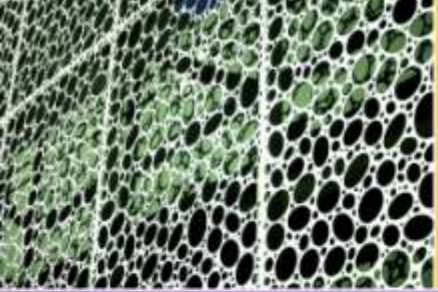


Item #14



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program



Bhavesh A. Patel

Manager, Concession Development Program

January 06, 2011



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Agenda

- Packaging Guidelines
- Concession Locations Map (Campus Plan)
- Packages Overview
- Proposed RFP Evaluation Criteria Overview



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Packaging Guidelines

- Develop packages to provide competition in pricing and service
- Provide opportunities for small and medium-sized businesses
- Target feasible productivity levels by package
 - Ensure good capital investment and rent to Authority
- Allocate food service and retail concepts to multiple packages
 - Ensure diversity of concepts/brands and choice for the customers



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Packaging Guidelines Continued:

- Distribute units throughout multiple airport locations
- Place key specialty retail concepts into separate packages (spas, automated retail)
- Allocate specialty retail shops among packages to achieve target package sales levels and market share
- Less risk to the Authority with multiple operators
- Create opportunities for diversity in ownership



CONCESSION LOCATIONS MAP (CAMPUS PLAN)

SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

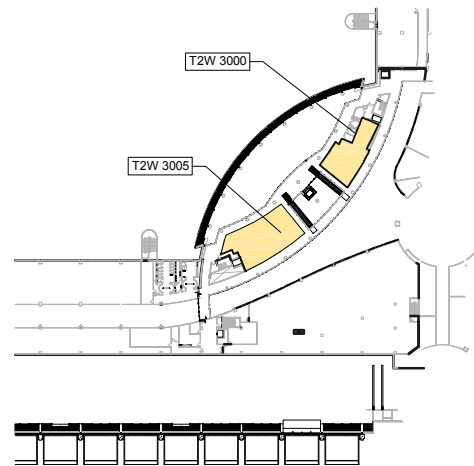
CAMPUS PLAN DRAFT AS OF 12-30-10

AIRLINE LEGEND

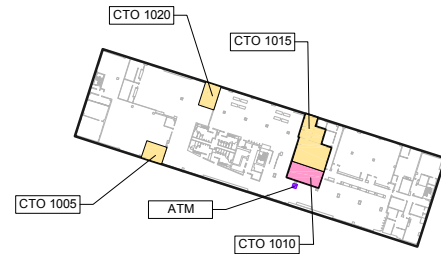
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- ALASKA
- AMERICAN
- CONTINENTAL
- DELTA
- FRONTIER
- JET BLUE
- SOUTHWEST
- UNITED
- US AIRWAYS
- VIRGIN
- SDCRAA
- INTERNATIONAL GATES

