



**SAN DIEGO COUNTY  
REGIONAL AIRPORT AUTHORITY  
STAFF REPORT**

Item No.  
**13**

Meeting Date: **AUGUST 4, 2011**

**Subject:**

**Grant a Concession Lease to PGC-PCI San Diego, LLC (A Joint Venture) for Development and Operation of Retail Package #3**

**Recommendation:**

Adopt Resolution No. 2011-0093, awarding a concession lease to PGC-PCI San Diego, LLC (A Joint Venture) for development and operation of Retail Package #3, as included in the Request for Proposals (RFP) for Food Service and Retail Concessions, for a maximum term of nine (9) years and four (4) months, which includes a period not to exceed twenty-eight (28) months to allow for base building construction, Authority shell construction and renovation, and build out of the concession locations and a first year Minimum Annual Guarantee (MAG) of \$752,000 following completion of build out; and authorizing the President/CEO to take all necessary actions to execute the concession lease.

**Background/Justification:**

For the past three years, staff has been planning for a new concession program at San Diego International Airport (SDIA). The Concession Development Program (CDP) incorporates additional concession opportunities from the Terminal 2 West (Green Build) and Terminal 2 East expansion projects and the re-concepting of most existing locations beginning in December 2012. At its October 26, 2009 meeting, the Board was first informed of the CDP including the goals, objectives, and business strategy of the initiative. Staff further informed the Board of different concession management approaches and recommended a hybrid approach of multiple prime concessionaires with the option for direct leasing. At its November 4, 2010 meeting, staff updated the Board on the CDP Request for Proposals planning and business community outreach efforts. Finally, at its January 6, 2011 meeting, the Board was briefed on RFP packaging guidelines and concession locations in advance of the release of the RFP in February 2011.

On February 2, 2011, eight (8) food service and eight (8) retail concession packages were released via the CDP RFP. The CDP will expand from today's approximately 60,000 square feet to approximately 85,000 square feet of food service and retail space when completed. At full build-out in 2014, the number of food service and retail concession locations will increase from 55 today to up to 86.

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As previously briefed to the Board, the CDP RFP included the following goals and objectives:

- Diversity of concepts from local, regional, national, and international brands
- Encourage healthy competition
- Optimize concession revenues
- Capture the spirit of the San Diego region
- Create opportunities for local, small and Airport Concession Disadvantaged Business Enterprises (ACDBE)
- Maximize concession opportunities
- Provide an efficient operating environment
- Exceed passengers' expectations

Each package of the RFP required respondents to propose rent terms that included a fixed MAG and percentage rents of gross sales within a specified range. To ensure a diversity of concepts and encourage competition, the RFP also established the following limitations on the award of concession leases to a single proposer:

- 30% of food service square footage
- 35% of retail square footage
- 30% of total program square footage

### **Retail Package #3 Details**

Retail Package #3 encompasses 19% of the total retail square footage. Retail Package #3 includes the following seven locations and concept types:

<b>Location</b>	<b>Square Footage</b>	<b>Concept</b>
T1 Pre-Security	348	Newsstand and Sundries
T1 Pre-Security	1,407	Bookstore
T1 Pre-Security	188	Accessories
T1 Post-Security	1,092	Newsstand and Sundries
T2W Core	1,067	Casual Apparel
T2W Core	500	Children's Toys and Games
T2E Post-Security	1,254	Newsstand and Sundries
<b>Total</b>	<b>5,856</b>	

A map depicting the Retail Package #3 locations within the terminals is provided in Attachment 1.

The term of the concession lease includes up to 28 months to allow build out of all locations included in the Package (Package Completion), during which time, percentage rent shall be paid. After Package Completion, the MAG requirements set forth below shall apply.

Retail Package #3 included the following minimum requirements:

<b>Minimum Investment in Fixed Improvements per Square Foot</b>	\$300
<b>Percentage Rent Range</b>	13.00% to 17.00%
<b>Minimum Annual Guarantee</b>	
<b>1<sup>st</sup> Annual Period</b>	\$752,000
<b>2<sup>nd</sup> Annual Period following Package Completion Date</b>	90% of the actual rent paid to Authority during the first Annual Period, or 103% of the MAG for the first Annual Period, whichever is greater.
<b>3<sup>rd</sup> through 7<sup>th</sup> Annual Periods</b>	90% of the actual rent paid to Authority during the prior Annual Period, or 103% of the MAG for the prior Annual Period, whichever is greater.

### **Retail Package Proposals**

On May 25, 2011, three proposals were received for Retail Package #3 from the following entities:

- HG-CV-Epicure-Martinez San Diego JV (Hudson Group) - Proposed business entity is comprised of a joint venture between Hudson Group (HG) Retail, LLC (Hudson) (71% ownership), Concourse Ventures, Inc. (3% ownership), Epicure Group International, LLC (13% ownership) and Martinez Niebla, LLC (13% ownership)
- LS Travel Retail and Partners at SAN, LLC (LS Travel Retail) - Proposed business entity is comprised of a joint venture of LS Travel Retail North America (74% ownership) and P&P Services, LLC (26% ownership)
- PGC-PCI San Diego LLC (PGC-PCI) - Proposed business entity is comprised of a joint venture of Pacific Gateway Concessions, LLC (67% ownership) and Procurement Concepts, Inc. (33% ownership)

A comparison of the proposed concepts associated with the seven locations in Retail Package #3 is provided below:

Location	T1W-1042	T1W-1032	T1W-1034	T1W-2018	T2W-2052	T2W-2014	T2E-2060
Square Feet	348	1,407	188	1,092	1,067	500	1,254
Proposer	Concepts						
Hudson Group	Hudson News	Hudson Booksellers	G-Shock	Hudson News	Harley Davidson	KidsWorks	Hudson News
LS Travel Retail	USA Today Travel Zone	Watermark	Sundial	San Diego Union Tribune	Fresh Produce	Geppetto	Relay
PGC-PCI	Where Traveler San Diego	Bay Books	The Beach House	US News & World Report	Apricot Lane Boutique	Kids Love San Diego	KPBS News

**Financial Offer**

Proposer	Proposed Percentage Rent	Year One MAG
Hudson Group	\$0-\$7.0M 13% \$7.0M-\$9.0M 15% Over \$9.0M 17%	\$ 752,000
LS Travel Retail	13%	\$ 752,000
PGC-PCI	\$0-\$7.0M 13% \$7.0M-\$8.0M 14% Over \$8.0M 15%	\$ 752,000

**Evaluation Process**

The Authority's evaluation panel was comprised of six panelists: (a) three Authority Division Vice Presidents, (b) one Authority Department Director, and (c) two airport concession program managers from San Francisco International and Seattle-Tacoma International Airports.

