

Revised 05/31/2024

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Special Board Meeting Agenda

Monday, June 3, 2024
9:00 A.M.

San Diego County Regional Airport Authority
Administration Building
First Floor – Board Room
2417 McCain Road
San Diego, California 92101

Ex-Officio Board Members

Col. Thomas M. Bedell
Michele Perrault
Everett Townsend

President/CEO

Kimberly J. Becker

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. **Please note that agenda items may be taken out of order.** If comments are made to the Board without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law.

Staff Reports and documentation relating to each item of business on the Agenda are on file in Board Services and are available for public inspection.

NOTE: Pursuant to Authority Code Section 2.15, all Lobbyists shall register as an Authority Lobbyist with the Authority Clerk within ten (10) days of qualifying as a lobbyist. A qualifying lobbyist is any individual who receives \$100 or more in any calendar month to lobby any Board Member or employee of the Authority for the purpose of influencing any action of the Authority. To obtain Lobbyist Registration Statement Forms, contact the Board Services/Authority Clerk Department.

PLEASE COMPLETE A SPEAKER SLIP PRIOR TO THE COMMENCEMENT OF THE MEETING AND SUBMIT IT TO THE AUTHORITY CLERK. **PLEASE REVIEW THE POLICY FOR PUBLIC PARTICIPATION IN BOARD AND BOARD COMMITTEE MEETINGS (PUBLIC COMMENT) LOCATED AT THE END OF THE AGENDA.**

The Authority has identified a local company to provide oral interpreter and translation services for public meetings. If you require oral interpreter or translation services, please telephone the Board Services /Authority Clerk Department with your request at (619) 400-2400 at least three (3) working days prior to the meeting.

Special Board Meeting Agenda

Monday, June 3, 2024

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CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

NEW BUSINESS:

1. AWARD AND AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE AN AGREEMENT FOR PARKING MANAGEMENT SERVICES:

RECOMMENDATION: Adopt Resolution No. 2024-0034 awarding and authorizing the President/CEO to negotiate and execute an agreement with SP Plus Corporation for Parking Management Services for a term of three (3) years with options for two (2) one-year extensions in an amount not to exceed fifty-six million dollars (\$56,000,000.00).

(Ground Transportation: Marc Nichols, Director)

CLOSED SESSION:

2. CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION:

Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Section 54956.9:
Number of potential Cases: 1

3. CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION:

Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9:
Number of cases: 1

REPORT ON CLOSED SESSION:

GENERAL COUNSEL REPORT:

BOARD COMMENT:

ADJOURNMENT:

Monday, June 3, 2024

Policy for Public Participation in Board, Airport Land Use Commission (ALUC), and Committee Meetings (Public Comment)

- 1) Persons wishing to address the Board, ALUC, and Committees shall submit a speaker slip to the Clerk prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to submit a speaker slip shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is reserved for persons wishing to address the Board, ALUC, and Committees on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board, ALUC and Committees.
- 4) If many persons have indicated a desire to address the Board, ALUC and Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.

After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2550 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the Airport Administration Building Parking Lot (entrance on the east side of McCain Road). Visitors can park in the lot from 8:00 a.m. to 5:00 p.m.

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 923. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.

Staff Report

Meeting Date: June 3, 2024

Subject:

Award and Authorize the President/CEO to Negotiate and Execute an Agreement for Parking Management Services

Recommendation:

Adopt Resolution No. 2024-0034 awarding and authorizing the President/CEO to negotiate and execute an agreement with SP Plus Corporation for Parking Management Services for a term of three (3) years with options for two (2) one-year extensions in an amount not to exceed fifty-six million dollars (\$56,000,000.00).

Background/Justification:

Overview of Airport Parking Management Services

A third-party contractor manages the day-to-day operations and management of San Diego International Airport (SDIA) public and employee parking lots and supervision of the commercial ground transportation system. The agreement with the current service provider, Ace Parking Management, Inc. ("Ace"), will expire on June 30, 2024. The current provider employs approximately 140 staff to deliver the services at a cost of approximately \$8.6 million per year, which includes all labor, overhead, equipment outlay, and management fees.

Scope of Work

Parking management at SDIA covers a variety of services, including:

1. Management of parking operations for:
 - a. Public parking facilities – totaling 8,436 spaces by summer 2025,
 - b. Employee parking - currently totaling 1,950 spaces,
 - c. Valet parking at Terminal 1 and Terminal 2,
 - d. Public parking customer reservation system,

- e. Occasional parking customer service cart programs,
 - f. Maintenance, sweeping, trash pick-up, power washing, and striping of lots,
 - g. Roving private security in parking facilities,
2. Customer service representative (CSR) functions for Taxis and TNCs at the hold lots and terminal ground transportation centers (GTC),
 3. Taxicab virtual dispatch functions and administration,
 4. Commercial vehicle management system (CVMS) maintenance and administration,
 5. Commercial vehicle permitting administration, and
 6. Other services supporting the parking lots, GTCs, hold lots, and customer service.

New Agreement

The term of the proposed agreement is three (3) years with options for two (2) one-year extensions exercisable at the discretion of the President/CEO. The agreement allows close supervision by Authority staff of the contractor's daily operations and fiscal processes. The agreement is based on payment of a base management fee along with reimbursement of approved actual expenses incurred as specified in the agreement. The Authority coordinates and approves all expenses billed on the contract. The Authority authorizes staffing level changes to accommodate any unexpected operational needs. This type of agreement allows flexibility to quickly adjust staffing levels and procure necessary equipment to meet rapidly changing situations while maintaining control over expenses.