LEGEND

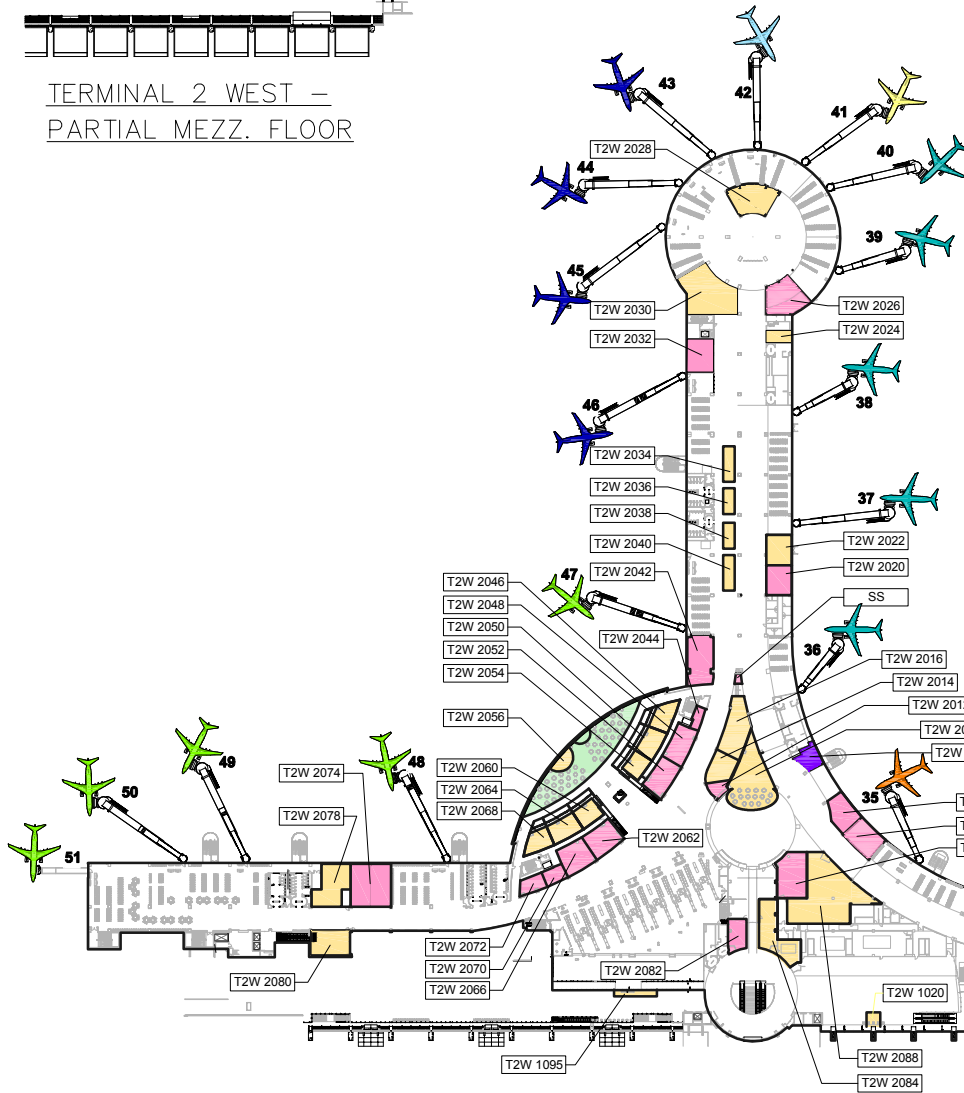
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- F&B SEATING AREA
- RETAIL
- STORAGE
- PS (PASSENGER SERVICES)
- ELEVATOR
- DELIVERY NODE