Proposals were evaluated using the following criteria and weighting factors:

Criteria	Weighting %
Company Background, Experience, Financial Capability and Financial Offer	35
Concept/Brand Development and Merchandise/Menus	20
Designs, Materials, and Capital Investment	15
Management, Staffing Plan, and Training	15
Operations and Maintenance Plan	10
Marketing and Promotions Plan	5

Additional consideration was given in the evaluation process for proposals that met or exceeded the Authority's standards for small business preference (Authority Policy 5.12) and worker retention (Board Resolution 2010-0142R).

The evaluation panel reviewed the three proposals using the above criteria and ranked the proposals from "1" (best suited) to "3" (least suited). The results of the rankings of each panel member (PM) are presented in the matrix below:

Proposer	PM1	PM2	PM3	PM4	PM5	PM6	Total
Hudson Group	2	1	3	2	2	2	12
LS Travel Retail	3	2	2	3	3	3	16
PGC-PCI	1	3	1	1	1	1	8

The evaluation panel recommends that a concession lease be awarded to PGC-PCI San Diego, LLC for development and operation of Retail Package #3 (as included in the Request for Proposals for Food Service and Retail Concessions) for a maximum term of nine (9) years and ten (10) months with a first year MAG of \$752,000.

Depictions of PGC-PCI's concepts for this package are presented in Attachment 2.

### **Fiscal Impact:**

Annual revenue for the Authority will be no less than the MAG amount of \$752,000 for Retail Package #3. In addition, based on the projected gross sales of the concessionaires, the Authority estimates that total CDP annual operating and maintenance costs (including operating costs for the Central Receiving and Distribution Center) will be recoverable from concessionaires.

**Environmental Review:**

- A. This Board action is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Pub. Res. Code §21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act Pub. Res. Code §30106.

**Equal Opportunity Program:**

The Authority's small business program promotes the utilization of small, local, disadvantaged, and other business enterprises, on all contracts, to provide equal opportunity for qualified firms. By providing education programs, making resources available, and communicating through effective outreach, the Authority strives for diversity in all contracting opportunities.

The Authority has an Airport Concession Disadvantaged Business Enterprise ("ACDBE") Plan as required by the Department of Transportation, 49 CFR Part 23. The ACDBE Plan calls for the Authority to submit a triennial overall goal for ACDBE participation on all concession projects.

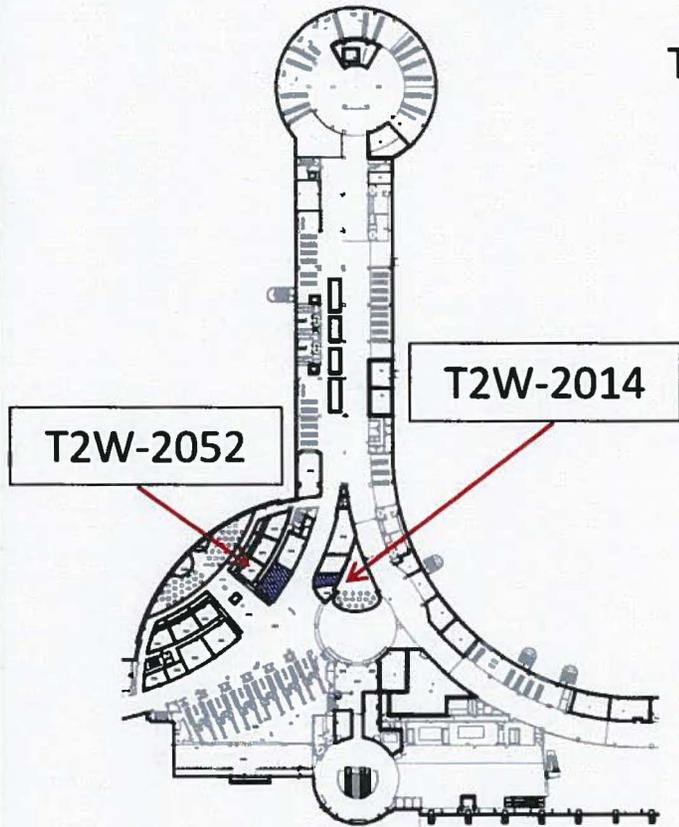
This solicitation is an airport concession opportunity; therefore, it will be applied toward the Authority's overall ACDBE goal. PGC-PCI San Diego, LLC is proposing 33% ACDBE participation on this project.