Parking Management Services Company Selection Process

The Authority issued a Request for Proposals (RFP) for parking management services on February 16, 2024. The RFP was advertised in the San Diego Daily Transcript and on the Authority's website. 229 vendors received notification via the Authority's vendor database. In addition, the Planetbids "Bid Broadcast" feature was used to notify 250 additional firms in other agencies' databases and 10 firms were contacted directly to notify them of the opportunity. 47 firms viewed the opportunity.

On March 5, 2024, the Authority hosted a virtual pre-submittal meeting, open to all interested parties, to review the proposal requirements, take questions specific to the RFP process and parking management operations, and review the specifics of the proposed agreement.

The eight voting members of the RFP selection panel represented the Authority’s Finance, Business Intelligence, Revenue Generation, and Ground Transportation departments. The panel also included one external Director-level airport representative with extensive parking experience. Three non-voting airport industry subject matter experts provided support to the panel.

The RFP closed on April 4, 2024. The Authority received four (4) proposals from the following companies in the parking management industry. The evaluation panel’s shortlisted ranking and scores of the proposals is shown below.

Rankings	Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	Panelist 6	Panelist 7	Panelist 8	Total	Rank
ABM Aviation	3	3	4	3	4	3	3	3	26	3
ACE Parking	2	2	2	2	2	2	2	1	15	2
LAZ Parking	4	4	3	4	3	4	4	4	30	4
SP Plus	1	1	1	1	1	1	1	2	9	1

Combined Scores	Worker Retention	Cost	Financial State-ments	Org. Structure/ Exper./ Sustainab ility	Key Personnel / Capabilities / Subs	Work Plan - Mgmt. Policies	Work Plan - Financial Mgmt. Plan
ABM Aviation	160	480	360	480	583	270	550
ACE Parking	160	1200	320	480	660	280	550
LAZ Parking	160	960	200	400	484	235	500
SP Plus	160	1080	240	528	715	320	620

Combined Scores (continued)	Work Plan - Staffing Plan	Work Plan - Hiring & Training Program	Work Plan - Transition Plan	Work Plan - SOP	Work Plan - Data Sharing Plan	Work Plan - Innovative Revenue	Total
ABM Aviation	520	413	285	348	590	472	5511
ACE Parking	480	406	300	336	570	480	6222
LAZ Parking	430	371	255	282	450	392	5119
SP Plus	650	462	325	378	620	520	6618

The Authority invited the three highest ranked firms to interview on April 16, 2024. The respondents who interviewed provided responses to a specific list of questions, prepared by the evaluation panel, which targeted the evaluation criteria presented in the RFP. The panelist’s final ranking and scores of the interviewed firms and proposals is shown below.

Rankings	Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	Panelist 6	Panelist 7	Panelist 8	Total	Rank
ABM Aviation	3	3	3	3	3	2	3	3	23	3
ACE Parking	2	2	2	2	2	3	2	2	17	2
SP Plus	1	1	1	1	1	1	1	1	8	1

Combined Scores	Worker Retention	Cost	Financial State-ments	Org. Structure/ Exper./ Sustainability	Key Personnel / Capabilities / Subs	Work Plan - Mgmt. Policies	Work Plan - Financial Mgmt. Plan
ABM Aviation	160	480	360	512	693	305	590
ACE Parking	160	1200	320	432	627	285	500
SP Plus	160	1080	240	544	704	320	610

Combined Scores (continued)	Work Plan - Staffing Plan	Work Plan - Hiring & Training Program	Work Plan - Transition Plan	Work Plan - SOP	Work Plan - Data Sharing Plan	Work Plan - Innovative Revenue	Total
ABM Aviation	570	420	300	348	600	456	5794
ACE Parking	490	392	295	336	500	424	5961
SP Plus	630	434	315	366	600	528	6531

The evaluation panel unanimously recommends the Authority Board award the contract for parking management services to SP Plus Corporation (“SP Plus”).

SP Plus Corporation

SP Plus is a national transportation management and technology company with annual revenues over \$1.7 billion. SP Plus currently provides transportation, transportation management, and parking services at 73 US airports. SP Plus manages parking and/or shuttle contracts at 16 of the top 30 large hub airports including – Hartsfield-Jackson Atlanta, San Francisco, Chicago O’Hare, Salt Lake City, and Washington Dulles. SP Plus has over 23,000 committed employees (pre-covid).

According to its proposal, SP Plus is a “technology company that specializes in parking.” They facilitate the efficient movement of people, vehicles, and personal belongings with the goal of enhancing the customer experience while improving bottom line results for clients. SP Plus provides professional parking management, ground transportation, remote baggage check-in and handling, facility maintenance, security, event coordination, and other technology driven mobility solutions to aviation, commercial, hospitality, healthcare, and government clients across North America.

SP Plus has vast experience working with airports undergoing major construction and/or renovation projects like SAN, including transitioning to new parking software and opening new parking garages and lots. SP Plus knows how to manage current operations, while simultaneously planning for the cutover to new terminals and parking facilities, just like they did most recently at Kansas City International Airport in February 2023.

As a national company, SP Plus has abundant resources to provide operations, maintenance, training, administrative, technology, labor, financial, and human resources to support the SAN on-site management team.