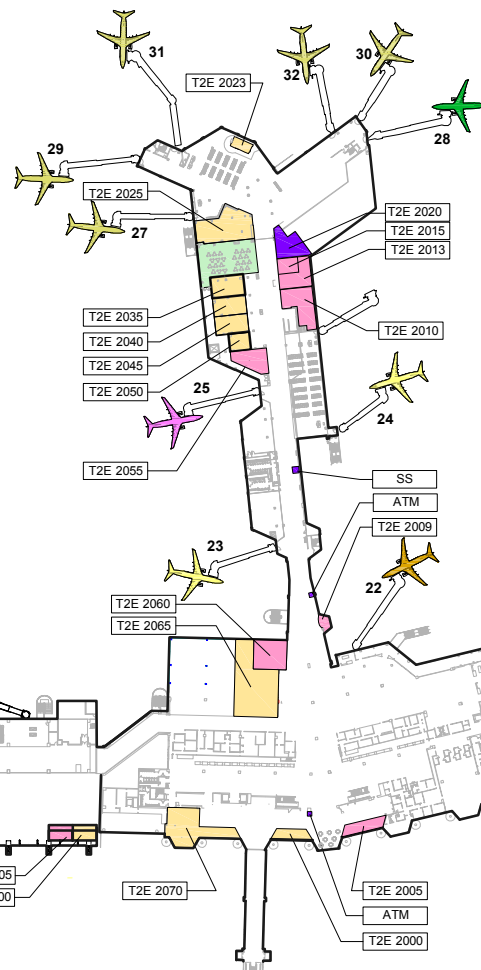
TERMINAL 2 WEST –
PARTIAL MEZZ. FLOOR



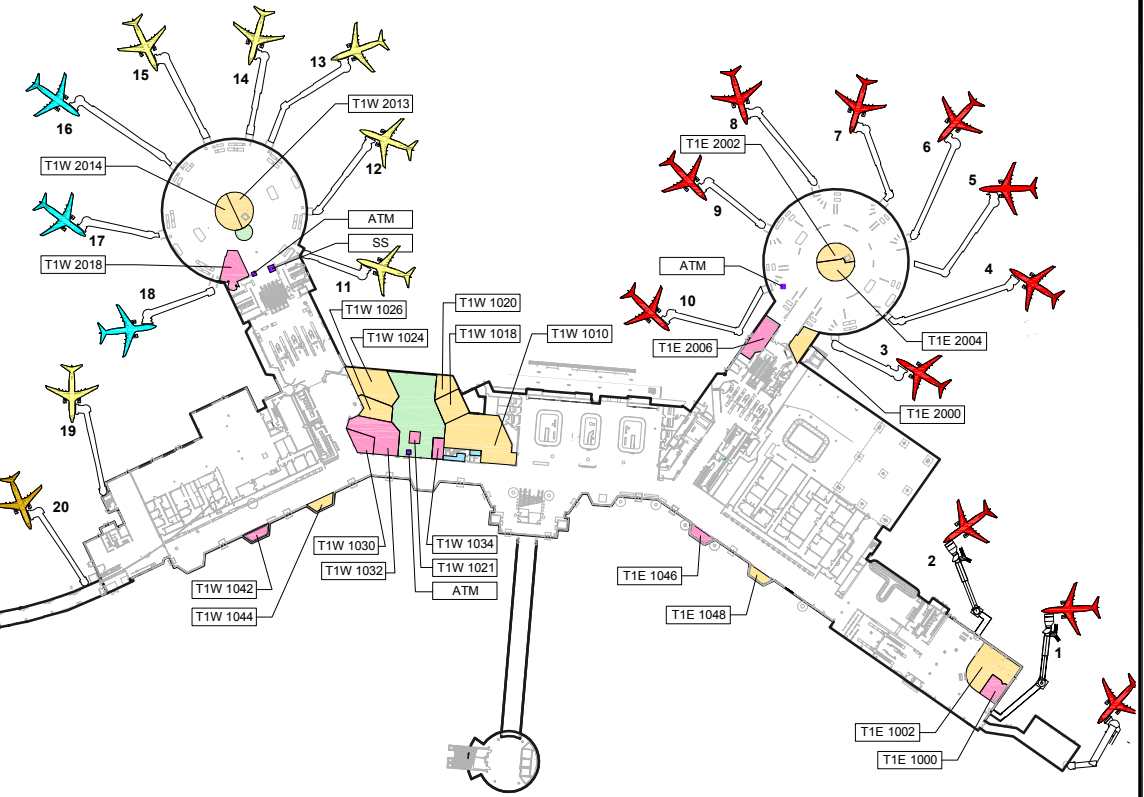
COMMUTER TERMINAL



TERMINAL 2 WEST



TERMINAL 2 EAST



TERMINAL 1

CONCESSION PLAN



SAN DIEGO INTERNATIONAL AIRPORT
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
CONCESSIONS DEVELOPMENT PROGRAM

INFORMATION ONLY

THIS DRAWING IS A PRELIMINARY DRAFT FOR PRESENTATION PURPOSES ONLY AND IS SUBJECT TO CHANGE. THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY SHALL NOT BE RESPONSIBLE FOR ANY ERRORS OR OMISSION WHICH MAY BE INCORPORATED HEREIN AS A RESULT.