**Prepared by:**

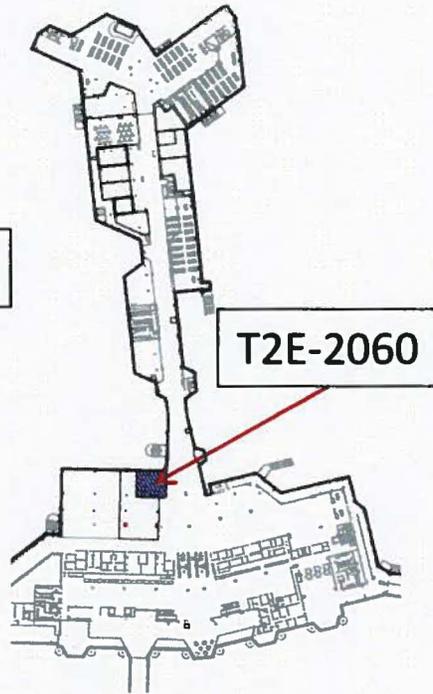
VERNON D. EVANS  
VICE PRESIDENT, FINANCE/TREASURER

# RETAIL PACKAGE 3

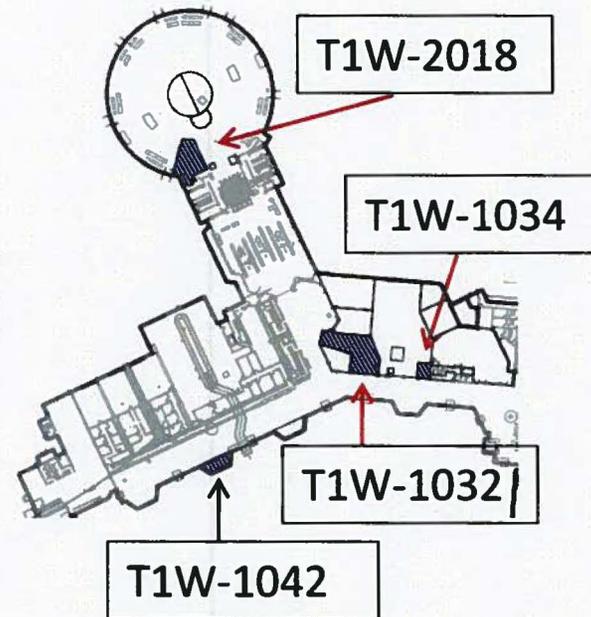
Terminal 2 West



Terminal 2 East

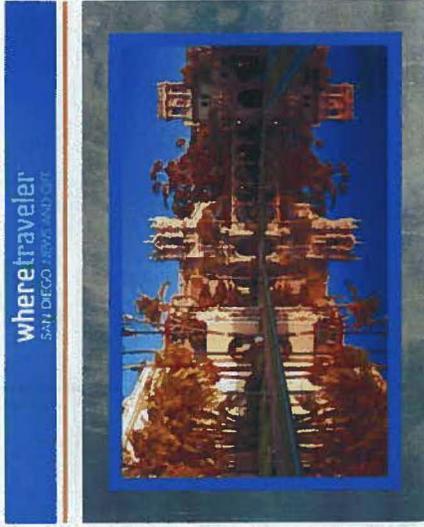
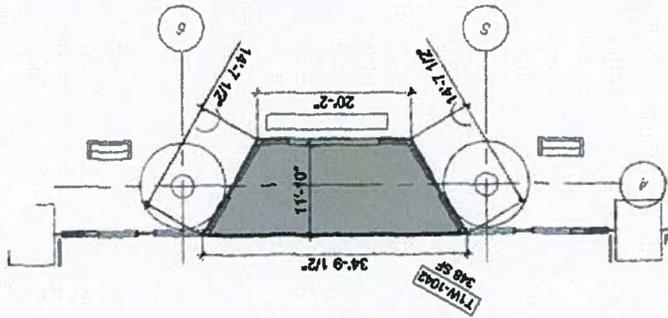
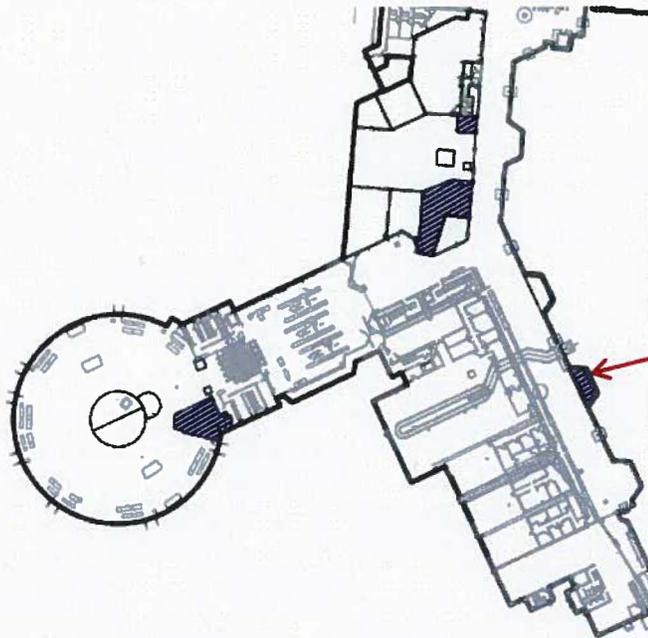


