

CONSOLIDATED RENTAL CAR FACILITY

Industry Day

Progressive Design-Build RFQ

April 16, 2026



What to Expect Today

01 Team Introductions

02 Program Goals and Vision

03 Project Background

04 Progressive Design-Build – Process Overview

05 Program Enhancements

06 Project Financing

07 RAC Involvement and Next Steps

08 RFQ Process and Timelines

Q&A Questions and Discussion

After Scheduled Meetings with Airport Staff

Section 01

Team Introductions

Sacramento County Department of Airports — Project Team

All



Stephen Clark

Deputy Director

Commercial Development & Project Executive



Genevieve Vargas

Principal Architect/Engineer

Design & Development



Andrew Durkee

Senior Airport Manager

Finance & Administration (Project Finance)



Renata Daher

Airport Manager - Concessions

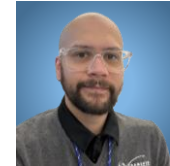
Concessions & RAC Coordination



Michael Gladwill

Sr. Airport Economic Dev. Specialist

Concessions & Contracts



Michael Winans

Sr. Airport Economic Dev. Specialist

Procurement Contact & RFQ Administrator

Our Consulting Team — First PDB for Sacramento County

Geneveive

While this is Sacramento County's first Progressive Design-Build project, we are supported by an experienced consulting team across legal, financial, technical, and program management disciplines.

Executive Program Manager

Accenture

Overall project management, schedule, budget oversight and PDD development

Legal Counsel

Kaplan Kirsch

PDB contract structure, procurement law, FAA compliance

Financial Advisor

PFM Financial Advisors

CFC modeling, bond structure, project finance

Technical and Contract Advisor

Ricondo – Jim Branda

Contract negotiation, procurement, consortium, sizing

Project Delivery Process Advisor

Vanir - Michael Meredith, CCM, DBIA Fellow

PDB RFQ process, delivery method and selection owner advisor

Initial Program Study, 2018/2019

Jacobsen Daniels

Initial program validation and development

Section 02

Program Goals And Vision

A Highly Collaborative Partnership

We are not simply hiring a contractor. We are selecting a long-term partner who shares our commitment to SMF's customers, our RAC partners, and our community.

*Airport retains project financing leadership.
DB brings design innovation and delivery expertise.*

Airport-Led Financing

①

The County will manage project financing directly through Customer Facility Charges — we are not seeking a private capital partner. This keeps decision-making authority and alignment of interests where it belongs: with SMF and our partners.

Open Questions, Collaborative Answers

②

We have significant programming questions still to resolve. That is a feature, not a bug — it is exactly why the Progressive Design-Build model is the right approach. We expect our partner to bring creative solutions and a willingness to work through complexity together.

Balance of Conservatism & Creativity

③

The project will require disciplined cost management and a conservative financial approach — paired with genuine design innovation. We want both, and we believe the right team can deliver both.

Customer Experience

- Walkable from both Terminal A and Terminal B
- Eliminate shuttle dependency
- World-class customer service center with intuitive way finding
- Reduced curbside congestion and improved air quality

Facility Quality

- Meet expected passenger traffic volumes
- Architectural compatibility with SMForward program aesthetic
- Scalable and adaptable to future airport growth
- Environmentally responsible