ISSUED BY: REAL ESTATE
PRINTED DATE: DRAFT 12.30.10



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Food Service: Package Summary

Package Number	Unit Count	Square Footage	Gross Sales Projection	
			Range	
1	6	8,087	\$7.9	\$10.5
2	10	9,201	\$7.4	\$9.9
3	6	9,174	\$7.8	\$10.4
4	2	1,085	\$1.9	\$2.5
5	6	8,182	\$7.1	\$9.4
6	8	6,837	\$6.5	\$8.7
7	3	2,317	\$2.2	\$2.9
8	5	8,276	\$8.0	\$10.7
TOTAL	46	53,159	\$48.9	\$65.2



SAN DIEGO INTERNATIONAL AIRPORT
 Concession Development Program

Food Service: Package 1

Unit Number	Location	Square Footage	Concept Category
T1E-1002	T1E-Post-Security	1,901	Themed Bar w/Food
T1E-1048	T1E-Pre-Security	348	Coffee
T2E-2035	T2E-Post-Security	844	Food Court – Hamburger
T2W-1020	T2W-Pre-Security	241	Snack Food
T2W-2060	T2W-Core	623	Food Court – Hamburger
T2W-2088	T2W-Core	4,130	Casual Dining/Marché



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Food Service: Package 2

Unit Number	Location	Square Footage	Concept Category
CTO-1015	CTO-Post-Security	1,700	Themed Bar w/Food & Takeout
CTO-1020	CTO-Post-Security	488	Gourmet Market w/Coffee
T1W-1018	T1W-Pre-Security	867	Food Court – Asian
T1W-1020	T1W-Pre-Security	497	Food Court – Snack Food/Open
T2E-2000	T2E-Pre-Security	550	Coffee
T2E-2070	T2E-Pre-Security	2,182	Casual Dining
T2W-2028	T2W-North Rotunda	1,365	Themed Bar w/Food
T2W-2038	T2W-North	384	Coffee
T2W-2050	T2W-Core	738	Food Court – Italian
T2W-2056	T2W-Core	430	Themed Bar w/Food



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Food Service: Package 3

Unit Number	Location	Square Footage	Concept Category
T1W-1024	T1W-Pre-Security	1610	Food Court – Hamburger
T2E-2025	T2E-Post-Security	2163	Themed Bar w/Food
T2E-2040	T2E-Post-Security	779	Food Court – Asian/Open
T2W-1015	T2W-Pre-Security	411	Prepared Foods & Baked Goods
T2W-2064	T2W-Core	786	Food Court – Mexican
T2W-3005	T2W-Mezzanine	3,425	Sit Down Restaurant



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Food Service: Package 4

Unit Number	Location	Square Footage	Concept Category
T1E-2000	T1E-Post-Security	734	Coffee
T2W-1095	T2W-Pre-Security	351	Coffee



SAN DIEGO INTERNATIONAL AIRPORT
 Concession Development Program

Food Service: Package 5

Unit Number	Location	Square Footage	Concept Category
T1W-1010	T1W-Pre-Security	3169	Casual Dining
T1W-1026	T1W-Pre-Security	741	Food Court – Healthy/Open
T2W-2014	T2W-Core	1075	Coffee
T2W-2016	T2W-Core	1471	Gourmet Market
T2W-2068	T2W-Core	589	Food Court – Snack Food/Open
T2W-2080	T2W-West	1,137	Themed Bar w/Food



SAN DIEGO INTERNATIONAL AIRPORT
 Concession Development Program

Food Service: Package 6

Unit Number	Location	Square Footage	Concept Category
T1W-1044	T1W-Pre-Security	303	Coffee
T1W-2013	T1W-Post-Security	620	Coffee
T1W-2014	T1W-Post-Security	735	Themed Bar w/Food
T2E-2045	T2E-Post-Security	779	Food Court – Italian
T2E-2050	T2E-Post-Security	440	Coffee
T2W-2000	T2W-East	1449	Themed Bar w/Food
T2W-2046	T2W-Core	700	Food Court – Chicken
T2W-2084	T2W-Pre-Security	1,811	Café/Bakery/Deli



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Food Service: Package 7

Unit Number	Location	Square Footage	Concept Category
T2W-2010	T2W-Core	1548	Casual Dining
T2W-2024	T2W-North Rotunda	385	Coffee
T2W-2036	T2W-North	384	Snack Food



