

CASE STUDY

CLT ConRAC Management Transfer

Operational Turnaround at the Charlotte Douglas International Airport ConRAC:
Implementing CS Operators' Superior Standards



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The Conrac Solutions Difference

Increased Efficiency | Improved Customer Experience | Cost Reduction

On July 1, 2024, CS Operators, the operations division of Conrac Solutions (CS), accepted leadership of facility and fuel management responsibilities at the consolidated rental car facility (ConRAC) at Charlotte Douglas International Airport (CLT). As CS Operators assumed responsibility for a facility with existing operations, the initial transition focused on minimizing disruption to rental car operators and the traveling public, while conducting a thorough assessment to align the facility with CS Operators' safety and performance standards.

The cornerstone of CS Operators' approach is its people. CS Operators maintains strict standards for performance, hiring, and training. At CLT, daily operations are led by a dedicated on-site manager and five-person team, with additional support and national expertise provided by CS Operators' Management and Operational Services System.

Facility Features

-  1.6 million square feet
-  3 levels
-  94 fueling stations
-  12 car washes
-  8 rental car brands
-  Transition to CS Operators in 2024 (facility opened in 2014)

Required Actions:

- Complete Site Cleanup
- Address Deferred Maintenance

Site Cleanup

A ConRAC requires proactive maintenance to ensure safe, compliant, and efficient operations. Deferred upkeep and inadequate cleanliness can lead to costly repairs, increased downtime, safety hazards, and negative experiences for the traveling public.

A key focus of the initial transition was to provide a clean, well-maintained environment for the customers and employees of CLT. A comprehensive restoration effort addressed health and hygiene risks stemming from sanitation and workplace hazards.

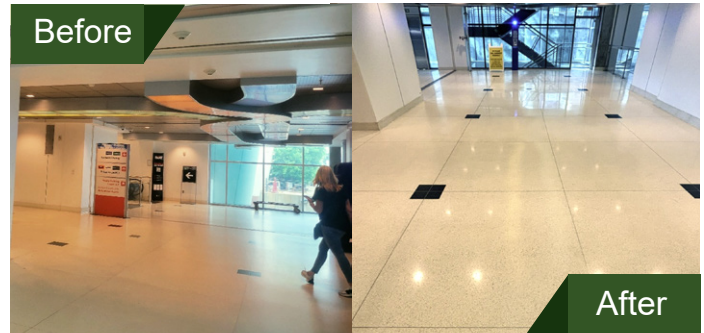


Areas of Focus:

- **Pressure Washing** of stairwells (Levels 1, 2 and 3), main walkways, rear entryways, and concrete pads
- **General Cleaning** of pillar sections (Levels 2 and 3), interior walkways, fuel stations, floor mats, and delivery/pallet areas
- **Elevator Shaft Vacuuming** to remove dust and debris
- **Restroom Maintenance**, including a deep cleaning and installation of new towel and soap dispensers
- **Remote Site Cleanup**, including car wash bays and trash removal areas
- **Terrazzo Floor Restoration** to improve appearance, safety and floor durability



Restroom Deep Clean and Maintenance



Terrazzo Floor Restoration



Stairwell Pressure Washing

Budget Reduction

Once CS Operators assumed responsibility for facility management, the annual Common Area Maintenance (CAM) budget was reduced by nearly 13%, while simultaneously enhancing service quality.*

The Terrazzo Floor Restoration entailed stripping, cleaning, polishing, and using a 3M penetrating sealant to improve aesthetics and reduce future maintenance costs. The restoration was phased to ensure continuous access for customers and employees, with work scheduled during low-traffic times.