Project Delivery

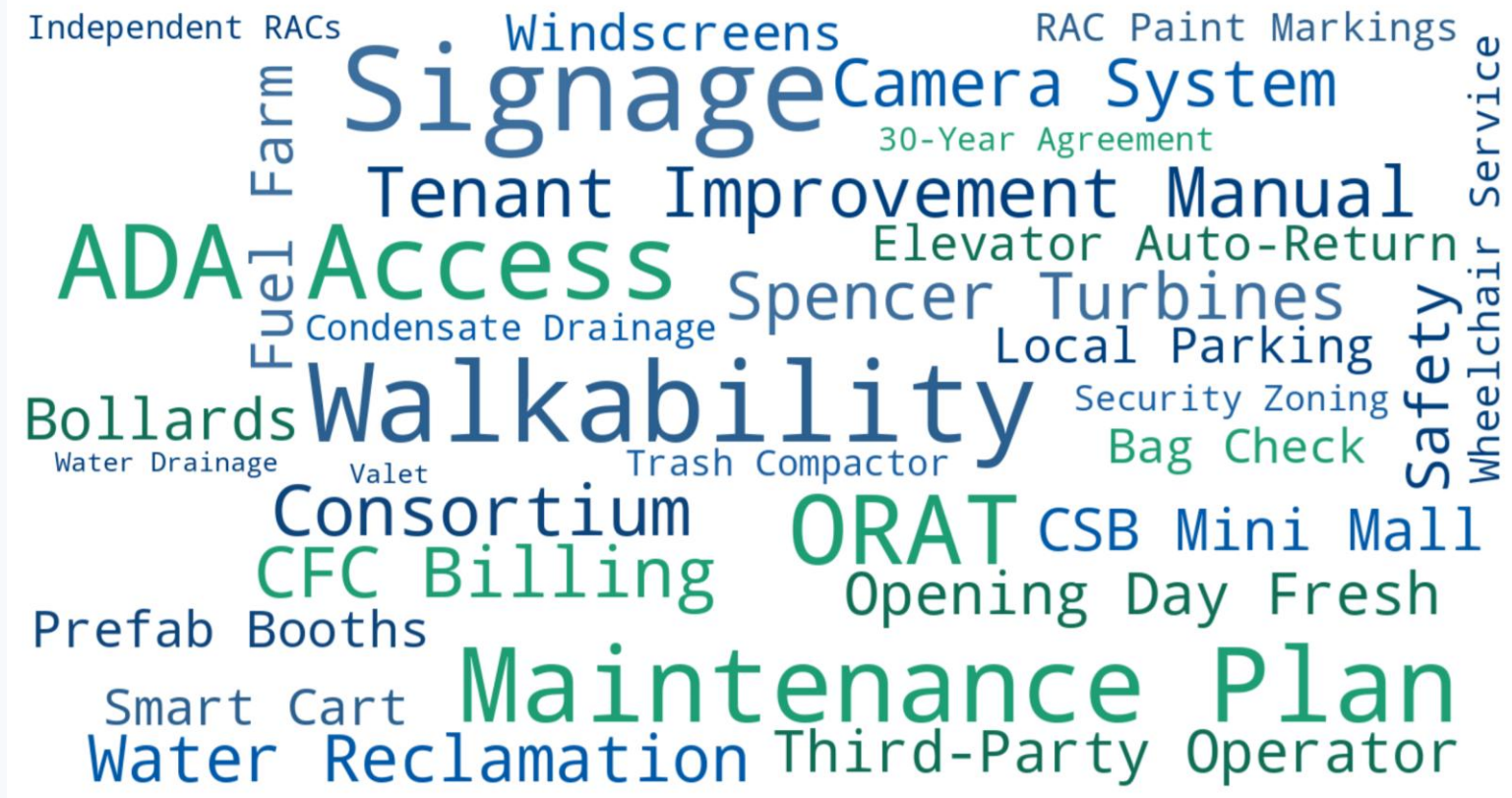
- Limit County financial exposure
- 100% CFC paid debt
- Leverage private sector innovation through Progressive Design-Build
- RAC Partner inclusivity through collaborative design choices

Community Benefit

- Strong small business participation goals
- Community Workforce and Training Agreement (CWTA) required
- Positive economic impact for the Airport and broader region

SMF Team ConRAC Tours – Key Considerations

Genevieve · Andrew · Renata · Michael



Walkability, Proximity, & Safety



As close to Concourse A and Concourse B as the site allows. Minimize walking distance, minimize vertical level changes, and provide covered pedestrian connections. The design should consider safety as a core deliverable to reduce trips, slips, falls and accidents for customers and employees.

Premium Passenger Experience



A meaningful share of our customers deplane from first class and are headed to a luxury or premium vehicle. What does that experience look like? We want a design that acknowledges and serves this segment. Accommodating for local community renters.

EV Readiness & Future-Proofing



EV charging infrastructure readiness: Facility design to enable EV charging buildouts including beam cutouts and conduit. Beyond today's technology — we want a building designed to adapt as the RAC industry and customer behavior continue to evolve rapidly. Technology integration should be a core design principle.

Security & Vehicle Theft Prevention



A highly secure facility with specific design goals to reduce and eliminate vehicle theft. Secure entry/exit control points, clear sightlines, defined exclusive-use zones, and infrastructure for access control systems.

ADA and Signage Related Considerations



Signs should be designed with ADA in mind and for those with general vision limitations. Beyond ADA minimums, our facility should have sitting rest areas along a customer's journey, family needs, and nursing rooms.

Technology & Focus on Future



Designed with a clear view toward future operational and customer needs. What does a great customer service experience look like as digital phone-based check-in or similar direct to vehicle service increases?