SP Plus stood out among the panelists on numerous elements –

- Operations and financial management,
- Numerous ideas for customer-centric revenue streams,
- Innovative revenue generating ideas with real world experience from other airports,
- Well-developed marketing plans,
- Revenue management and dynamic pricing plans and experience,
- Well-developed data integration, analysis, and utilization for parking revenue increase opportunities,
- Real world experiential work plan with skills honed at other airports,
- SP Plus proposed General Manager brings extensive business, revenue management, and parking strategy experience,
- Existing partnerships with industry partners and subcontractors,
- Extensive experience with airport construction projects and opening new parking garages and facilities,
- Airport focused company - parking, shuttles, customer service, and operations
- Well-developed employee staffing & training plans and corporate culture – SP Plus is a Newsweek Employer of Diversity,
- SP Plus proactively signed MOU with Teamsters Local 481 to preserve existing wage rates, benefits, seniority, etc., and
- Extensive experience with worker retention programs.

SP Plus comes proudly referred by –

- **San Francisco International Airport (SFO)** – since 2007 – 20.4 M Enplanements (CY22)
 - Public & employee parking operations – 23,000 spaces,
 - Initiated reservation parking with concierge services,

- Curbside and ground transportation management,
- Commercial vehicle management, and
- Opened 3,600 space long term garage – involved from design to opening.
- **Salt Lake City Airport (SLC)** – since 2010 – 12.3M Enplanements (CY22)
 - Parking and shuttle operations – 18,000 Spaces,
 - Transitioned employee parking to online payment system,
 - Curbside ground transportation operations,
 - Converted incumbent city employees to a private employer,
 - Initiated reservation parking with premium parking component,
 - AOA hardstand bussing operations, and
 - Implemented yield management & dynamic pricing platform.
- **George Bush Houston Intercontinental (IAH)** – since 2000 – 19.8M Enplanements (CY22)
 - Parking and Shuttle Operations – 26,000 spaces,
 - Re-branding, yield management, & pricing strategies,
 - Initiated customer parking reservation system, and
 - Curbside and ground transportation management.

Worker Retention

Authority Board Resolution 2010-0142R sets forth robust and specific Worker Retention requirements for competitive solicitations on airport concessions, parking, and shuttle services that result in the award of a new contract to an incumbent or new contractor. SP Plus has committed to these requirements.

This Board Resolution is included with this report as Attachment A.

Recommendation

In alignment with the recommendation of the RFP Panel, staff recommends that the Authority Board Adopt Resolution No. 2024-0034 awarding and authorizing the President/CEO to negotiate and execute an agreement with SP Plus Corporation for parking management services for a term of three (3) years with options for two (2) one-year extensions in an amount not to exceed fifty-six million dollars (\$56,000,000.00).

Fiscal Impact:

Adequate funding for the airport parking management services contract is included in the proposed FY 2025 budget and FY 2026 conceptual budget within the Contractual Services line item. Expense for budget years that have not yet been adopted/approved by the board will be included in future year budget requests.

Authority Strategies/Focus Areas:

This item supports one or more of the following (*select at least one under each area*):

Strategies

- Community Strategy Customer Strategy Employee Strategy Financial Strategy Operations Strategy

Focus Areas

- Advance the Airport Development Plan Transform the Customer Journey Optimize Ongoing Business

Environmental Review:

A. CEQA: 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. Cal. Pub. Res. Code §21065.

B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code §30106.

C. NEPA: This Board action is not a project that involves additional approvals or actions by the Federal Aviation Administration ("FAA") and, therefore, no formal review under the National Environmental Policy Act ("NEPA") is required.

Application of Inclusionary Policies:

The Authority has the following inclusionary programs and policy: a Disadvantaged Business Enterprise (DBE) Program, an Airport Concession Disadvantaged Business Enterprise (ACDBE) Program and Policy 5.12. These programs and policy are intended to promote the inclusion of small, local, service disabled/veteran owned small businesses, historically underrepresented businesses, and other business enterprises, on all contracts. Only one of the programs or policy named above can be used in any single contracting opportunity.

The Authority has an Airport Concession Disadvantaged Business Enterprise ("ACDBE") Plan as required by the U.S. Department of Transportation, 49 Code of Federal Regulations (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. SP Plus Corporation is partnering with Global Parking Systems LLC, an ACDBE certified Ground Passenger Transportation company, BSE Security, an ACDBE certified security company, and Greenworld Maintenance, Inc., an ACDBE certified building maintenance service company. SP Plus Corporation commits to exceeding the Authority's overall ACDBE goal throughout the life of the contract.

Prepared by:

Marc Nichols
Director, Ground Transportation

Attachment A

RESOLUTION NO. 2010-0142R

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY APPROVING CONTRACTUAL LANGUAGE REGARDING "WORKER RETENTION FOR EMPLOYEES OF CONTRACTORS AND SUBCONTRACTORS PROVIDING SERVICES AT SAN DIEGO INTERNATIONAL AIRPORT" TO BE INCORPORATED INTO THE REQUEST FOR PROPOSAL (RFP) SOLICITATIONS FOR CONCESSIONS (RETAIL, FOOD AND BEVERAGE), AIRPORT SHUTTLE SERVICES AND PARKING SERVICES.

