

State of the Rental Car Industry, Contracts & Facility Development

NAEDC Conference | Session 4

Wednesday, April 15, 2026 | Kansas City, MO

Speakers:

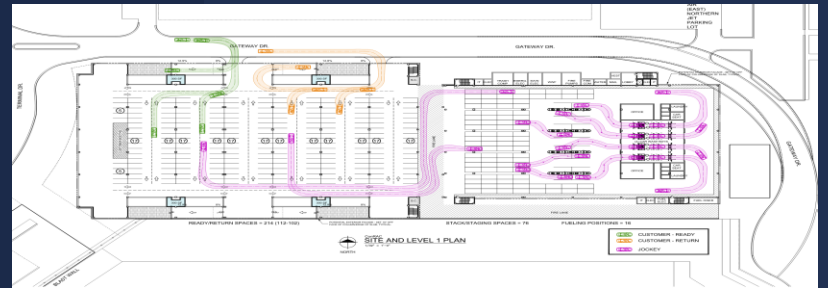
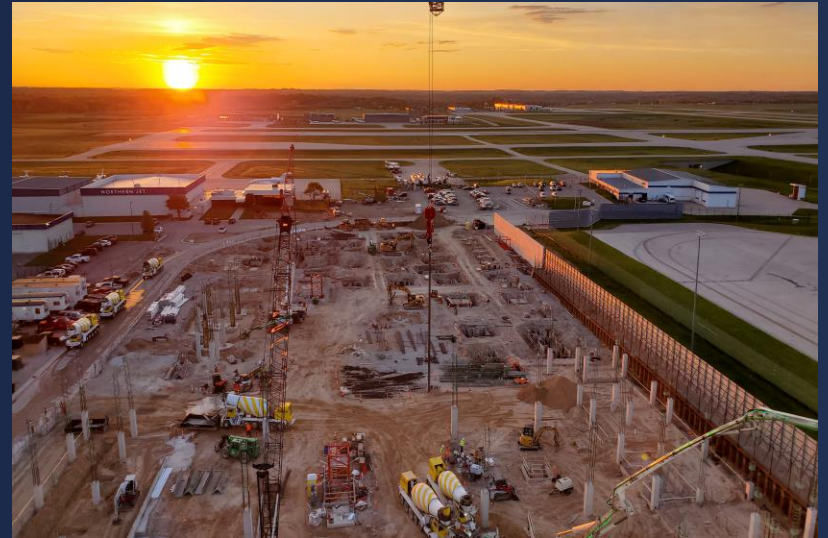
Kurt M. Schwager, Jacobson Daniels — Industry Update
Tom Cizauskas, Grand Rapids Airport — GRR's ConRAC Journey
Jennifer Diaz, MVI Services — ConRAC Management



GRR's ConRAC Journey

Gerald R. Ford International Airport

Why do airports choose the ConRAC model?