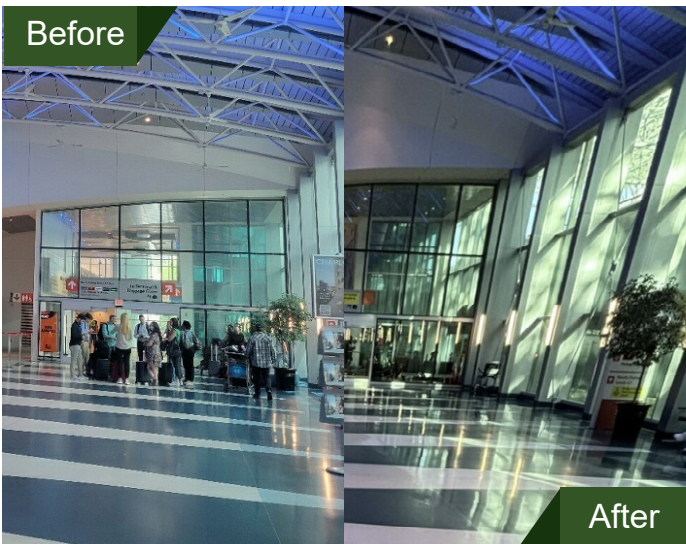
Addressing Deferred Maintenance

Fueling System Maintenance: The fuel system is the most critical component of a well-functioning ConRAC and requires consistent, strategic preventive maintenance. The facility experienced a period of inadequate upkeep under the previous operator, which led to long-term issues affecting overall functionality.

Aging equipment, including corroded components, malfunctioning sensors, and defective valves, resulted in reduced fuel flow and even rendered some affected dispensers unable to pump gas.

In addition, unaddressed system alerts and deteriorating components hindered both operational reporting and regulatory compliance. CS Operators' ongoing maintenance efforts include in-depth diagnostics and troubleshooting, as well as replacement of critical components including sensors, pumps and motors.

These actions have restored fueling compliance, distribution, and supply to meet both CS Operators' elevated standards and RAC needs.



*Calculation based on the previous operator's annual Common Area Maintenance (CAM) budget vs the first annual CAM Budget with the transition to CS Operators' management.

Lift Station Strainer Replacement: CS Operators found that the facility’s lift station—a key part of the wastewater system that pumps sewage from lower to higher elevations—had pumps that were not operating efficiently and causing malfunctions. This required weekly pumping at a cost of \$1,500 per month to avoid raw sewage overflow onto the garage floor plate. Based on a detailed assessment, a higher-capacity lift station strainer was installed, and aging and inoperable pumps were replaced, which led to enhanced waste collection efficiency. These updates resulted in an annual cost savings of \$18,000 in operating expenses, reduced exposure risk, and created a space where sewage transfer equipment is no longer visible to passengers and staff.

“I want to sincerely express my appreciation and admiration for the wisdom, organization, and clarity that the CS Operators team brings to CLT. The team has demonstrated mastery in communication and planning.”

– Lloyd Edwards
CLT Facilities Capital Project Supervisor

**Prior work orders averaged 37 per month from July to October 2024 and were reduced by more than 25% in November and December 2024.

Security Gates: During initial facility assessments, improper security gate repair was discovered. Through collaboration with CS Operators’ network of qualified experts, an innovative solution was developed. By replacing the gate openers with buttons, future damage was prevented and the overworked motors and continued burnout issues were successfully resolved, **resulting in a 25% reduction in gate-related work orders.****

Exhaust Fan Upgrade: The exhaust fan system, responsible for expelling exhaust gases from running vehicles and vacuum air, was upgraded to improve functionality and safety. This included replacing broken bearings and non-working motors that were long overdue for maintenance.

CS Operators’ approach is rooted in a long-term investment strategy aimed at maximizing asset value for airport ownership and enhancing operational efficiency for facility tenants. This strategy ensures safe, functional, and cost-effective operations. With specialized expertise across all aspects of ConRAC operations, CS Operators consistently maintains facilities to high standards for the airport, RAC tenants, and the traveling public.

For more information on the transformation and ongoing management of CLT ConRAC, please contact Scott Anderson at sanderson@conracsolutions.com or visit conracsolutions.com/clt.

Conrac Solutions (CS) is an innovative sector leader pioneering consolidated rent-a-car facility project delivery, operations and finance within the mobility infrastructure and aviation space. CS is owned by Meridiam, an independent investment Certified B Corporation™ and an asset manager that specializes in development, financing, and long-term management of sustainable infrastructure assets (meridiam.com). Borne out of the unique combined needs of airports and the rent-a-car industry, CS methodology provides a collective solution for on-airport rent-a-car tenant needs, enhanced traveler experience and reduced environmental footprint. For more information, please visit conracsolutions.com.