WHEREAS, the San Diego County Regional Airport Authority ("Authority") recognizes that retaining existing service workers for concessions (retail, food and beverage), airport shuttle services and parking services creates a work environment that promotes job security among contractors' employees and maintains the Authority's interest in continuous operations of services at San Diego International Airport ("Airport") using experience and trained workers; and

WHEREAS, the Authority utilizes a competitive solicitation process to award service contracts which results in the award of a new contract to the same or a different contractor, and

WHEREAS, the award of a new service contract does not necessarily include the need to replace all of the existing workforce providing Airport services under that contract; and

WHEREAS, the requirement of worker retention for specified employees of contractors and subcontractors providing certain Airport services recognizes that:

- Incumbent workers provide invaluable knowledge and experience acquired on-the-job with regard to the specific work they perform at the Airport;
- Replacing experienced existing workers who are already trained and knowledgeable to perform their jobs decreases efficiency and results in a disservice to the Authority, the community and the traveling public;
- Retaining existing employees reduces the likelihood of labor disputes and labor disruptions;

- Retaining existing incumbent employees promotes security and safety through the continued use of already screened and trained employees with a history of demonstrated trustworthiness.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves contractual language regarding "Worker Retention for Employees of Contractors and Subcontractors Providing Services at San Diego International Airport" (Attachment B), to be incorporated into the RFP solicitations for Concessions (retail, food and beverage), Airport Shuttle Services and Parking Services.

BE IT FURTHER RESOLVED that the Board FINDS that this action is not a "project" as defined by the California Environmental Quality Act ("CEQA"), Pub. Res. Code §21065; and further is not a "development" as defined by California Coastal Act, Pub. Res. Code §30106.

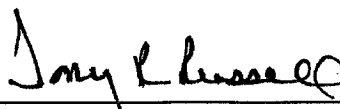
PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 20th day of December, 2010, by the following vote:

AYES: Board Members: Boland, Cox, Finnilla, Gleason, Panknin, Robinson, Smisek, Young

NOES: Board Members: None

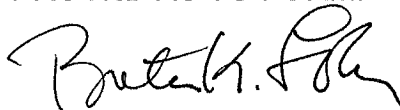
ABSENT: Board Members: Desmond

ATTEST:



TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:



BRETON K. LOBNER
GENERAL COUNSEL

Attachment B: Proposed Worker Retention Language Reflecting Board Discussions

The San Diego County Regional Airport Authority (“Authority”) is utilizing a competitive solicitation process in the award of this [as applicable: service or concession] contract at San Diego International Airport (“Airport”). The use of this competitive solicitation process will result in the award of a new contract to the same or a different contractor. When this process is completed and a new contract is in place, it may result in changes in the management, supervising team, managerial skills, technologies, techniques, themes and costs. These changes, however, do not necessarily require replacement of the workers and employees (“Incumbent Workers”) currently performing services under the terminating contract.

Incumbent Workers possess valuable knowledge, skills and experience concerning the performance of the [as applicable: service or concession] contract being awarded, having provided the same services under the terminating contract. Incumbent Workers have received Airport security and safety training. They possess Airport badges, having passed some level of security screening in order to receive badges. The Authority recognizes the experience, skills, benefits and knowledge of Incumbent Workers as a valuable and important asset. Additionally, Worker Retention provides continued employment opportunities for Incumbent Workers who wish to continue working for the contractor providing services under the new contract for [as applicable: food, beverage, retail, news/gifts, parking, or airport shuttle services]. Given the recognized advantages of retaining Incumbent Workers, the Authority encourages providing all qualified Incumbent Workers an opportunity to be rehired and compete for retention of these jobs.

Worker Retention is applicable to this competitive solicitation process and contract. A responsive proposal to this solicitation contains a written program that, at a minimum, includes the following components:

- The hiring or retention of Incumbent Workers who have been employed for the preceding twelve (12) months or longer by the terminated contractor, with Incumbent Workers retained for a period of ninety (90) days, unless there is cause to terminate their employment sooner;
- Employment of the Incumbent Workers during the ninety (90) day period under the terms and conditions established by the successful contractor or as required by law or other applicable agreement;
- Application of the term “contractor” to subcontractors where applicable;
- Where pooling of Incumbent Workers by job classification occurs, interviewing and hiring by the successful contractor from such pools for the first six (6) months of operations at the Airport or until the terminated contractor completely ceases operations at the Airport, whichever is later;
- Maintenance by the successful contractor of a preferential hiring list of Incumbent Workers not initially hired; and
- Release from the obligation to hire from the job classification pools when all of the Incumbent Workers within a job classification pool have received a ninety (90) day employment offer or the pooling period as defined above has expired.

Any proposal that does not meet these minimum worker retention standards will be considered non-responsive. The Authority will establish additional consideration during the evaluation process (in the form of bonus points) for any proposals that exceed these standards.

The following are exemptions from Worker Retention:

1. Small businesses that operate with less than ten (10) employees.
2. Management positions.
3. Positions requiring a specialized skill or license not available from the pool of Incumbent Workers.

RESOLUTION NO. 2024-0034

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY AWARDING AND AUTHORIZING THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH SP PLUS CORPORATION FOR PARKING MANAGEMENT SERVICES FOR A TERM OF THREE (3) YEARS WITH OPTIONS FOR TWO (2) ONE-YEAR EXTENSIONS IN AN AMOUNT NOT TO EXCEED FIFTY-SIX MILLION DOLLARS (\$56,000,000.00).