Terminal 1 West



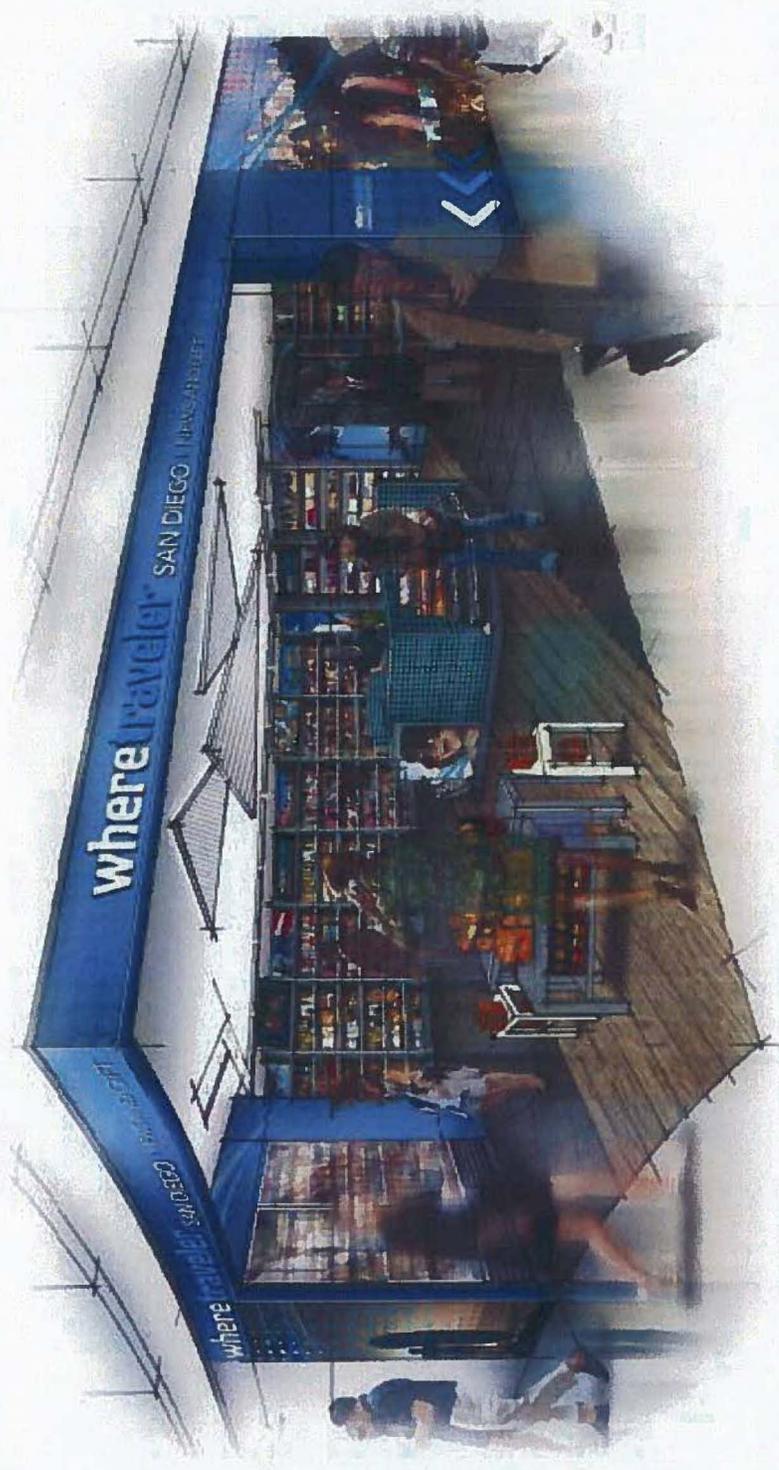
# RETAIL PACKAGE 3 T1W-1042 – 348 SF

Terminal 1 West



# Retail Pkg 3: PGC-PCI

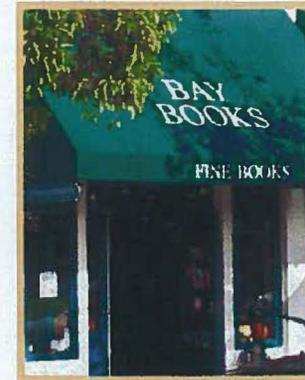
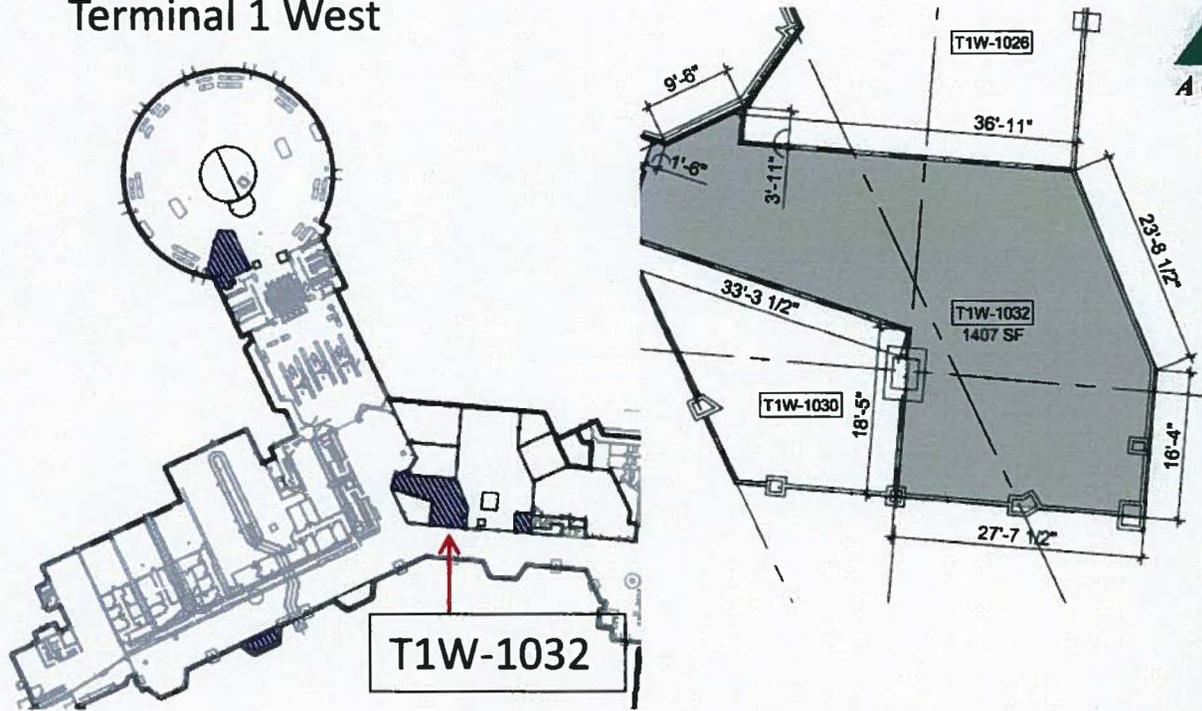
wheretruveler wheretruveler