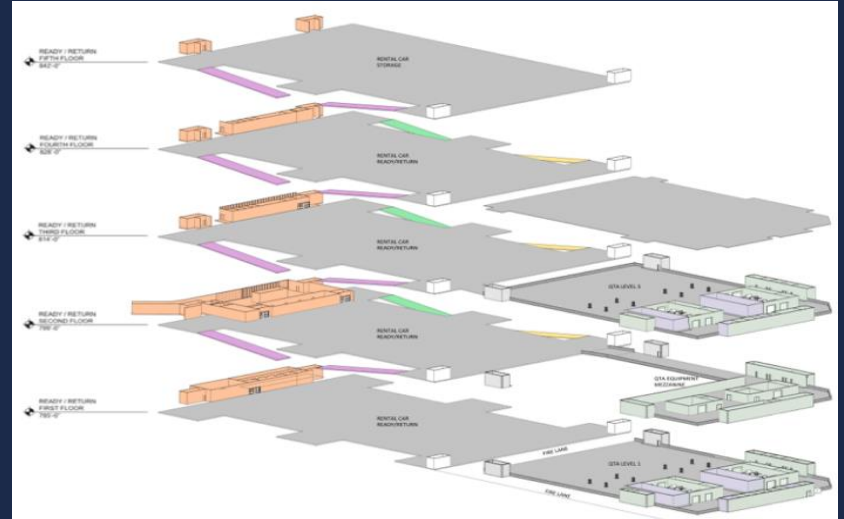


Opening in 50 Days

GRR's new consolidated rental car facility is nearly complete



Exterior Rendering



Cross-Section & Floor Plans

What Led Us to the ConRAC

Primary and secondary considerations that drove the decision



Throughput



Parking Demand



Real Estate



**Passenger
Experience**



Environmental



**Operational
Synergies**



**Traffic
Management**

**A well-planned
ConRAC is the
gateway to
airport
modernization.**

Primary Drivers

Parking demand, master plan inputs, and real estate optimization drove the ConRAC decision

Parking Demand & Revenue

Freeing ~1,000 garage spaces for high-value public parking revenue.

Master Plan Inputs

ConRAC solved both parking and rental car garage needs in one project.

Real Estate Optimization

Consolidating operations frees premium land for airport development.

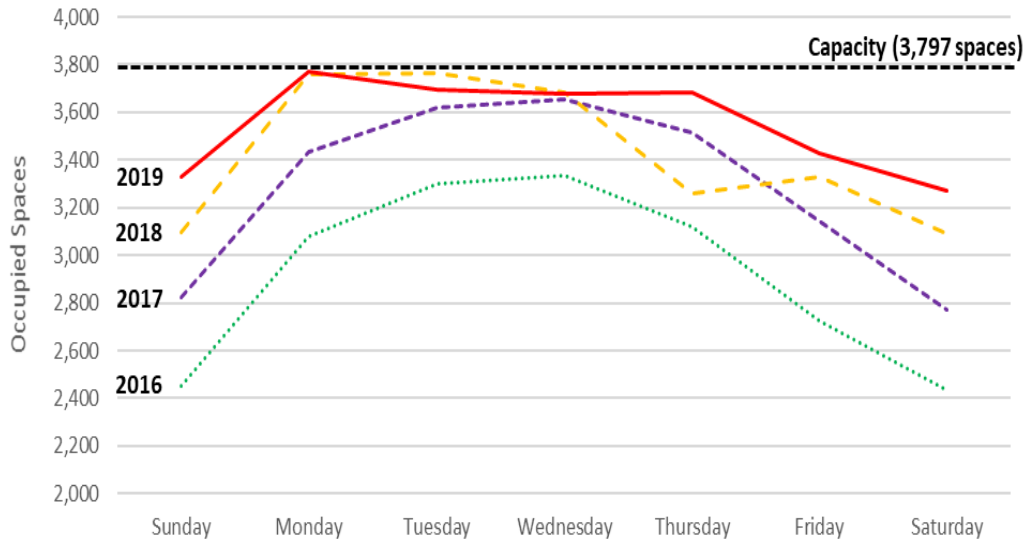
Passenger Experience

Walk-to counters, no shuttle bus, better wayfinding.