WHEREAS, the San Diego County Regional Airport Authority (the "Authority") has established a need for qualified firms to manage its parking operations at San Diego International Airport ("Airport"); and

WHEREAS, on February 16, 2024, the Authority issued a Request for Proposals for Parking Management Services ("RFP for Parking Management Services"); and

WHEREAS, on April 4, 2024, the Authority received four (4) proposals in response to the RFP for Parking Management Services; and

WHEREAS, the Authority conducted a competitive process including the review and evaluation of proposals and virtual interviews of the respondents; and

WHEREAS, the proposals were evaluated based upon the following criteria:

1. Worker Retention,
2. Cost,
3. Financial Statements,
4. Organizational Structure / Experience / Sustainability,
5. Key Personnel / Team Capabilities / Subcontractors,
6. Work Plan - Management Policies,
7. Work Plan - Financial Management Plan,
8. Work Plan - Staffing Plan,
9. Work Plan - Hiring & Training Program,

10. Work Plan – Transition Plan,
11. Work Plan – SOP,
12. Work Plan – Data Sharing Plan,
13. Work Plan – Innovative Revenue; and

WHEREAS, on April 16, 2024, an evaluation panel interviewed the three (3) highest ranked proposers and recommended SP Plus Corporation ("SP Plus") as the most qualified firm for the parking management services agreement.

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby awards to SP Plus Corporation the parking management services agreement for a term of three (3) years with options for two (2) one-year extensions in an amount not to exceed fifty-six million dollars (\$56,000,000.00), upon the terms and conditions set forth in the proposal, with such changes or modifications as negotiated by the Authority's President/Chief Executive Officer (CEO) or their designee deemed to be in the best interest of the Authority; and

BE IT FURTHER RESOLVED that the President/CEO or their designee hereby is AUTHORIZED to negotiate and, upon approval as to form by the General Counsel, to execute such agreement with SP Plus Corporation; and

BE IT FURTHER RESOLVED that the Board finds that this action is not a "project" as defined by the California Environmental Quality Act ("CEQA") (California Public Resources Code §21065); and

BE IT FURTHER RESOLVED that the Board finds that this action is not a "development" as defined by the California Coastal Act (California Public Resources Code §30106); and

BE IT FURTHER RESOLVED that the Board finds that this action is not a project that involves additional approvals or actions by the Federal Aviation Administration ("FAA") and, therefore, no formal review under the National Environmental Policy Act ("NEPA") is required.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 3rd day of June 2024, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

SHAWNA MORALES
ASSISTANT AUTHORITY CLERK II

APPROVED AS TO FORM:

AMY GONZALEZ
GENERAL COUNSEL

Award and Authorize the President/CEO to Negotiate and Execute an Agreement for Parking Management Services

Presented by -

- Rick Francis – COO & Vice President – Operations
- Hampton Brown – CRO & Vice President – Revenue Generation & Partnership Development
- Marc Nichols, Director – Ground Transportation

June 3, 2024

SAN DIEGO
COUNTY
REGIONAL
AIRPORT
AUTHORITY

Agenda

- Parking Management Services Overview
- Non-airline/Parking Revenue
- New T1 Parking Plaza
- Scope of Work
- New Agreement Term
- Worker Retention
- RFP - Process Schedule
- RFP - Evaluation Criteria
- RFP - Scores
- RFP – Ranking
- SP Plus Corporation Information
- Recommendation



Parking Management Services Overview

1. Management of parking operations for:

- Public parking facilities – 8,436 by summer 2025
- Employee parking – 1,950 spaces,
- Valet parking – T1 and T2,
- Customer reservation system,
- Occasional customer service golf carts,
- Maintenance, sweeping, trash, power washing, and
- Roving private security.

2. Customer Service Representatives (CSR) for Taxis and TNCs at hold lots and terminal Ground Transportation Centers (GTC)