# RETAIL PACKAGE 3

## T1W-1032 – 1407 SF

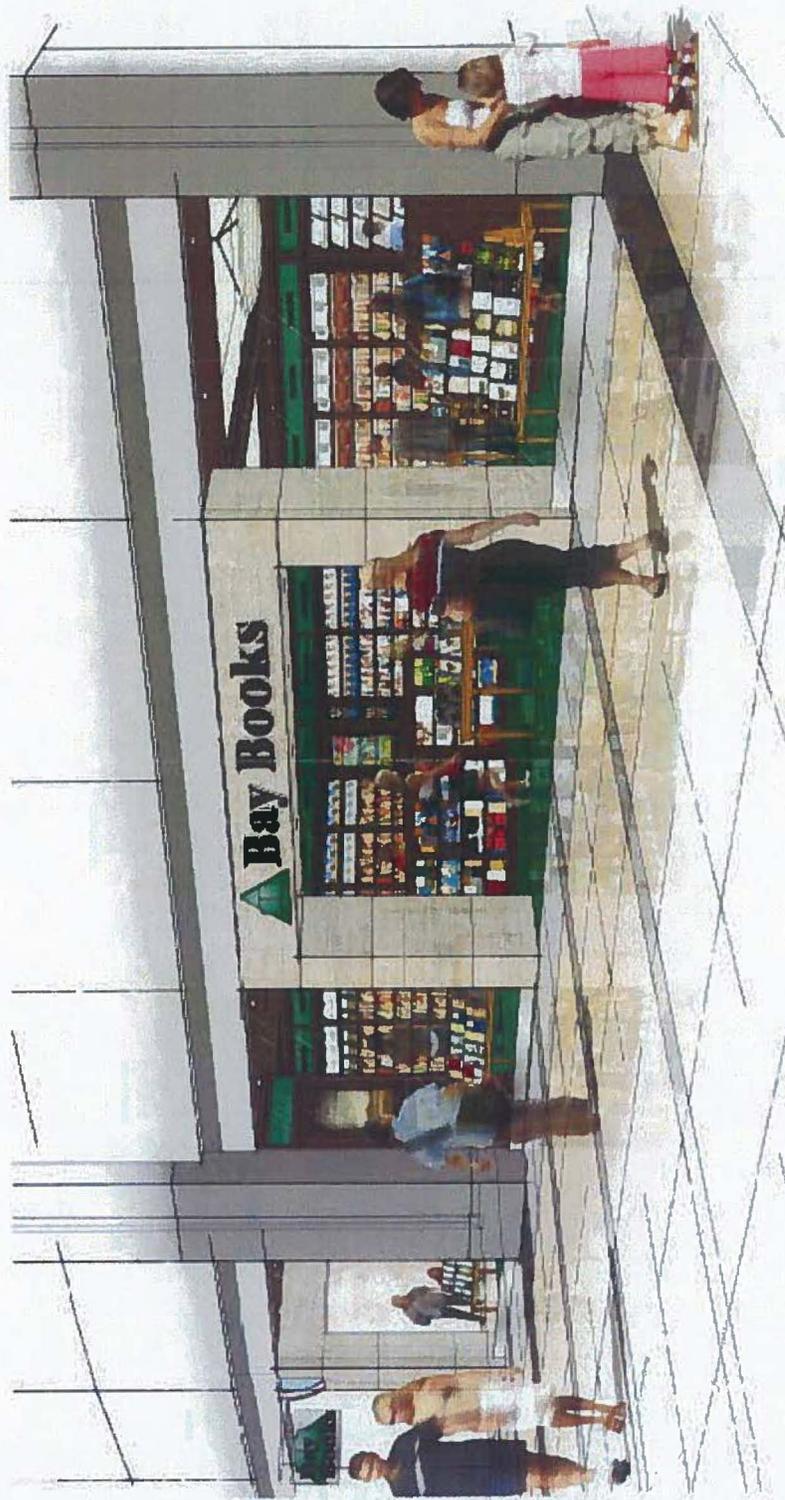
Terminal 1 West



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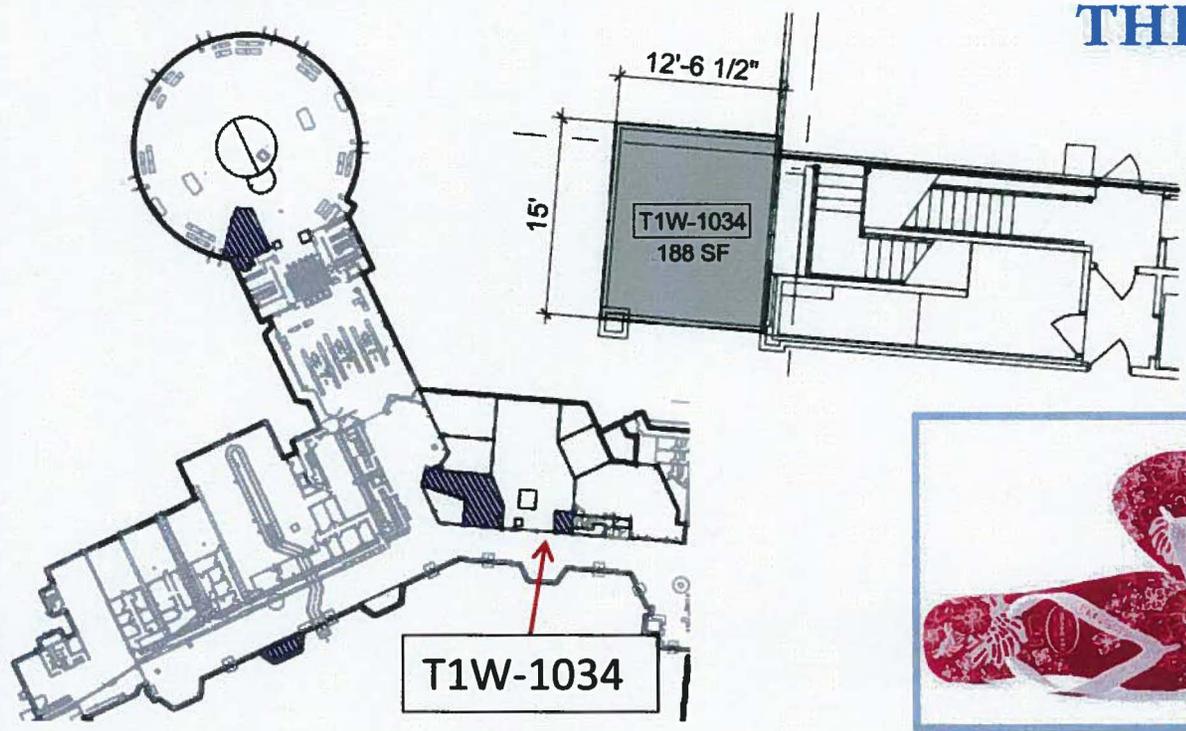
# Retail Pkg 3: PGC-PCI



# RETAIL PACKAGE 3 T1W-1034 – 188 SF

Terminal 1 West

  
**THE BEACH HOUSE**



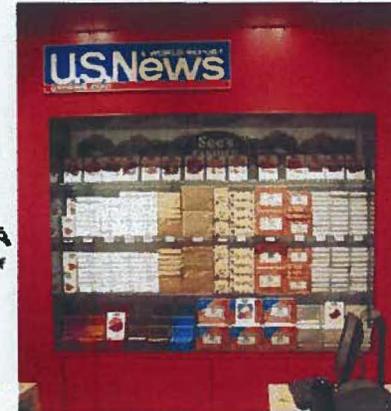
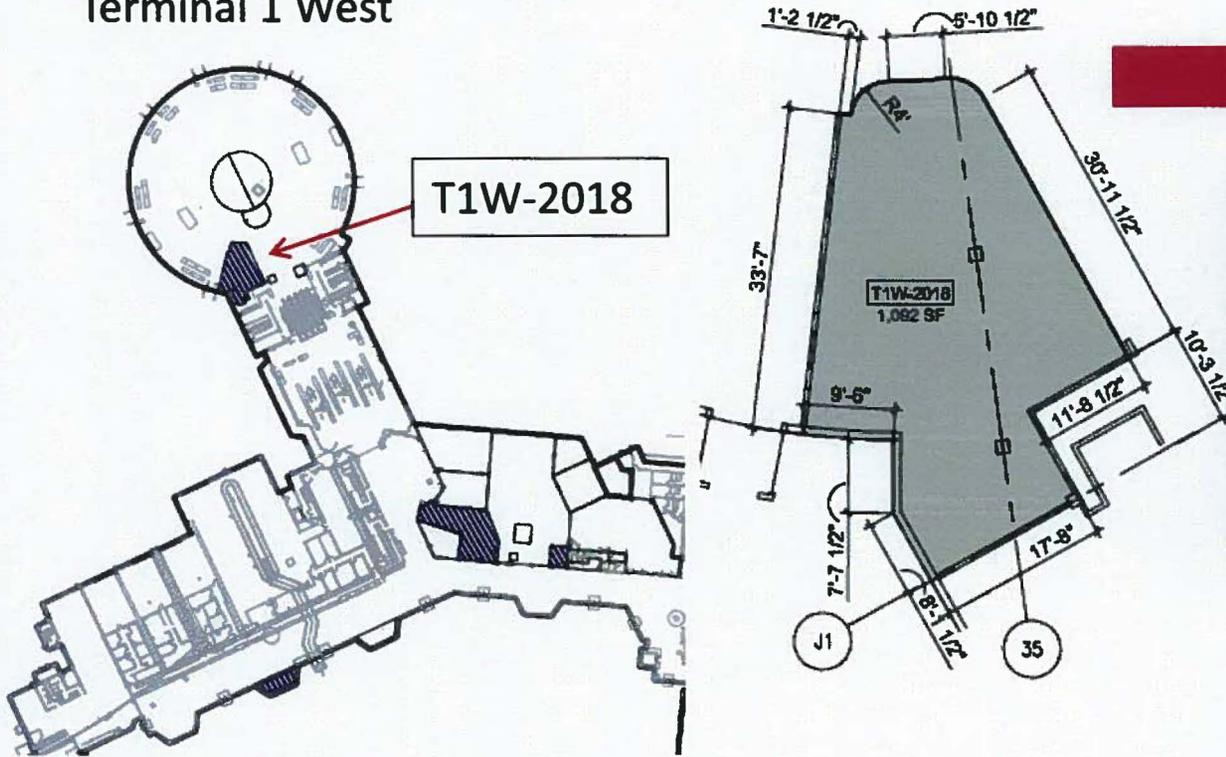
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# Retail Pkg 3: PGC-PCI