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Food Service: Package 8

Unit Number	Location	Square Footage	Concept Category
T1E-2002	T1E-Post-Security	580	Themed Bar w/ Food
T1E-2004	T1E-Post-Security	771	Quick Service – Hamburger
T2E-2065	T2E-Post-Security	3300	Café/Bakery/Deli
T2W-2030	T2W-North Rotunda	3036	Casual Dining
T2W-2054	T2W-Core	589	Food Court – Asian/Open



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Retail: Packages Summary

Package Number	Unit Count	Square Footage	Gross Sales Projection	
			Range	
1	9	6,885	\$7.5	\$10.0
2	7	6,503	\$8.2	\$10.9
3	7	4,958	\$5.7	\$7.6
4	7	5,558	\$6.8	\$9.1
5	2	1,519	\$1.1	\$1.4
6	4	280	\$0.5	\$0.6
7	4	4,350	\$3.9	\$5.2
TOTAL	40	30,053	\$33.6	\$44.8



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Retail: Package 1

Unit Number	Location	Square Footage	Concept Category
T1E-1000	T1E-Post-Security	548	News & Gifts
T1W-1021	T1W-Pre-Security	120	Specialty – Jewelry
T2E-2005	T2E-Pre-Security	650	News & Gifts
T2E-2055	T2E-Post-Security	945	Specialty – Bookstore
T2W-1010	T2W-Pre-Security	399	News & Gifts
T2W-2048	T2W-Core	1,082	Specialty – Sport Store
T2W-2062	T2W-Core	1,129	Specialty – Casual Apparel
T2W-2070	T2W-Core	368	Specialty – Leather Goods
T2W-2086	T2W-Core	1,644	News & Gifts



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Retail: Package 2

Unit Number	Location	Square Footage	Concept Category
CTO-1005	CTO-Pre-Security	482	News & Gifts w/Coffee
CTO-1010	CTO-Post-Security	700	News & Gifts
T1E-2006	T1E-Post-Security	996	News & Gifts
T1W-1032	T1W-Pre-Security	1,526	Specialty – Bookstore
T2E-2013	T2E-Post-Security	756	Specialty – Electronics
T2W-2002	T2W-East	1351	News & Gifts w/Coffee
T2W-2072	T2W-Core	692	Specialty – Accessories



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Retail: Package 3

Unit Number	Location	Square Footage	Concept Category
T1W-1034	T1W-Pre-Security	185	Specialty – Accessories
T1W-1042	T1W-Pre-Security	348	News & Gifts
T1W-2018	T1W-Post-Security	1092	News & Gifts
T2E-2060	T2E-Post-Security	1200	News & Gifts
T2W-2012	T2W-Core	350	Specialty – Children's Toys & Games
T2W-2052	T2W-Core	1064	Specialty – Casual Apparel
T2W-2082	T2W-Pre-Security	719	News & Gifts



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Retail: Package 4

Unit Number	Location	Square Footage	Concept Category
T1E-1046	T1E-Pre-Security	348	News & Gifts
T1W-1030	T1W-Pre-Security	532	Specialty – Electronics
T2E-2009	T2E-Post-Security	205	Specialty – Candy
T2E-2010	T2E-Post-Security	1690	News & Gifts
T2W-2026	T2W-North Rotunda	1481	News & Gifts
T2W-2044	T2W-Core	250	Specialty – Jewelry
T2W-2074	T2W-West	1,052	News & Gifts



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Concession Development Program

Retail: Package 5

Unit Number	Location	Square Footage	Concept Category
T2E-2020	T2E-Post-Security	800	Specialty – Spa Service
T2W-2006	T2W-Core	719	Specialty – Spa Service

Retail: Package 6

Unit Number	Location	Square Footage	Concept Category
T1E-N/A	T1E-Post-Security	70	Specialty – Automated Retail
T1E-N/A	T1E-Post-Security	70	Specialty – Automated Retail
T1W-N/A	T1W-Post-Security	70	Specialty – Automated Retail
T1W-N/A	T1W-Post-Security	70	Specialty – Automated Retail