Section 03

Project Background

13.9M

Annual Passengers (2025)

2.3%

Projected Annual Growth (2025–2041)

10

Commercial Airlines

\$1.3B

Total SMForward Program Value

SMForward Program — Project Status

Project	Status	Opening
Terminal B Parking Garage (G2)	Under Construction	Q4 2026
Pedestrian Walkway (Terminal B)	Under Construction	Q4 2026
Terminal A Exit Road	Bidding	2027
Concourse B Expansion	In Design	Q4 2028
Consolidated Rental Car Facility (ConRAC)	← THIS PROJECT	2030

The ConRAC is the final project in the SMForward program.

A Note to Those Who Were in the Room

Many in our audience today were involved in the 2025 Public-Private Partnership solicitation process in some capacity. We are deeply grateful for the time, resources, and genuine commitment you invested in our program. That investment was not wasted — it shaped our thinking in important ways.

Why We Changed Direction

AB 1150 Changed the Financing Picture — As the \$12 CFC cap bill moved through the legislature, we realized we could structure our own financing — potentially eliminating the need for a third-party capital partner altogether. The economics of the P3 structure shifted.

Facility Sizing Concerns — As we advanced through the P3 process, we became concerned we were under-sizing the facility at the PAL 3 planning level. **Airport leadership took some time to evaluate options and ultimately decided to increase scope from PAL3 to PAL4.** Serving our RAC partners well into the future requires more capacity.

We Wanted Closer Control — The inclusion of a capital partner developer created a layer between SMF, our RACs, and the ultimately the passenger experience. We care deeply about the customer experience throughout our entire airport program — and we felt that financing the project would allow greater alignment of decision-making with our goals when we were the ultimate capital partner.

What Hasn't Changed

Our ambition

We are still building a world-class ConRAC that enhances our passenger experience with a walkable, highly customer service focused experience.

Our urgency

Our RAC facility is one of the oldest in the nation. RAC partners and our customers need a new facility. We are moving forward with purpose.

Our respect

The teams who engaged in the P3 process demonstrated exactly the kind of sophistication we want to see again in this RFQ.

Our openness

We welcome P3 participants as enthusiastic respondents. Your prior work on this program is a head start, not a disadvantage.

The \$12 CFC Approval

The financing catalyst

The October 2025 passage of AB 1150 raised the statewide CFC cap to \$12. The March 2026 Board of Supervisors approval of the \$12 rate — anticipated to be implemented July 1, 2026 — provides the revenue base that makes County-led financing of a full-scope ConRAC viable without a private capital partner.

Progressive Design-Build Expertise

The delivery method that supports the program

Principal Architect, Genevieve Vargas brings direct experience with alternative delivery methods. Her leadership was instrumental in helping the team envision what this project could be under a PDB structure and gave us the confidence to pursue it. This is the first PDB for SMF and Sacramento County.

GTC Integration Opportunity

A better outcome for customers

We paused the Ground Transportation Center portion of our master planning so we could consider it holistically in context of the ConRAC. The possibility of merging or integrating these projects — potentially bringing TNC, shuttle, and rental car functions into a single, seamless facility — represents a better customer service outcome than building them separately.

Anticipated Core Project Scope Elements

Genevieve · Andrew · Reneta · Michael

Customer Service Building (CSB)

Lobby, counters, back-of-house, vertical circulation. Right-sizing encouraged to reduce cost while maintaining quality.

Ready/Return Area (R/R)

Multi-level vehicle pick-up and return. Exclusive-use zones per RAC brand with clear signage for proper use. EV charging infrastructure required.

Quick Turnaround Building (QTA)

Multi-level fueling, car wash, vacuuming, cleaning, emissions control, fluid distribution and related equipment.

Staging/Storage Area (SSA)

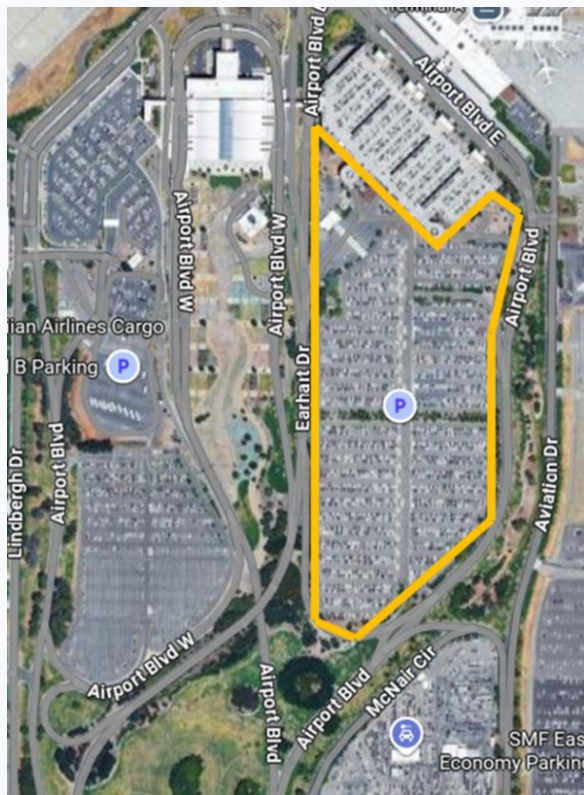
Fleet storage, circulation, and overflow strategy. DBE to evaluate connection to existing RAC facility.