# RETAIL PACKAGE 3 T1W-2018 – 1092 SF

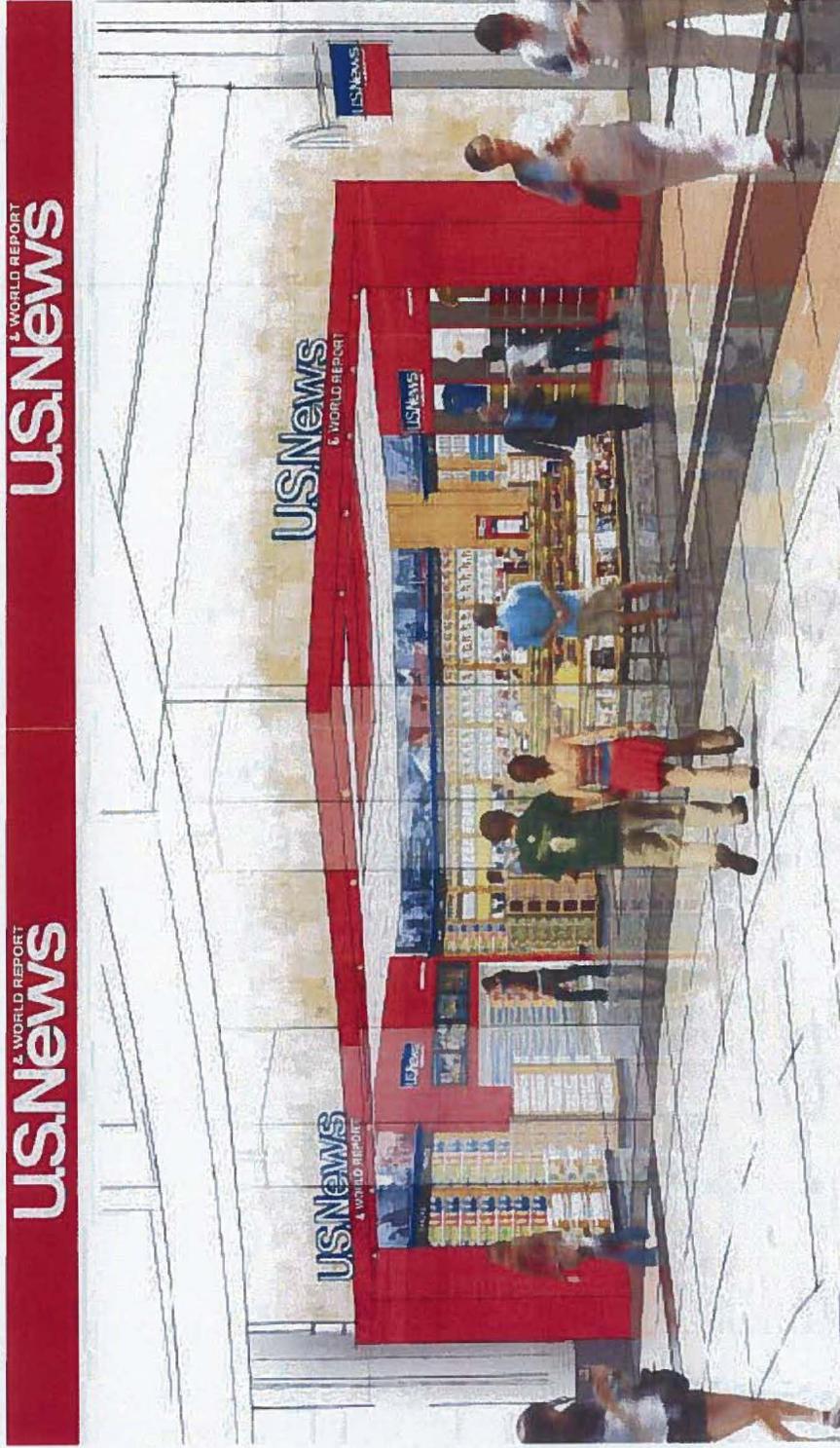
Terminal 1 West



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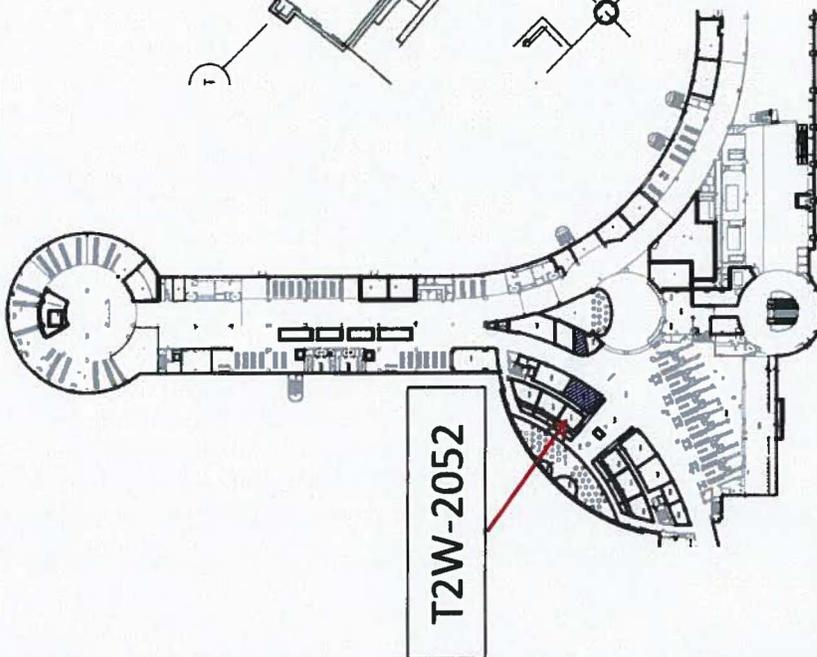