Parking Demand Was Reaching Capacity

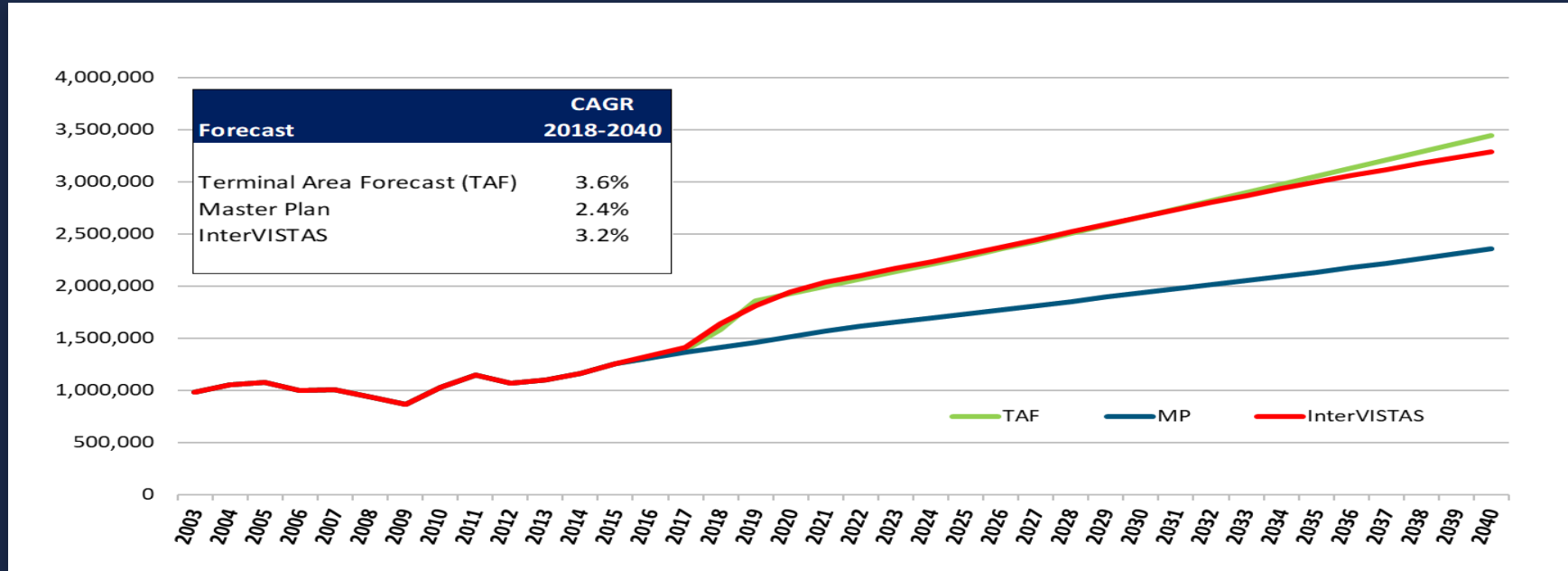
March peak occupancy, Long-Term Garage (Levels 2-4) — historical data showed growing pressure



- **2016:** Occupancy peaked mid-week
- **2017:** Approached capacity on Tuesday
- **2018:** Full on Monday — no room to grow
- **Capacity:** 3,797 spaces (Levels 2-4)

Passenger Traffic Forecast

GRR's enplaned passenger traffic forecast to reach 2.3 million — growth demands infrastructure



December 2019 Parking Assessment

Current and future parking demand analysis identified the need for 1,100 to 2,850 additional spaces

CLOSE-IN COVERED PARKING



Phase A Parking Program

Initial parking program designed to meet:

