term and large R+M projects and decisions to be managed by ownership and factored into financial performance models



Date: July 8, 2026

To: Board of Directors

Prepared By: Ryan Goss CM, General Manager

- We are wrapping up the Airfield marking project. We will begin closing out the grant once payment and retention have been paid in full.
- On June 2, 2026, the airport received notice that we were able to secure the Snow Removal Equipment grant in the amount of \$1,330,000.00. Total project cost is \$1,555,122.00, difference of \$225,000.00. Staff will work with Mead & Hunt and the FAA to either request additional funding or staff may request funding from our reserve accounts to offset the cost difference.
- On June 29<sup>th</sup>, we had a large dust devil move across the airport and damage Hangar A2. Doors were ripped off and thrown into the taxiway and an adjacent hangar row. Maintenance staff were able to repair the doors and get it closed within 24hrs.
- Audit season is upon us again. We will be having an on-site visit starting on July 20<sup>th</sup> to begin the work.
- Staff completed their annual Workplace Violence webinar.
- The Administrative staff did a fantastic job getting all the mailers out to the tenants of the airport for the July 1 billing.
- I will be traveling for SWAAAE (Southwest American Association of Airport Executives) conference to Palm Desert July 19<sup>th</sup>- 22<sup>nd</sup>. I will be available by phone in the event of an emergency.
- Aero Engineering will be on site July 7 to review and recertify our SPCC (Spill Prevention, Control, Countermeasure Plan for our fuel tanks. This SPCC requires an engineering firm to review and validate the plan which is required by the State of California.

### **Other Notable Items**

- Terminal Building Construction Meetings 6/11, 6/18, 6/25, 7/2.
- VC3 Strategy meetings 6/11, 6/17, 6/23
- Metro Wireless yearly Meeting 7/1.
- Post Construction Meeting Runway Rehab 6/10.