# Retail Pkg 3: PGC-PCI



# RETAIL PACKAGE 3

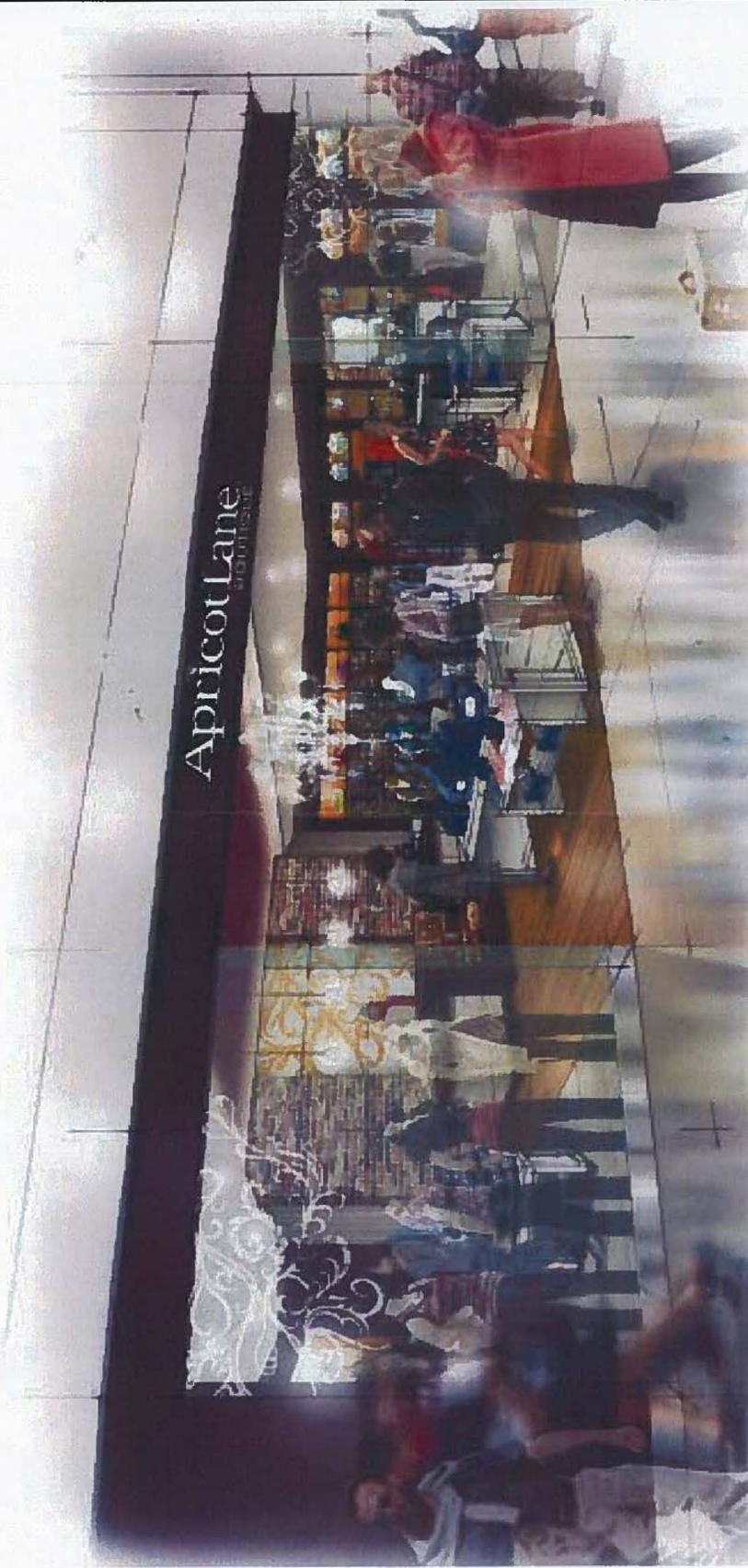
## Terminal 2 West T2W-2052 – 1067 SF



# Apricot Lane. BOUTIQUE

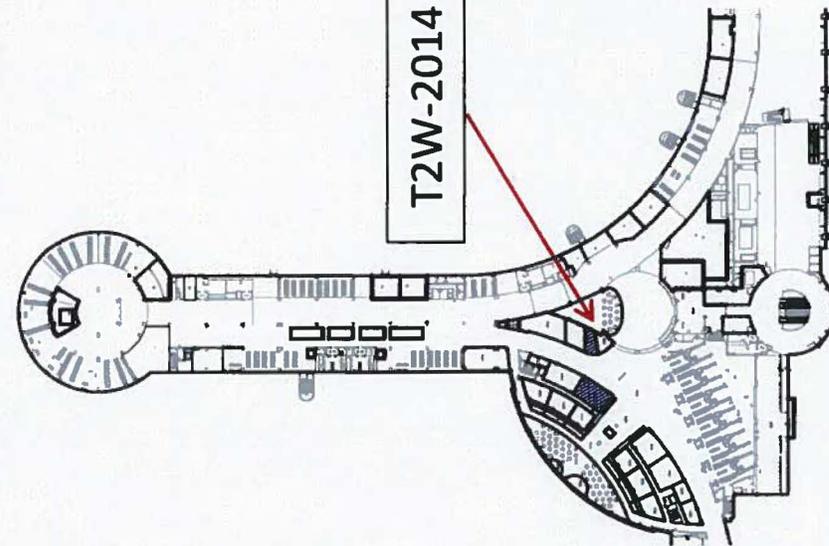


# Retail Pkg 3: PGC-PCI

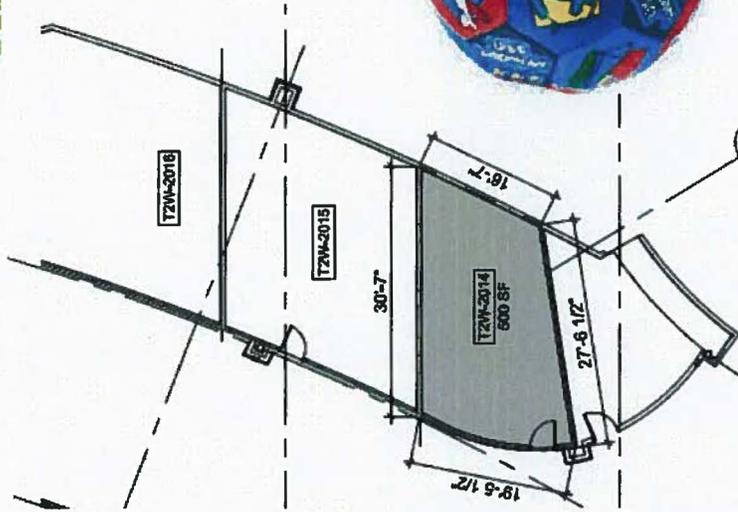


# RETAIL PACKAGE 3 T2W-2014 – 500 SF

Terminal 2 West



Kids Love San Diego



**CONCESSION**  
Development Program

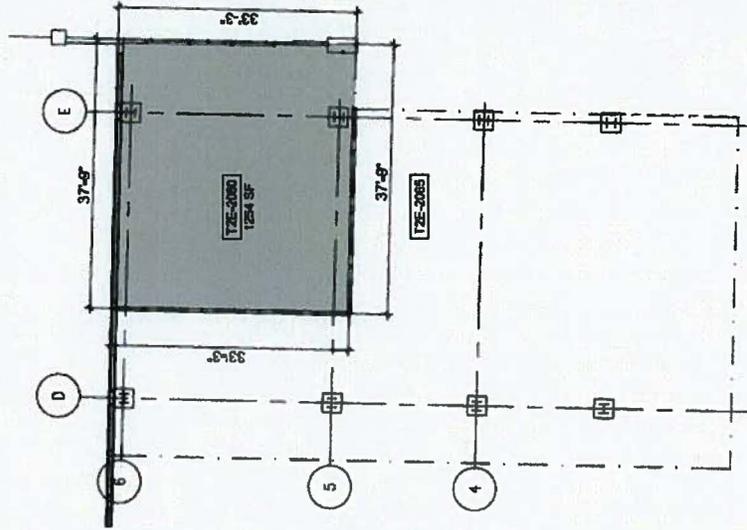
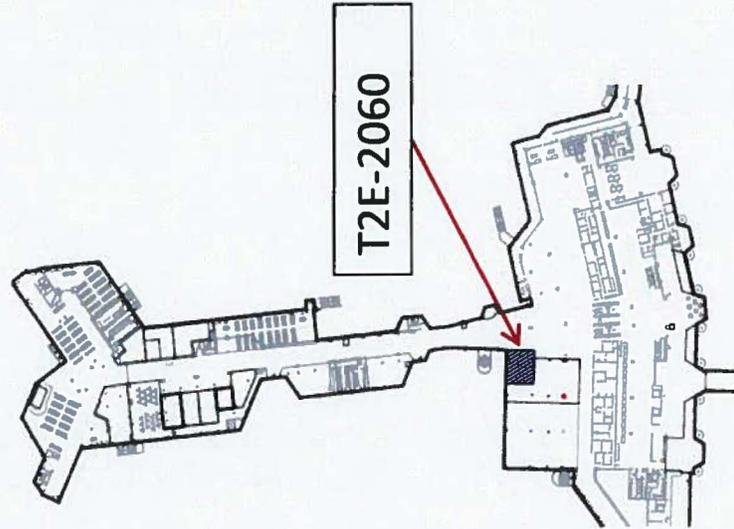
# Retail Pkg 3: PGC-PCI



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# RETAIL PACKAGE 3 T2E-2060 – 1254 SF

Terminal 2 East



# Retail Pkg 3: PGC-PCI



RESOLUTION NO. 2011-0093

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, AWARDED A CONCESSION LEASE TO PGC-PCI SAN DIEGO, LLC (A JOINT VENTURE) FOR DEVELOPMENT AND OPERATION OF RETAIL PACKAGE #3, AS INCLUDED IN THE REQUEST FOR PROPOSALS (RFP) FOR FOOD SERVICE AND RETAIL CONCESSIONS, FOR A MAXIMUM TERM OF NINE (9) YEARS AND FOUR (4) MONTHS, WHICH INCLUDES A PERIOD NOT TO EXCEED TWENTY-EIGHT (28) MONTHS TO ALLOW FOR BASE BUILDING CONSTRUCTION, AUTHORITY SHELL CONSTRUCTION AND RENOVATION, AND BUILD OUT OF THE CONCESSION LOCATIONS AND A FIRST YEAR MINIMUM ANNUAL GUARANTEE (MAG) OF \$752,000 FOLLOWING COMPLETION OF BUILD OUT; AND AUTHORIZING THE PRESIDENT/CEO TO TAKE ALL NECESSARY ACTIONS TO EXECUTE THE CONCESSION LEASE

WHEREAS, for the past three years, staff has been planning to solicit responses via a Request for Proposal (RFP) for a new food service and retail concession program at San Diego International Airport; and

WHEREAS, the Concession Development Program (CDP) RFP provides for new concession locations from the Terminal 2 West (Green Build) and Terminal 2 East Expansion projects and complete re-concepting of existing locations, beginning in December 2012; and

WHEREAS, at its October 26, 2009 meeting, the Board was informed of the goals, objectives and business strategy of the CDP; and

WHEREAS, at its November 4, 2010 meeting, staff informed the Board of CDP RFP planning, involving business community outreach efforts; and

WHEREAS, at its January 6, 2011 meeting, the Board was briefed on RFP packaging guidelines and concession locations; and

WHEREAS, on February 2, 2011, the CDP RFP was released. The CDP RFP included eight food service packages totaling 46 locations and eight retail packages totaling 40 locations; and

WHEREAS, each package required respondents to propose a fixed Minimum Annual Guarantee and percentage rents within a specified range; and

WHEREAS, to ensure a diversity of concepts and encourage competition, the CDP RFP also established the following limitations on the award of concession leases to a single proposer:

- 30% of food service square footage