A

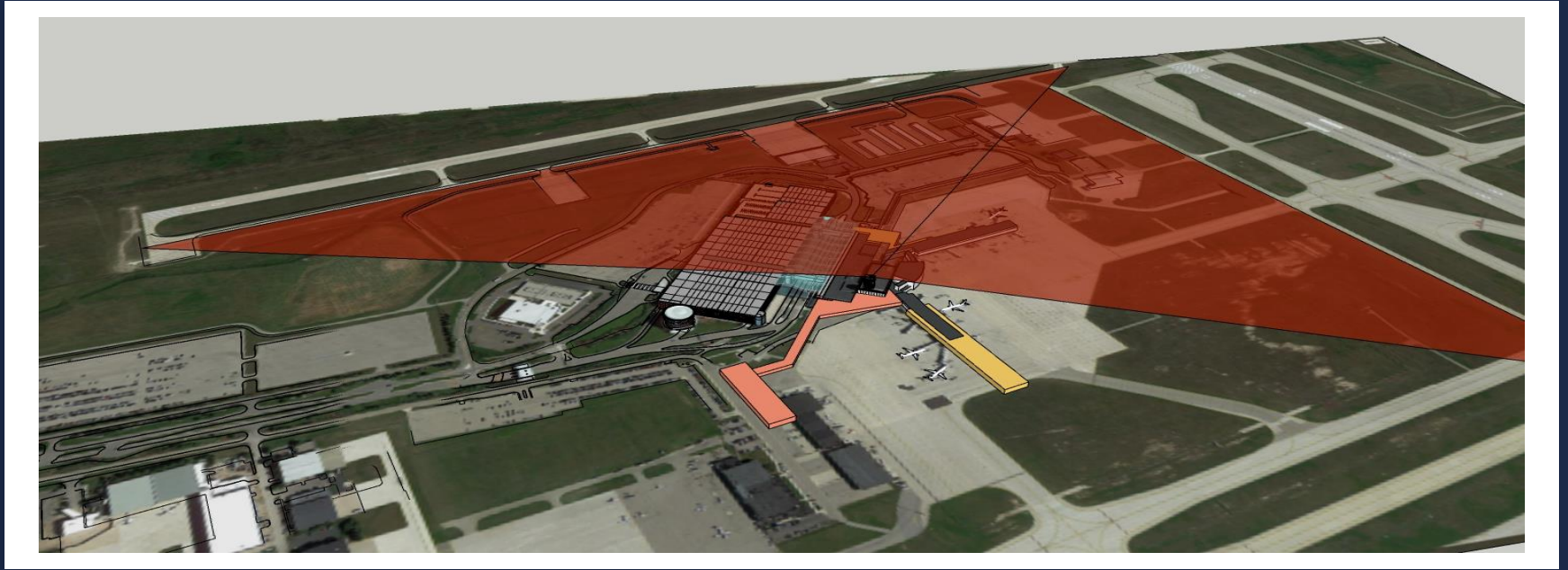
Current parking demand
+1,100 Spaces
close-in covered parking

B

2030 parking demand
+2,850 Spaces
close-in covered parking

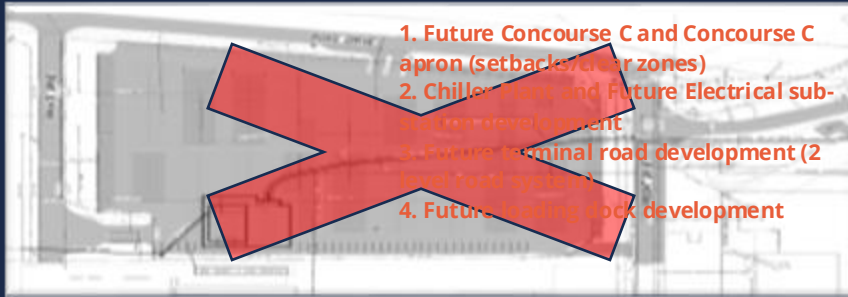
Line of Sight Requirements

Control tower restrictions limited where new garage construction could be located



Evaluating Garage Locations

Multiple locations assessed — constraints narrowed viable options for close-in parking



Employee Lot – Not Feasible



North Lot



East Lot



Existing Garage Level 1 Reconfiguration

The Master Plan Solution

ConRAC frees ~1,000 public parking spaces while enabling future terminal growth



The Answer



Bringing the Rental Car Companies Along

After the airport decides — how do you build consensus with your tenants? **OPTION B**