Passenger Access & Wayfinding

Clear, intuitive route from both terminals. Meets ADA, safety, and operational standards. Minimize walking distance, creating a walkable solution.

Roadway Modifications

Ingress/egress design, traffic flow, and wayfinding signage. Evaluate existing Garage 1, surface parking exit routing, and pay station.



Site Highlights

Location:

Surface lots south of Terminal A Parking Garage (G1)

East Boundary:

Airport Boulevard

West Boundary:

Earhart Drive

Key Constraint:

Electrical duct bank east–west of site

Parking:

Minimum daily parking stalls maintained

Pedestrian Access:

Direct walking connection to Terminal A and Terminal B



Areas of Consideration

- Busing operations from south parking lot to terminals – unclear pathway
- Underground power line through facility may impact viability of this location as proposed
- Customer access to CSB impacted by multiple roadway crossings

Section 04

Progressive Design-Build Process Overview

Phase 1: Preconstruction

- Qualifications-based selection (this RFQ)
- Negotiate Preconstruction Phase cost
- County Board awards PDB Contract
- DBE performs design & preconstruction activities
- Establish Guaranteed Maximum Price(s) (GMPs)



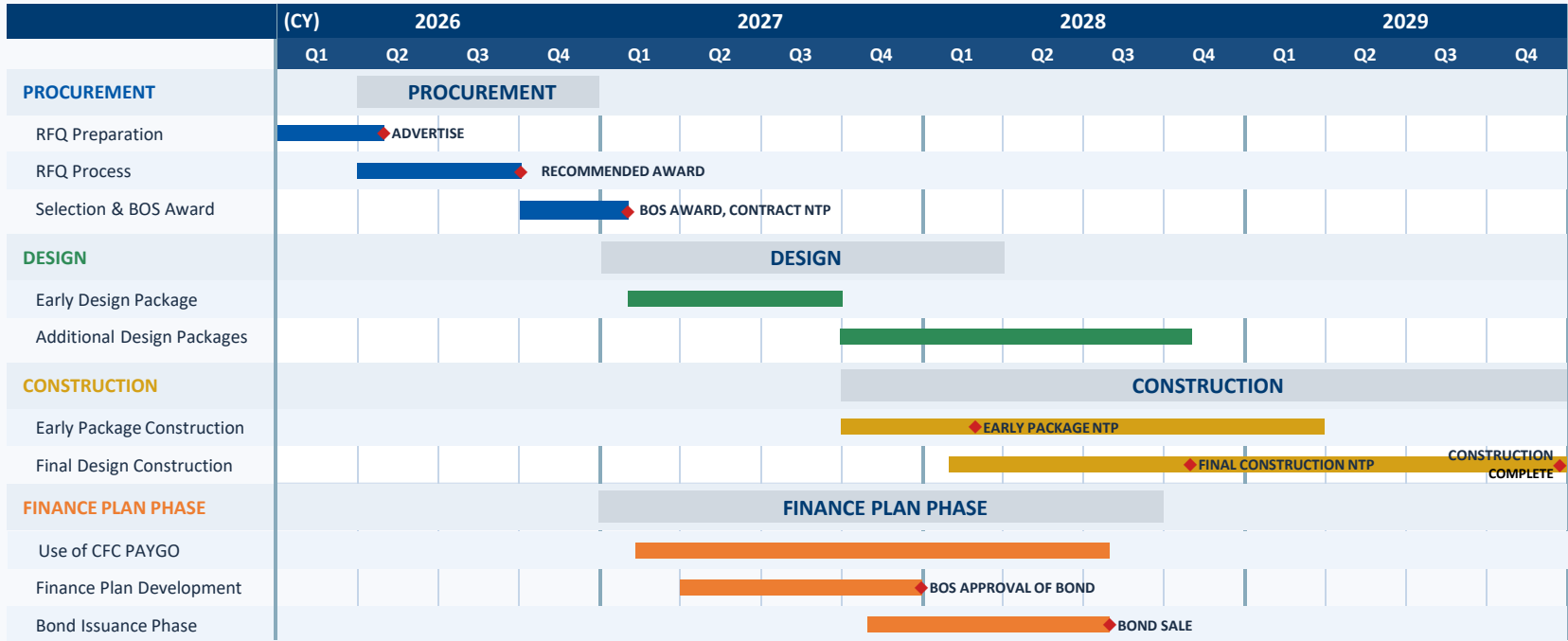
Phase 2: Progressive Design-Build

- GMP(s) accepted → County amends PDB Contract
- DBE completes remaining design & all construction
- Phased GMP approach enables schedule optimization
- Commissioning, start-up, and activation support

Why Progressive Design-Build? This is Sacramento County's first PDB project. The approach allows the County to select a partner based on qualifications; then collaboratively refine scope, cost, and schedule before committing to a full GMP(s). This reduces risk for both parties while enabling private sector innovation in design.

Project Timeline - DRAFT

Genevieve · Andrew



Section 05

Program Enhancements

CSB as Close to Terminals as Possible

Potentially incorporating the GTC into the ConRAC footprint may open the door to locating the CSB and Ready/Return meaningfully closer to the terminals — and potentially extends the project boundary west to make that possible.

TNC / Rideshare Integration

The Airport Master Plan locates TNC pickup outside the ConRAC footprint — however, we are open to exploring an integrated, potentially covered TNC pickup area within the first level of the ConRAC if cost-permitted. Hotel shuttles and limousines may also be included.

Existing RAC Facility — Overflow & Heavy Maintenance

Continued use of the existing rental car facility for overflow vehicle storage and heavy maintenance. DBE to evaluate roadway links that allow continued RAC use while minimizing conflicts with passenger circulation.

Garage 1 Exit Plaza & Administration Building

Creative concepts to improve walkability, passenger convenience, and operational efficiency. If relocated, evaluate all vehicle and pedestrian traffic impacts — including G1, Daily Lot, ConRAC, GTC, and TNC pathways.