## Big Bear City | Runway Operations Report

Report Date Range: 05/2026

**Total Operations**

**953**

**Landings**

**457**

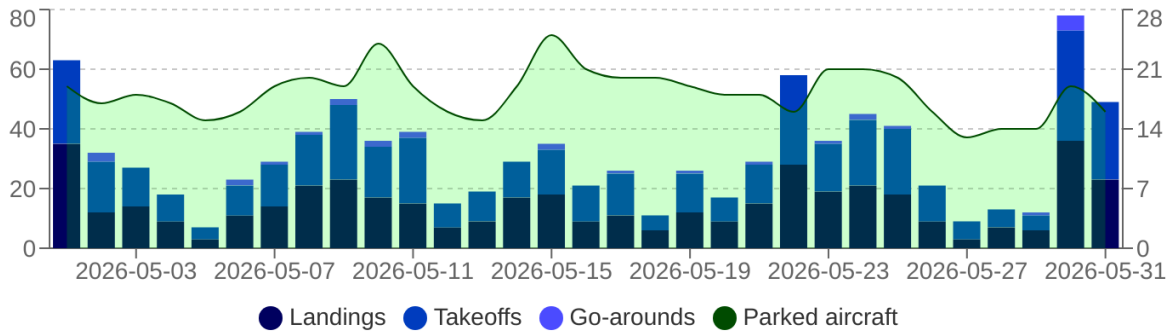
**Takeoffs**

**468**

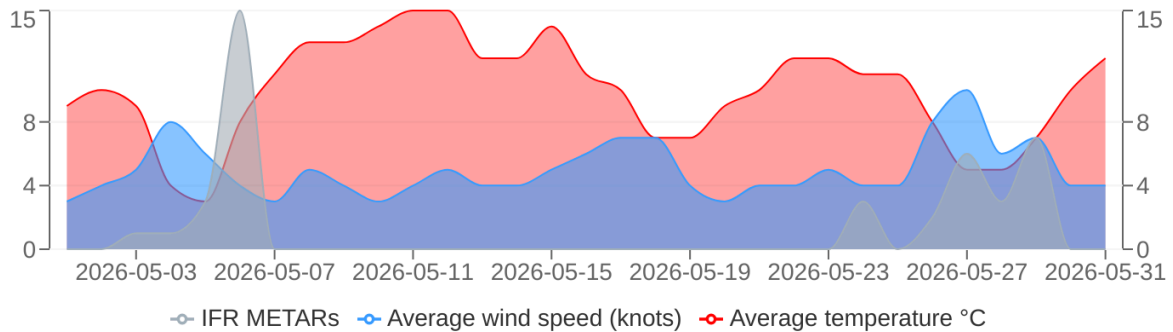
**Go-Arounds**

**28**

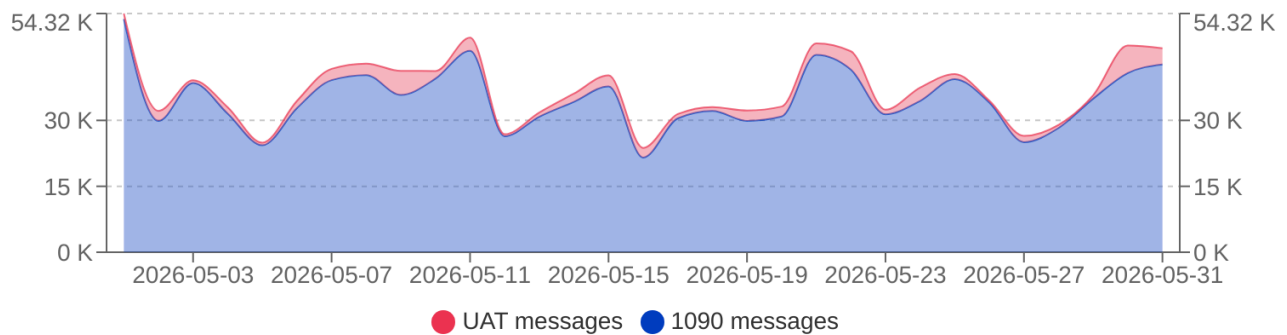
### Operations by Day



### Weather Conditions



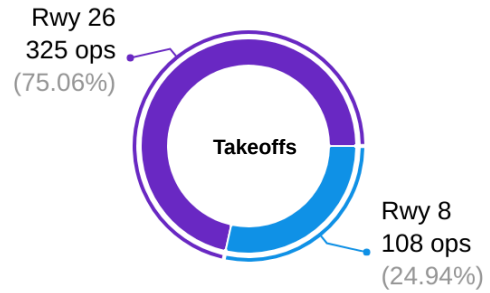
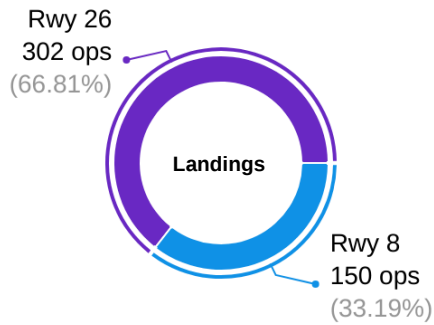
### Receiver health



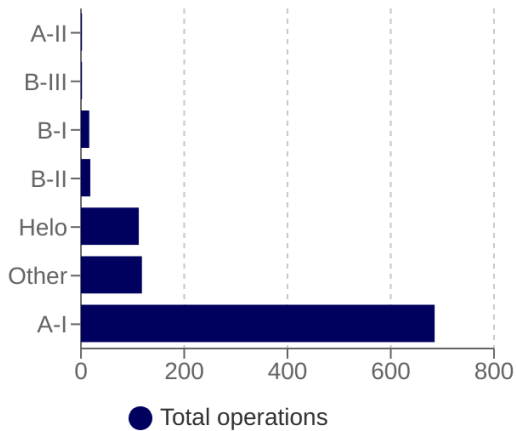
## Big Bear City | Runway Operations Report