Each conversation builds on the last — start with structure, end with governance

Bond Financing Summary

OPTION B

Series 2023A — CONRAC: Sources and uses of funds



\$159.39M

Par Amount



30 Years

Term



5.47%

True Interest Cost



\$11.3M

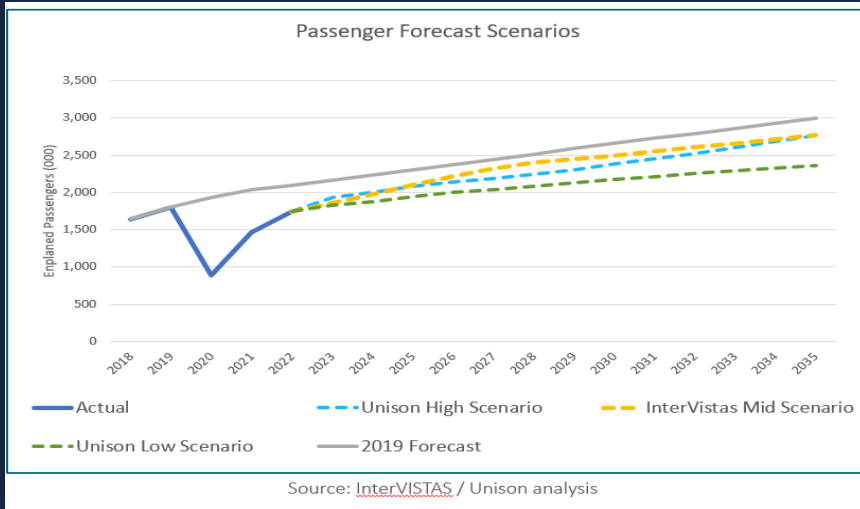
Avg Annual Debt

Bond Details

- Priced 3/15/23 | Closed 4/12/23
- Average Life: 22.12 years
- Max Annual Debt: \$13.7M
- County Full Faith & Credit / AAA
- Federally Taxable Obligation
- *2023B est. only; subject to change*

Customer Facility Charge (CFC) Analysis

Projected CFC rates under different passenger forecast scenarios



CFC Rate Projections

CONRAC Bond
\$144M Project Deposit

CFC	Unison Low Epax	Unison High Epax	InterVista Med Epax
Bond Proceeds (\$144M Project Deposit)	\$8.750	\$8.100	\$7.190
+\$12M	\$9.215	\$8.570	\$7.820
+\$14M (Includes \$2M Design Cost)			
+ Annual O&M (\$x)			

CFC rate depends on passenger volume, project scope, and operating cost assumptions



◆
**GRR's ConRAC
Journey**

Thank You

Tom Cizauskas

ConRAC Management

Protecting Your Investment

Jennifer Diaz, CFM

MVI Services

NAEDC Conference | April 15, 2026 | Kansas City,
MO



THE IFMA 1:5:200 RULE

1 : 5 : 200

DESIGN

CONSTRUCTION

OPERATIONS

For every \$1 spent on design, \$5 is spent on construction, and \$200 is spent operating the building over its life.

Source: IFMA · Royal Academy of Engineering

A ConRAC Is Not Just a Parking Garage

Beyond standard building systems, ConRACs have unique operational areas

Car Wash Bays

Wash & Detail Operations

- Automated wash tunnels
- Vacuum systems & motors
- Water reclaim & treatment
- Chemical dispensing
- Dryer & blower systems

Maintenance Bays

Vehicle Service Areas

- Quick-service vehicle bays
- Compressed air systems
- Fluid management
- Hose reels & water lines
- Tire inflation stations