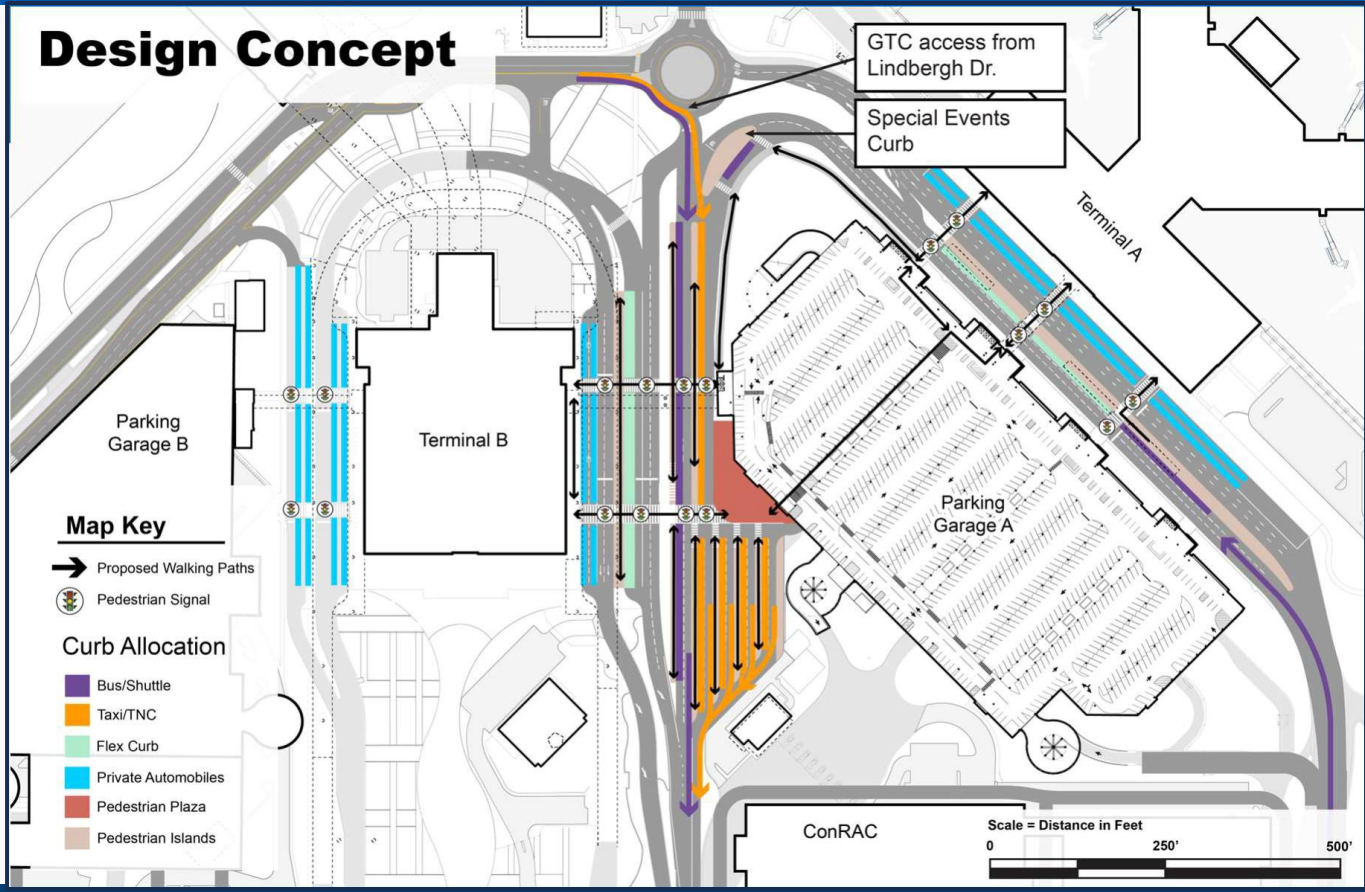
Maximize Parking Capacity

Evaluate opportunities to increase parking yield within the ConRAC footprint consistent with overall project goals and site constraints.



Areas of Concern

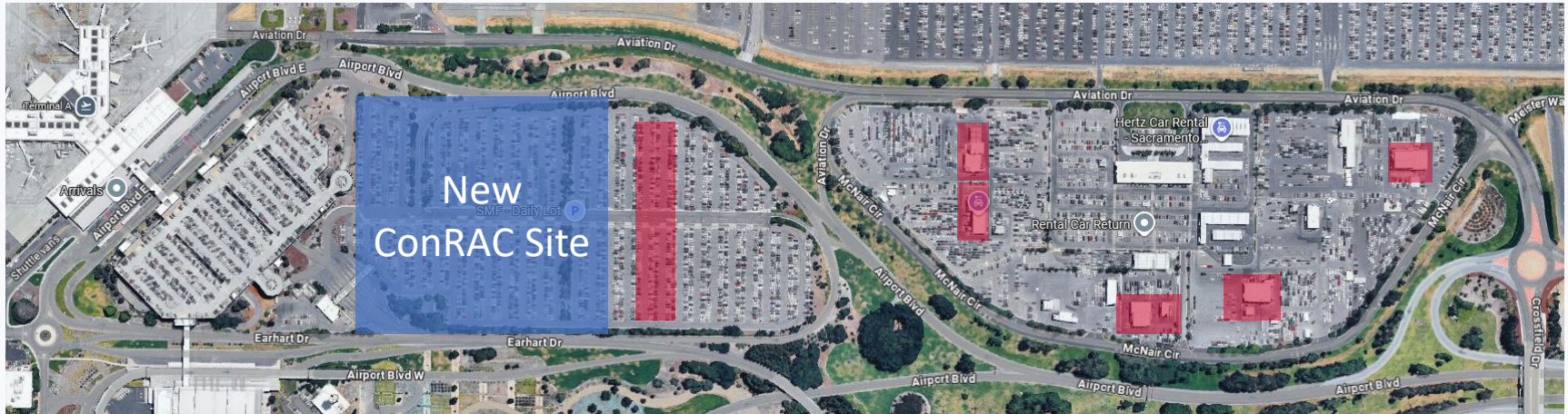
- GTC concept requires significant road crossing for all GTC and RAC passengers
- GTC design requires higher revenue RAC passengers walk further away than the lower revenue TNC
- GTC layout design largely unsheltered



Areas of Consideration

RACs would like to consider retention of existing heavy maintenance facilities in old site.

- Assess potential roadway improvements required to provide access from new site to old site (bridge / roundabout / lane adjustments).
- Assess operational efficiency improvements by bringing those activities to new site.