SAN DIEGO INTERNATIONAL AIRPORT
 Concession Development Program

Retail: Package 7

Unit Number	Location	Square Footage	Concept Category
T2E-2015	T2E-Post-Security	500	Specialty – Accessories or Travel Items
T2W-2032	T2W-North Rotunda	1096	Specialty – Local Concept & Themed Products
T2W-2042	T2W-Core	1633	Specialty – Bookstore
T2W-2066	T2W-Core	1,121	Specialty – Electronics



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Minimum Qualifications
- Company Background, Experience, and Financial Capability
- Concept/Brand Development and Merchandise/Menus
- Designs, Materials, and Capital Investment
- Management, Staffing Plan, and Training
- Operations and Maintenance Plan
- Marketing and Promotions Plan
- Board Adopted Preferences



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Minimum Qualifications
 - Minimum Experience
 - Worker Retention
 - Signed and completed Requested Forms in RFP:
 - Proposal Checklist
 - Respondent's Business Organization Statement
 - Certification or Eligibility for Small Business Participation
 - Statement of Small Business Certification
 - Equal Employment Opportunity
 - Declaration of Non-Collusion



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Minimum Qualifications Continued:
 - Signed and completed Requested Forms in RFP:
 - Personal Description and Release
 - Financial Offer
 - Pre-proposal Conference Notice
 - Package Descriptions and Requirements
 - Statement of Ability to Comply with Lease Document
 - Financial Projections
 - Proposal Bond and Letter of Credit Forms
 - ACDBE Participation and Commitment Form



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Company Background, Experience, and Financial Capability
 - Description of Proposing Respondent(s)
 - Brief History of the Respondent(s) Company(ies)
 - Description of a Respondent(s) Operations most Relevant to those being proposed
 - Respondent(s) Historical Financial Information
 - Financial Ratios, Proforma Projections, and Rent Proposal
 - Relevant experience in the operation of the proposed concept



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Company Background, Experience, and Financial Capability Continued:
 - Business Plan, Financial Statements, and Metrics
 - Reasonableness and viability of proposed operation
 - Financial Capability
 - The ability to fund continuing operations from the cash flow generated by the operation



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Concept/Brand Development and Merchandise/Menus
 - Merchandise mix/Menus are consistent with concepts and provides a wide variety of merchandise and price points
 - Incorporating storage into the design of the spaces and fixtures
 - Overall appeal of proposed concept to passengers
 - Conformance with concept sought in RFP
 - Ability to optimize sales, revenue, and customer satisfaction
 - Description of concept-specific quality assurance procedures, guarantees, and customer service initiatives



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Designs, Materials, and Capital Investment
 - Interior and exterior renderings and floor plan layouts
 - Description of the design and materials to be used
 - Capital Investment Financial Plan by unit
 - Sources of funding
 - Estimated Costs
 - Estimated Working Capital Support
 - Reflects Tenant Design Criteria Manual Guidelines
 - Design supports the proposed brand/concept and a strong merchandising strategy is incorporated into design



SAN DIEGO INTERNATIONAL AIRPORT
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RFP Evaluation Criteria

- Management, Staffing Plan, and Training
 - Organization Chart illustrating reporting relationship between corporate and on-site management
 - Resumes for the proposed on-site general manager, regional manager, and other key management/culinary staff
 - Labor and training practices
 - Customer service training program
 - Employee incentive program
 - Worker Retention program



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Operation and Maintenance Plan
 - Procedures for merchandise replenishment, warehousing/storage, and inventory control
 - Overall store standards including maintenance of concession facilities, cleanliness of the location, fixtures, and orderly display of merchandise
 - Concept specific quality assurance procedures, guarantees, and customer service initiatives and policies



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

RFP Evaluation Criteria

- Marketing and Promotions Plan
 - Typical on-airport promotions
 - Customer satisfaction monitoring program
 - Analysis conducted to determine the concepts, brands, merchandise, menus, and product lines
- Board Adopted Preferences
 - Small Business Preference
 - Worker Retention



SAN DIEGO INTERNATIONAL AIRPORT
Concession Development Program

Next Steps...

- Final Industry Outreach Event – Mid January
- Finalize RFP and Related Documents – Mid January
- Release RFP – End of January



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Concession Development Program

Thank You!