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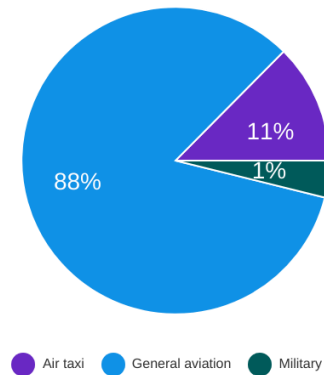
### Operations by Runway



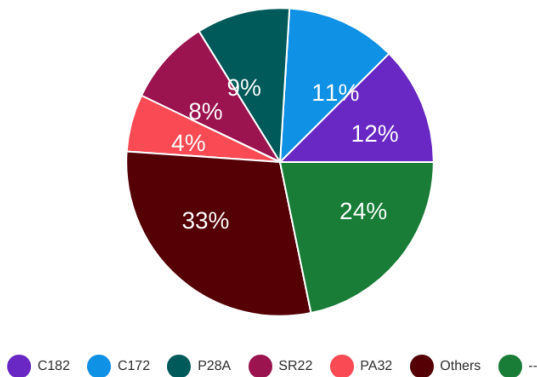
### Operations by Category



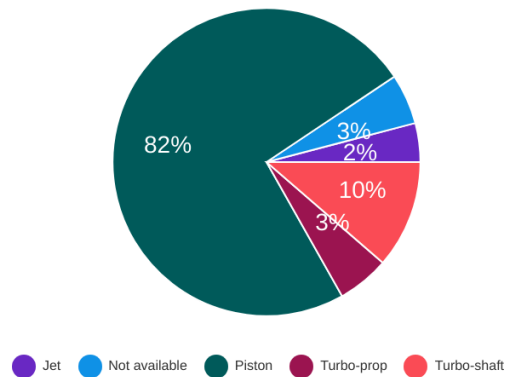
### Operations by Type



### Top Aircraft Types



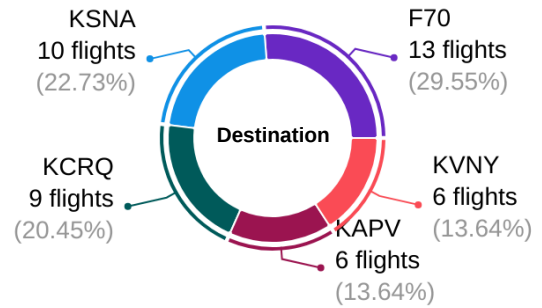
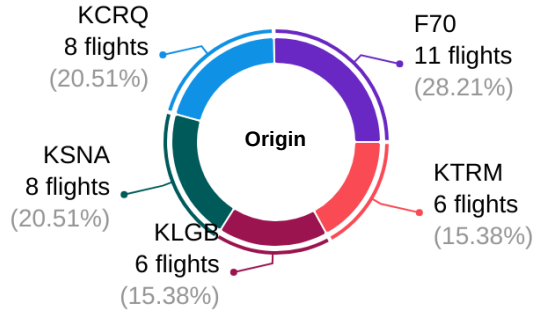
### Operations by Engine Type



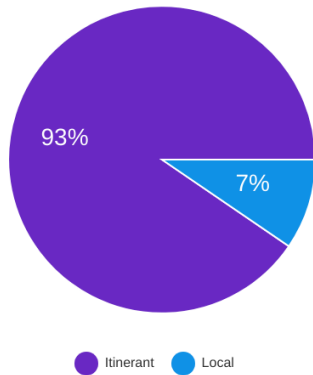
## Big Bear City | Runway Operations Report

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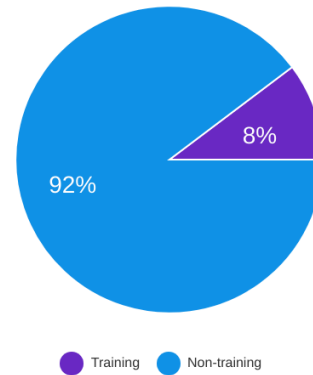
### Top Airports