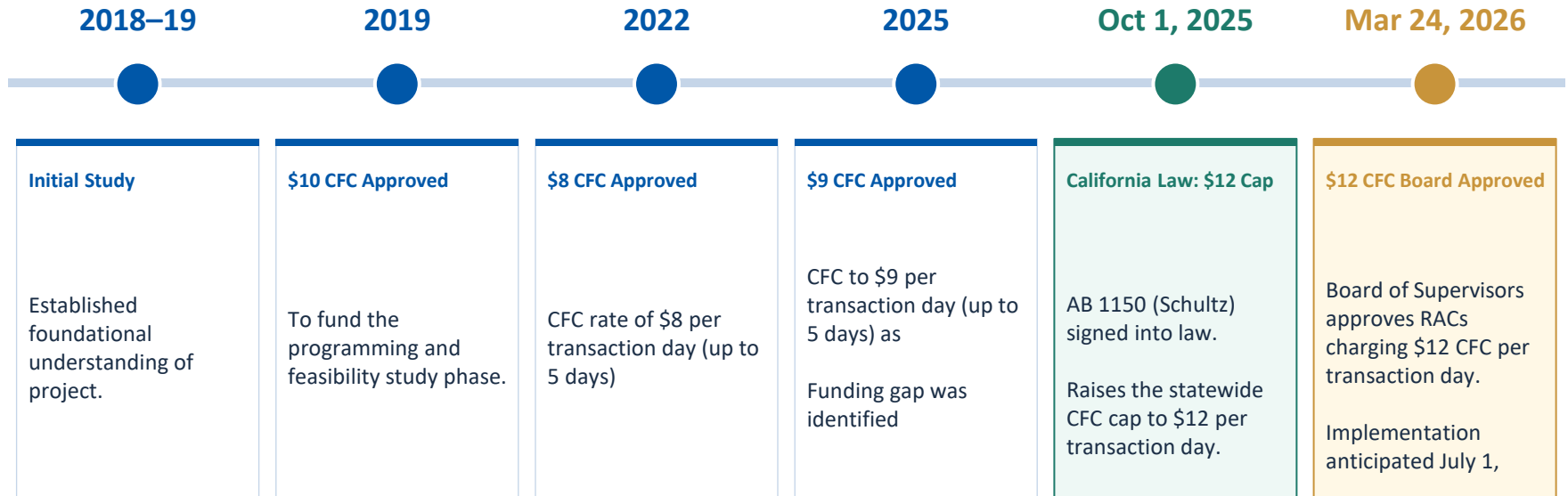


Section 06

Project Financing

Customer Facility Charge — History & Evolution

Andrew



The \$12 CFC approval was the financing event that made the current Progressive Design-Build approach possible.

\$390M–\$500M

Construction Costs

\$12/Day

Customer Facility Charge

Max 5 transaction days — Board approved

\$25M/Year

Est. Annual CFC Revenue

FY27, growing ~2% annually

\$70M

Current CFC Funds Available

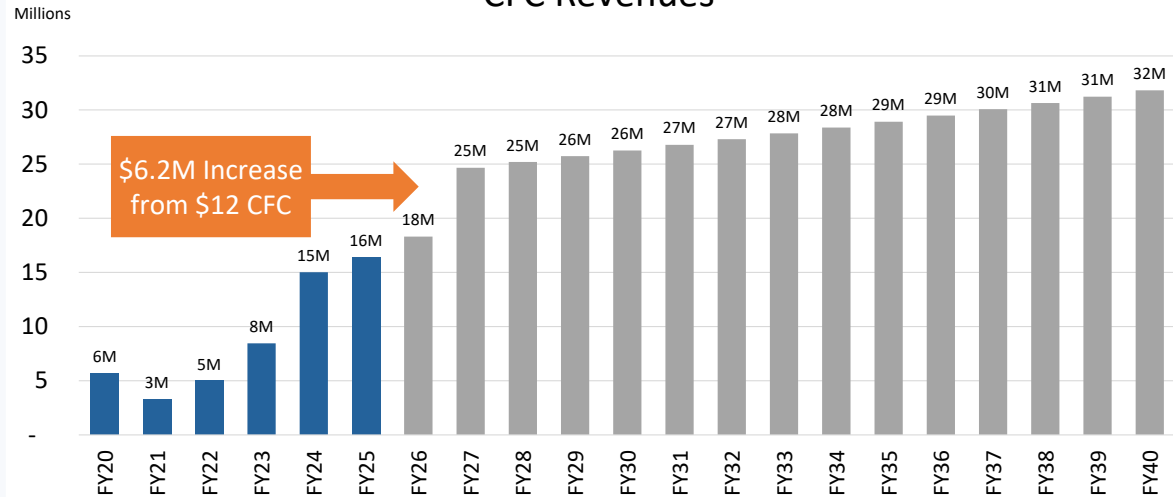
“PAYGO” currently available to fund early project design costs