- 35% of retail square footage
- 30% of total program square footage; and

WHEREAS, Retail Package #3 includes seven locations encompassing approximately 5,856 square feet; and

WHEREAS, on May 25, 2011 three proposals were received for Retail Package #3; and

WHEREAS, the proposers were evaluated by an evaluation panel using the following criteria:

- company background, experience, financial capability and financial offer;
- concept/brand development and merchandise/menus;
- design, materials and capital investment;
- management, staffing plan, and training;
- operations and maintenance plan; and
- and marketing and promotions plan; and

WHEREAS, additional consideration was given in the evaluation process for proposals that met or exceeded the required standards for small business participation and worker retention; and

WHEREAS, the evaluation panel reviewed the proposals and recommended that a concession lease be awarded to PGC-PCI San Diego, LLC for development and operation of Retail Package #3 (as included in the CDP RFP) for a maximum term of nine (9) years and four (4) months (which includes a period not to exceed twenty-eight (28) months to allow for base building construction, Authority shell construction and renovation, and build out of the concession locations (Package Completion)) with a first year Minimum Annual Guarantee (MAG) of \$752,000; and

WHEREAS, the Board finds that awarding a concession lease to PGC-PCI San Diego, LLC is in the best interest of the Authority.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby AWARDS a concession lease to PGC-PCI San Diego, LLC for development and operation of Retail Package #3, as included in the Request for Proposals (RFP) for Food Service and Retail Concessions, for a maximum term of nine (9) years and four (4) months, which includes a period not to exceed twenty-eight (28) months to allow for Package Completion, with a first year Minimum Annual Guarantee (MAG) of \$752,000; and AUTHORIZES the President/CEO to take all necessary actions to execute the concession lease; and

BE IT FURTHER RESOLVED that the Board of the San Diego County Regional Airport Authority finds that this Board action is not a "project" as defined by the California Environmental Quality Act ("CEQA"), Pub. Res. Code §21065; and is not a "development" as defined by the California Coastal Act, Pub. Res. Code §30106.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a regular meeting this 4th day of August, 2011, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, CORPORATE SERVICES/  
AUTHORITY CLERK

APPROVED AS TO FORM:

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BRETON K. LOBNER  
GENERAL COUNSEL

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