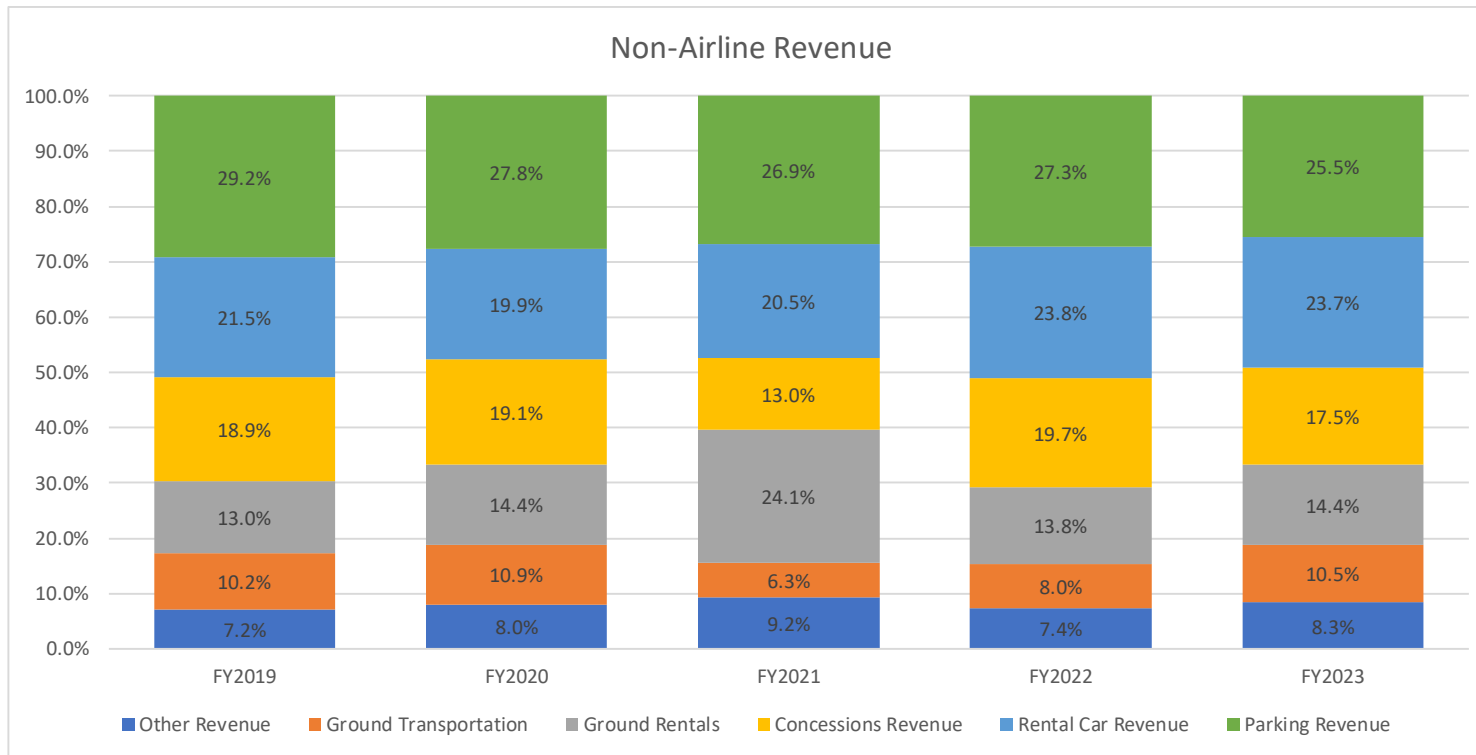
3. Taxicab virtual dispatch functions and administration

4. Commercial Vehicle Management System (CVMS) maintenance and administration

5. Commercial Vehicle permitting administration

6. Other services supporting the parking lots, GTCs, Hold Lots, and customer service

Non-Airline Revenue



Parking Revenue \$ 46,585 \$ 36,440 \$ 22,238 \$ 44,181 \$ 46,325
 (in 1,000's)

** The adjustments required by GASB 87, 94, and 96 have been removed for this comparison.*

New Terminal 1 Parking Plaza

- Critical addition to SAN Parking Product Portfolio
- Phase 1 opens August 27, 2024 - 2,834 spaces
- Phase 2 opens summer 2025 – 2,396 spaces
 - Total – 5,230
- Increases T1 parking by 4,037 spaces over pre-construction
- Brings SAN back in line with
 - Pre-construction parking inventory - 10,386 customer spaces airport wide
- Latest functionality and technology
 - Skidata Parking and Revenue Control System (PARCS)
 - Parking Guidance System (PGS)
 - ALPR, QR Code, and other tools for frictionless entry/exit
- Increases airport parking flexibility and customer service
- Reduced re-circulation and congestion.

Scope of Work

1. Specified Services

- a. New T1PP activation
- b. Management services
- c. Parking enterprise services
- d. Commercial ground transportation enterprise services
- e. Security
- f. Maintenance, repairs, and inspections
- g. Care of authority provided facilities, equipment, and assets
- h. Documents and reports

2. Additional services

3. Contractor's personnel

** The Authority is only billed for agreed-upon actual expense based on activity*

Contract Cost Elements –

- 1. Management Fee,
- 2. Approved Reimbursable Expenses, and
- 3. Additional Expenses

New Agreement Term

Contract Period	From	To	# of Months
Base 1	Jul-2024	Jun-2025	12
Base 2	Jul-2025	Jun-2026	12
Base 3	Jul-2026	Jun-2027	12
Option 1	Jul-2027	Jun-2028	12
Option 2	Jul-2028	Jun-2029	12
		Total Months	60
Periods	From	To	Months
Base Terms 1-3	Jul-2024	Jun-2027	1-36
Option Period 1	Jul-2027	Jun-2028	37-48
Option Period 2	Jul-2028	Jun-2029	49-60
		Years	5.00

Worker Retention

Goals -

1. Recognizing incumbent worker skills and experience,
2. Recognizing previous airport security and safety training,
3. Acknowledging airport badge and background checked employees,
4. Taking advantage of benefits and knowledge of airport workers, and
5. Providing continuous employment opportunities for incumbent workers

Requirements -

1. Hiring or retention of incumbent workers who have been employed for the previous twelve (12) months or longer; with incumbent workers retained for 90 days, unless there is cause for termination;
2. Employment of incumbent workers during the ninety 90-day period;
3. Application of the term “contractor” to subcontractors, where applicable;
4. Where pooling of incumbent workers occurs, interviewing and hiring from pools for the first six (6) months;
5. Maintenance of a preferential hiring list of incumbent workers; and
6. Release from the obligation to hire from the job classification pools when all incumbent workers have received a ninety (90) day employment offer, or the pooling period has expired.