Estimated CFC Revenues Available During Design & Construction Period

\$165 - 185M

- CFC cash flow applied directly to construction costs
- Built up from operating CFC fund balance + ongoing collections

CFC Revenues



Financing Overview — CFC & Debt Flow of Funds

Andrew

FY 2026–2027 · PAYGO Accumulation

FY 2027–2030 · Construction Draw Downs + Bond Issuance

FY 2030+ · Debt Service

\$70M

Existing CFC Fund Balance

Available at project start

~\$25M/yr

CFC Collections

Ongoing · grows ~2%/yr

\$235M

Bond Issuance #1

~FY 2028–29 · CFC revenue bonds

\$25–85M

Bond Issuance #2

~FY 2029–30 · County debt

PROJECT CONSTRUCTION FUND

CFC available during construction: ~\$165–185M

(fund balance + ongoing collections)

Total bond proceeds: ~\$260–320M

(Series 1: \$235M CFC bonds + Series 2: \$25–85M)

USE OF FUNDS

Design & Construction of ConRAC

\$390M–\$500M construction costs

*CFC cash flow applied directly
Bonds provide remaining capital*

Bond Debt Service

Begins FY 2029/2030
CFC is pledged
revenue source

Beyond the core CFC + bond financing, the Department has identified additional capital resources that may be available specifically for roadway or parking costs, not associated with RAC specific uses.

**We are entering
this project well-
resourced.**

Section 07

RAC Involvement and Next Steps

Rental Car Concessions — SMF Market

Renata · Michael

Current SMF RAC Operations

Avis Budget Group

Avis · Budget · Payless · Zipcar

Enterprise Mobility

Enterprise · Alamo · National

Hertz

Hertz · Dollar · Thrifty

\$150M

FY25 SMF RAC Gross Revenues

568,426

FY24 Rental Transactions

~9%

Arrival-to-Rental Conversion (FY25 proj.)



The rental car market at SMF is the airport's 3rd largest single revenue source

Design Collaboration

RAC companies will be involved in the design process — your operational input shapes this facility.

Two New Brand Entrants

The ConRAC is sized to welcome to adding two additional RAC brands, expanding competitive options for customers.

New RAC Concession Solicitation

A separate solicitation process will establish new operating contracts. Expect a fair, competitive process focused on qualifications.

Operational Efficiency and Security

Facility design prioritizes secure exclusive-use areas, efficient staff workflows, and reduced cross-traffic.

9 + 2 Counter Positions

CSB designed for 9 current counters plus two new entrant positions. RACs will be involved in the location and sizing of these facilities.

RAC Consortium

RACs to establish a consortium, solicit for 3rd party operator.

Section 08

RFQ Process and Timelines

Milestone	Target Date
Board of Supervisors Reviews Use Of Progressive Design Build Procurement Method	May 2026
Request for Qualifications (RFQ) Release	June 2026
Submission Due Date	August 2026
DBE Selection	Fall 2026
Contract Commencement	Early 2027

This is a qualifications-based selection — we evaluate your team's experience, approach, and capacity to deliver.

1

Statement of Qualifications (SoQ) Review

Department evaluates pass/fail and scored components. Top 3 teams invited to interview.

2

Interview

Teams clarify written materials and present their approach. Additional submissions will be required.

3

Selection

Highest scorer will be selected for negotiations.

4

Contract Negotiations

Selected DBE and County negotiate Preconstruction Phase cost. Staff recommends award of PDB Contract to be approved by the Board of Supervisors.

Where to Find the RFQ

Follow the Sac County Procurement Portal

<https://procurement.opengov.com/portal/sacounty>



Section 09

Questions and Discussion

Scheduled Meetings with Airport Staff

1:30 PM

Walter P. Moore

1:45 PM

Austin Swinerton / Demattei Wong

2:00 PM

McCarthy & PGAL

2:15 PM

Prem-Tech Solutions

2:30 PM

Turner & GFT Inc.

2:45 PM

DPR Construction

3:00 PM

Conсор

3:15 PM

Buehler

3:30 PM

Hensel Phelps

3:45 PM

W.E. O'Neil

4:00 PM

Sundt

4:15 PM

Roadsafe Traffic Systems