

# CASE STUDY

Innovation in Fence Reallocation Enables Efficiency and Cost Savings for SFO Operators



*Shaping Tomorrow Today*

## Reallocation Challenges for SFO Operators

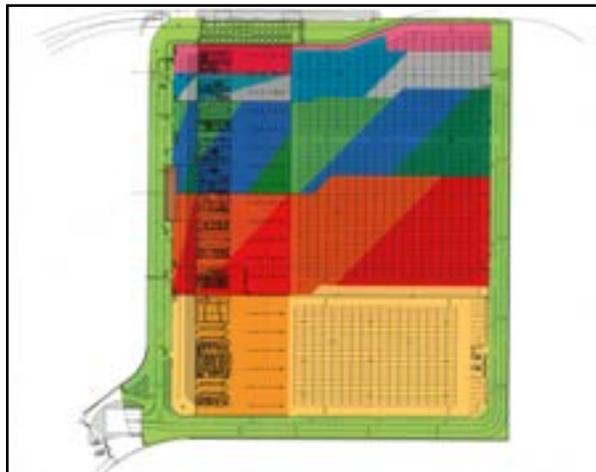
Since the ConRAC opening in 1999, the San Francisco International Airport rent-a-car operators faced the daunting triennial task of reallocating and reinstalling chain link fence to mark each rent-a-car operator's exclusive use area based on annual market share.

As one of the busiest QTAs in the nation, with rows of cars waiting to be prepped at all hours of the day, it was a challenge to perform reallocation construction while continuing to meet daily operations goals. Until CS Operators' involvement, reallocation was a lengthy, stressful and expensive process.

The traditional method required two weeks of QTA closure for an external contractor to remove the old materials and install brand new fencing. The removal process included cutting the existing steel posts to ground-level and patching the remaining holes with cement. Installation of the new fence line was performed by digging 8-10 inch footings through the asphalt and embedding new posts in poured concrete, which required between 48 to 72 hours to cure before chain link could be installed. The majority of the materials for the new fence were not reusable and needed

*“The ConRAC team understood previous frustrations and presented the RAC team with a semi-permanent solution to lower installation costs for many years to come.”*

**- Andrew Kluger, Enterprise Rent-A-Car<sup>1</sup>**



**SMART SYSTEMS:** Designed as a long-term solution, the new process makes it simple to re-align QTA vehicle queues with each new allocation.

to be purchased with each allocation cycle.

As a result, the RACs were stuck with an unnecessary price tag to include new materials each time space was reallocated and the QTA asphalt is now riddled with patched holes from previous lane allocations.

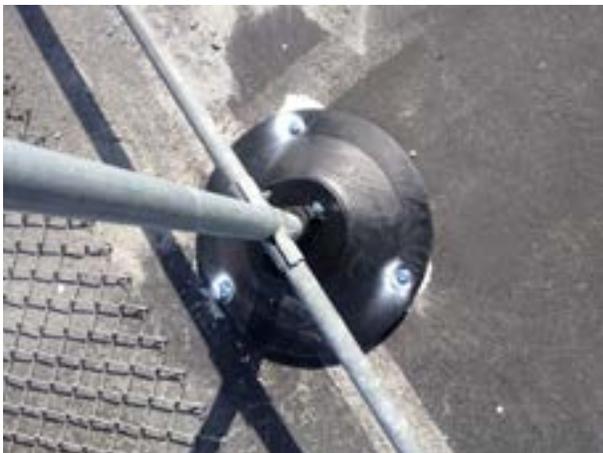
## Innovative Fence Anchoring Method

The most recent reallocation was performed in 2014, in which contracting bids were received at \$55,000, including labor and materials, to complete the job using the previous method. CS Operators, the new facility manager of only a few months, determined this recurring cost was inefficient and found an opportunity to implement a creative solution.

After evaluating the unique needs of the San Francisco QTA, the CS Operators team was able to verify that another post-anchoring method could offer the RACs a comprehensive fencing solution for their perennial reallocation.

The new post installation method utilizes a cast

<sup>1</sup> Quotation edited for length



**24/7 OPERATIONS:** CS Operators replaced the traditional post and chain link fence in the SFO QTA with a reusable modular fencing system, cutting materials and labor cost for future reallocations.

iron base, anchored directly to the asphalt by the in-house maintenance supervisor. The bases are threaded so posts can be screwed into them once the anchors are set. By using this method, the actual cost for 2014 reallocation was only \$24,839. Less than half the original quote to install new fence with traditional cement anchoring.

### Combined Method Benefits

The primary advantage to the new fence anchoring system is the ability to reuse most fencing material year after year, which is more cost effective and environmentally friendly. In addition to lowering the total

cost-per-reallocation-cycle, this method significantly reduces installation time and allows for greater scheduling flexibility, enabling full QTA functionality during the process.

The new method's quick deployment and reusable materials saved RACs more than \$30,000 in direct costs in 2014 when compared to the contractor's estimate to install all new fencing. Notably, increased comprehensive savings are expected add up over the long term. Additionally, each future reallocation will be completed in less time, with fewer materials and no time spent on bid requirements.

### Background

*The Consolidated Rent-A-Car Facility in San Francisco, CA is a City of San Francisco facility, housing the operations of nine Rent-A-Car brands. Open to the public for full operations in 1998, the facility was one of the first of its kind. The SFO ConRAC facility measures 436,000 square feet and includes a Quick Turn-Around area outfitted with 120 preparation and fueling stations and 11 car wash bays.*

### Cost Savings for New Reallocation Method

Allocation Year	Old Method	New Method	Savings
2014	\$ 55,000	\$ 24,840	\$ 30,160
2017 <sup>1,2</sup>	\$ 56,100	\$ 7,000	\$ 49,100
2019 <sup>1</sup>	\$ 57,220	\$ 7,140	\$ 50,080
<b>TOTALS</b>	<b>\$ 168,322</b>	<b>\$ 38,980</b>	<b>\$ 129,340</b>

<sup>1</sup>Costs for future reallocations are estimated based on 2014 costs and adjusted for 2 percent inflation.

## 2017 Reallocation Process<sup>2</sup>



2017 QTA Fence Row

This year's reallocation project was done differently than anticipated because airport took away 16,849 sq. ft. from the QTA parking lot. They took away the space because the airport needs to extend the AirTrain to the long-term parking and is using this area temporarily for staging of materials. Because they took this away from everyone, they volunteered to move the fence at their expense. The airport contracted the work with Skanska Construction and they were able to reuse the materials (all bases and fencing) and completed the project within a week, an incredibly quick turn-around time for this project.



2017 QTA Fence Anchor

### About Conrac Solutions

Headquartered in Renton, WA, the Conrac Solutions family of companies is the only entity in the United States to have privately developed, on-airport, consolidated rent-a-car facilities (ConRACs). As developer, financial sponsor and operator of ConRACs, the company has experience in pre-development and feasibility, financing strategies, design and construction, activation, operations, asset management and capital project management. Completed projects include Ted Stevens Anchorage International Airport, Austin-Bergstrom International Airport, and Bismarck Airport. ConRACs currently under contract for planning and delivery include Bradley International Airport (Hartford, CT), Newark Liberty International Airport and Reno Tahoe International Airport. For more information go to: <https://www.conracsolutions.com>.

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