RFP - Process Schedule

RFP Schedule	
Published Date:	02/16/24
Pre-Submittal Conference Date:	03/05/24
Proposal Due Date:	04/04/24
RFP Open Period	48 Days
Interviews	04/16/24
Selection:	04/17/24
Board Meeting - Contract Award	06/03/24
Transition Period from Selection	75 Days
Transition Period from BoD Mtg Award	28 Days
New Contract Start	07/01/24

RFP - Evaluation Criteria

- 1 Worker Retention (Bonus Points)
- 2 Cost
- 3 Financial Statements
- 4 Organizational Structure, Experience, Sustainability
- 5 Key Personnel, Capabilities, Sub-Contractors
- 6 Work Plan - Management Policies
- 7 Work Plan - Financial Management Plan
- 8 Work Plan - Staffing Plan
- 9 Work Plan - Hiring & Training Program
- 10 Work Plan - Transition Plan
- 11 Work Plan - Standard Operating Procedures
- 12 Work Plan - Data Sharing Plan
- 13 Work Plan - Innovative Revenue

**Credit given for Worker Retention Provided*

**Scored by Procurement*

**Scored by Finance*

** Since this contract is considered a concession contract by the FAA, no preference may be awarded for local business designation.*

Combined Scores	Worker Retention	Cost	Financial Statements	Work Plan										Total
				Organizational Structure/ Experience/ Sustainability	Key Personnel/ Team Capabilities/ Sub-contractors	Management Policies	Financial Management Plan	Staffing Plan	Hiring & Training Plan	Transition Plan	Standard Operating Procedures	Data Sharing Plan	Innovative Revenue	
ABM	160	480	360	512	693	305	590	570	420	300	348	600	456	5,794
ACE	160	1,200	320	432	627	285	500	490	392	295	336	500	424	5,961
SP Plus	160	1,080	240	544	704	320	610	630	434	315	366	600	528	6,531

RFP – Scores

Rankings	Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	Panelist 6	Panelist 7	Panelist 8	Total	Rank
ABM Aviation	3	3	3	3	3	2	3	3	23	3
ACE Parking	2	2	2	2	2	3	2	2	17	2
SP Plus	1	1	1	1	1	1	1	1	8	1

** SP Plus was ranked No. 1 unanimously.*

RFP - Ranking

SP Plus Corporation

“A technology company specializing in parking . . .”

- Annual revenues in excess of \$1.7 Billion.
- Provide transportation management, parking, and other services at 73 US airports.
- Manages parking and/or shuttle contracts at 16 of the top 30 large hub airports including ATL, SFO, ORD, SLC, IAD
- Over 23,000 committed employees (pre-covid).
- Services include –
 - Professional parking management,
 - Ground transportation management,
 - Customer & employee shuttles,
 - Commercial vehicle management and permitting,
 - Taxi & TNC CSR services,
 - Security & Facility maintenance,
 - Parking Reservation services,
 - Revenue strategy consulting, yield management, dynamic pricing, & marketing services,
 - Data analytics & business intelligence,
 - Remote baggage handling & check-in,
 - Rental Car Center bus & shuttle services, and
 - Customer service and curbside management.

SP Plus Corporation

SP+ stood out on numerous elements –

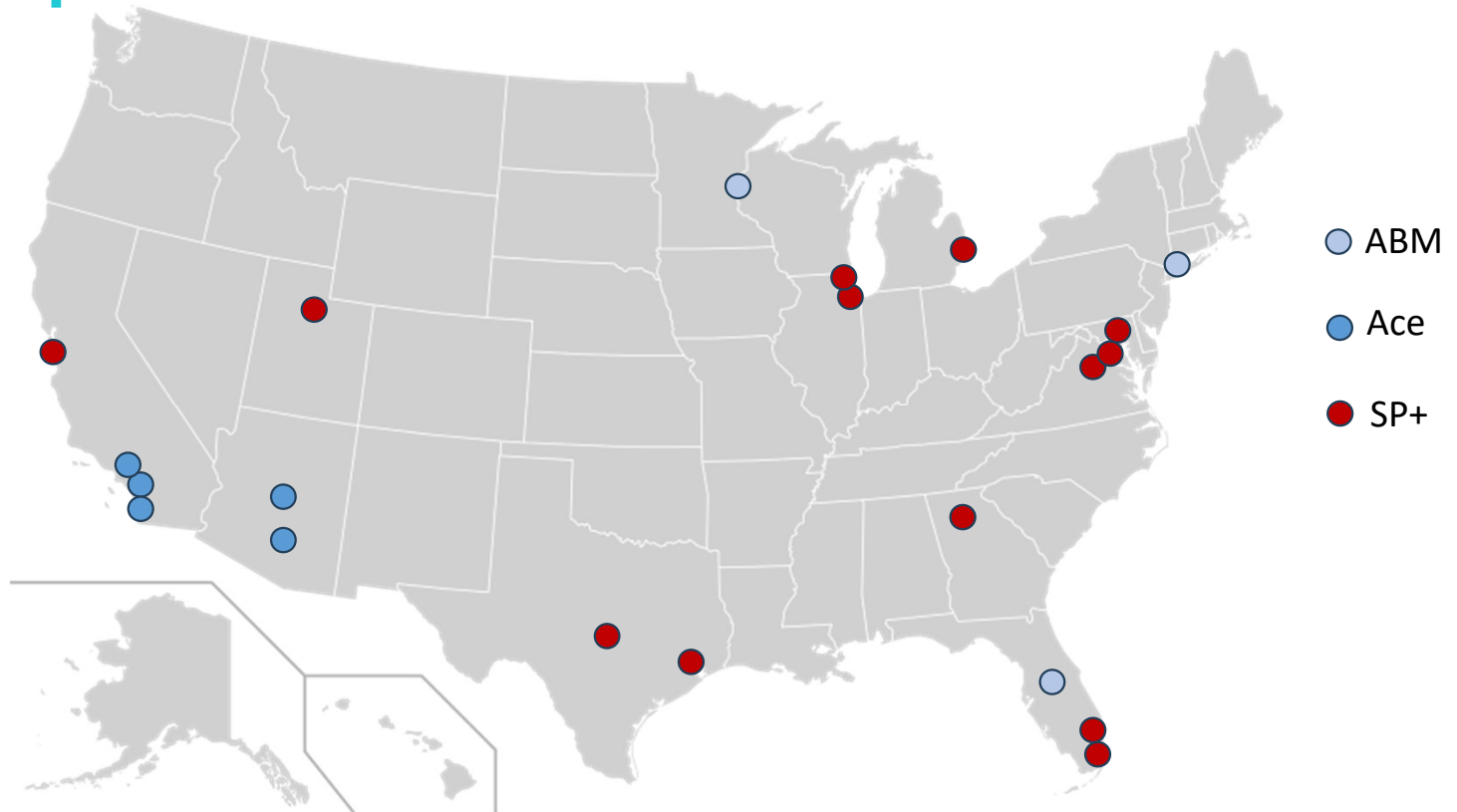
- Operations and financial management,
- Numerous ideas for customer-centric revenue streams,
- Innovative revenue generating ideas with real world experience from other airports,
- Well developed marketing plans,
- Revenue management and dynamic pricing plans and experience,
- Well developed data integration, analysis, and utilization for parking revenue increase opportunities,
- Real world experiential work plan - skills honed at other airports,
- Proposed General Manager brings extensive business, revenue management, and parking strategy experience,
- Existing partnerships with industry partners and subcontractors,
- Extensive experience with airport construction projects and opening new parking garages and facilities,
- Airport focused company - parking, shuttles, customer service, and operations
- Well-developed employee staffing & training plans and corporate culture - Newsweek Employer of Diversity,
- Proactively signed MOU with Teamsters Local 481 to preserve existing wage rates, benefits, seniority, etc., and
- Extensive experience with worker retention programs.