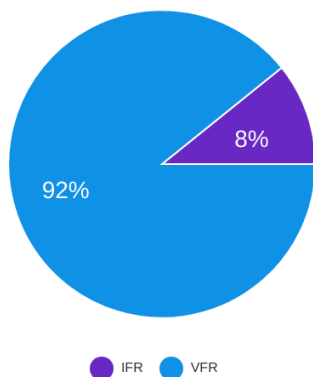
### Local vs Itinerant Flights



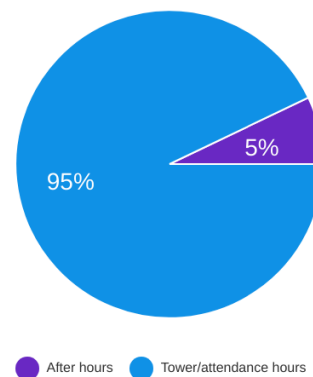
### Training Operations



### IFR vs VFR Flights



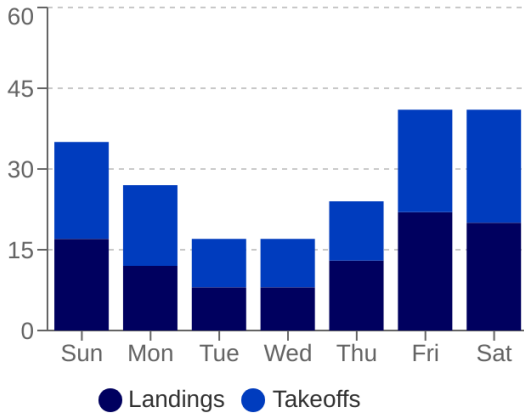
### After Hours Operations



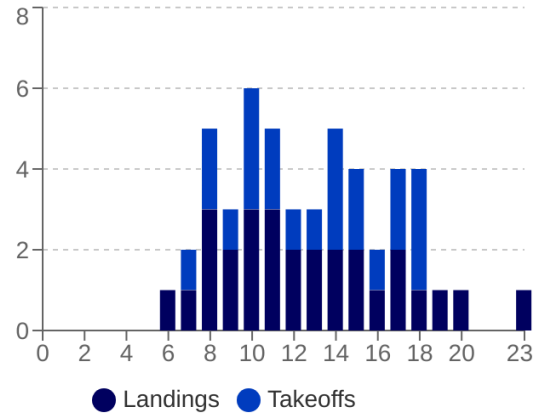
## Big Bear City | Runway Operations Report

Report Date Range: 05/2026

### Operations by Day of Week

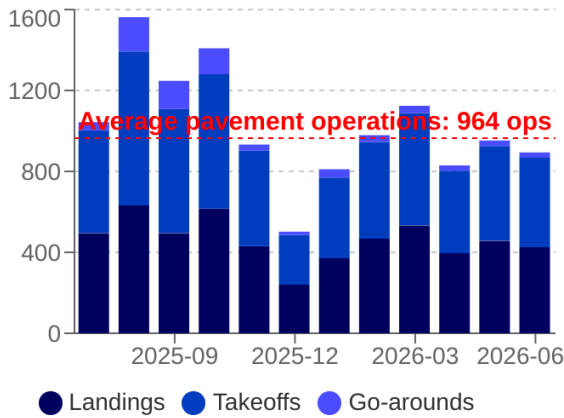


### Operations by Hour



## Historical Data

### Landings and Takeoff By Month



### Busiest Days on Record

Rank	Date	Pavement ops	Aircraft
1	2022-09-07 (W)	235	9
2	2022-09-06 (Ti)	150	15
3	2023-03-03 (Fi)	139	64
4	2023-01-28 (S)	137	49
5	2023-01-21 (S)	130	52
6	2022-09-05 (M)	121	23
6	2022-12-26 (M)	121	52
7	2024-02-11 (S)	115	55
7	2023-04-01 (S)	115	53
8	2023-10-21 (S)	110	38