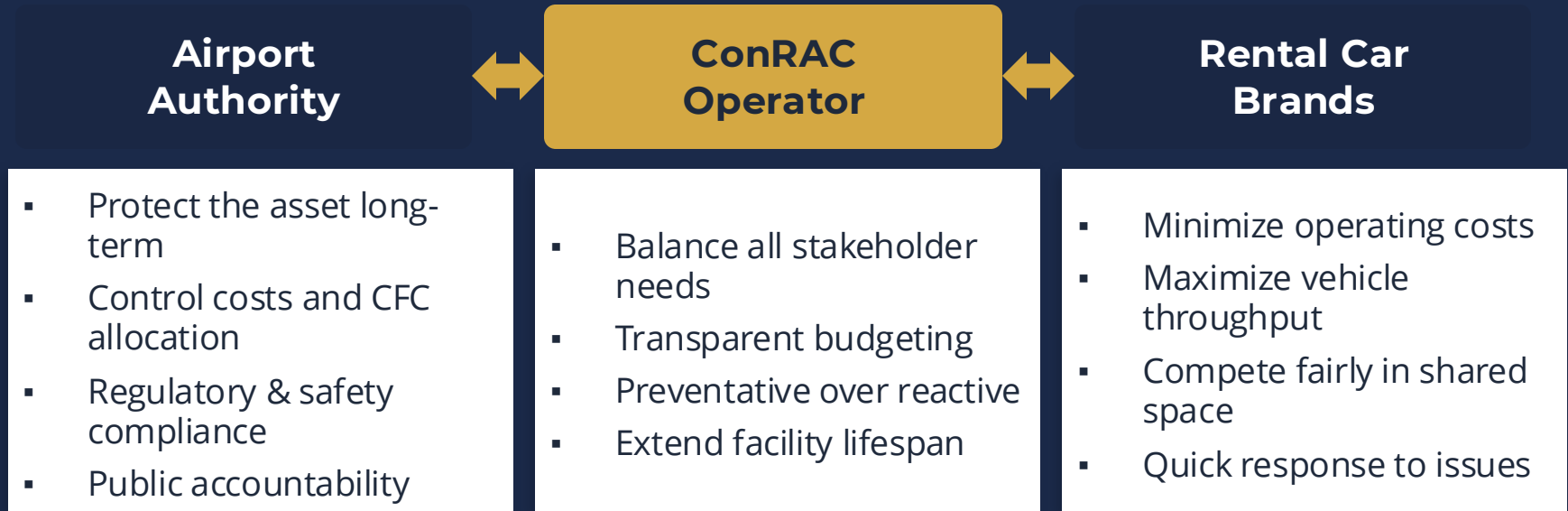
QTA Specialty Systems

Fueling & Compliance

- Fuel dispensing systems
- Underground storage tanks
- Oil-water separators
- Environmental monitoring
- Regulatory compliance

The Balancing Act

Managing competing priorities is the real challenge — not the facility itself



A skilled operator serves as the neutral party — advocating for the facility while keeping all stakeholders aligned

Design Decisions Drive Lifetime Cost

Every choice at design affects 30+ years of operating cost — and whether this asset retains value

01

Bring the Experts

- Specialty system designers
- Experienced installers
- Operators with ConRAC experience
- *They've already made the costly mistakes elsewhere*

02

Time Value of Money

- A dollar today is not a dollar tomorrow
- Right materials now = lower lifetime cost
- Design decisions compound over 30 years
- *Small upfront savings, large operating losses*

03

Long-Term Value

- Built to last 20+ years
- Designed to be repurposed, not demolished
- Protects CFC revenue stream
- *Preserves a regional infrastructure asset*

How Early Should You Bring in the Operator?



Every airport is different. Design for the tenants.
What do the rental car companies need?

Always Preparing for the Future



The operator proactively plans capital investments and coordinates with the airport and RACs to prepare.

Capital Investment Planning

Extending asset life is the #1 goal — the operator is key to protecting long-term value

The Reality

- ConRAC assets depreciate from day one
- Car wash, fueling, and QTA systems face heavy daily wear
- Deferred maintenance compounds costs exponentially
- Unplanned replacements disrupt operations & budgets
- Capital planning is rarely built into the original scope

What the Operator Brings

- Preventive maintenance extends equipment life
- Asset lifecycle tracking & replacement forecasting
- Capital budgets informed by actual system data
- Warranty management & vendor coordination
- Phased replacement plans to avoid cost spikes

Key Takeaways

- 01** A ConRAC is industrial infrastructure — not a parking garage. It needs specialized expertise.
- 02** Engage the operator early. Design for the tenants. Avoid costly mistakes.
- 03** Build the right team from day one — finance, design, build, and operate.



Thank You | Questions?