SP Plus Corporation

SP Plus comes proudly referred by:

- **San Francisco International Airport (SFO)** – since 2007 – 20.4 M Enplanements (CY22)
 - Public & employee parking operations – 23,000 spaces
 - Initiated reservation parking with concierge services
 - Curbside and ground transportation management
 - Commercial vehicle management
 - Opened 3,600 space long term garage – involved from design to opening
- **Salt Lake City Airport (SLC)** – since 2010 – 12.3M Enplanements (CY22)
 - Parking and shuttle operations – 18,000 Spaces
 - Transitioned employee parking to online payment system
 - Curbside ground transportation operations
 - Converted incumbent city employees to a private employer
 - Initiated reservation parking with premium parking component
 - AOA hardstand bussing operations
 - Implemented yield management & dynamic pricing platform
- **George Bush Houston Intercontinental (IAH)** – since 2000 – 19.8M Enplanements (CY22)
 - Parking and Shuttle Operations – 26,000 spaces
 - Re-branding, yield management, & pricing strategies
 - Initiated reservation system
 - Curbside and ground transportation management

SP Plus - Parking Management Experience at Large Airports



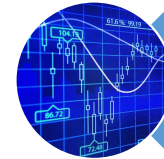
SP Plus Innovative Revenue Streams



Parking
Segmentation



Passenger Check
in / Bag Check



Dynamic
Pricing/Rev Mgmt



Corporate
Parking



Car Wash



Concierge
Services



Frequent Parker /
Loyalty



Dry Cleaning /
Laundry




Revenue Share




SP Plus & Aeroparker Partnership - Revenue Management and Marketing

- Developed SAN's revenue strategy
- Enhanced digital marketing
- Website optimization
- Local listings management
- Paid search marketing
- Geofencing display advertising
- Email marketing

Data Sharing



-  Performance Metrics
-  Cloud-Based Synced Data
-  Online Rate Survey

 <p>Sphere Commerce™ Gated and non-gated digital parking payment solutions</p>	 <p>Sphere iQ™ Analytics and rate tools for optimizing operations</p>	 <p>Sphere Remote™ Exceptional 24/7 remote, in-lane customer service support</p>	 <p>Sphere Custom™ Customized marketing programs to drive revenue</p>	 <p>Sphere Express™ Suite of technologies for the aviation, cruise and travel industries</p>
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Recommendation

Adopt Resolution No. 2024-0034 awarding and authorizing the President/CEO to negotiate and execute an agreement with SP Plus Corporation for parking management services for a term of three (3) years with options for two (2) one-year extensions in an amount not to exceed fifty-six million dollars (\$56,000,000.00).



A nighttime architectural rendering of a modern, curved airport terminal building. The building features multiple levels with large glass windows and a prominent curved roofline. It is illuminated by warm interior lights and exterior spotlights, creating a bright glow against the dark, cloudy night sky. In the foreground, a stone wall runs along the left side, and a row of palm trees and streetlights lines the right side of the building. The overall scene is a high-quality digital illustration.

Thank You!

SAN DIEGO
COUNTY
REGIONAL
AIRPORT
AUTHORITY