

# Construction Manager at Risk Procurement and Management

**Marcos R. Marchena, Esq.  
Marchena and Graham, P.A.**

# Orlando International Airport

- Current terminal opened in 1981
- Built for 24 million passengers
- 47.6 million passengers in 2018...and rapidly increasing!



# Benefits to Construction Manager at Risk

- Expertise of two construction management entities on complex, coordinating projects
- Flexibility to shift scope between entities based on expertise
- Risk transfer from Owner during construction
- Higher quality project delivery at lower cost

# South Automated People Mover and Intermodal Terminal Facility





# Description and Scope of Capital Improvements

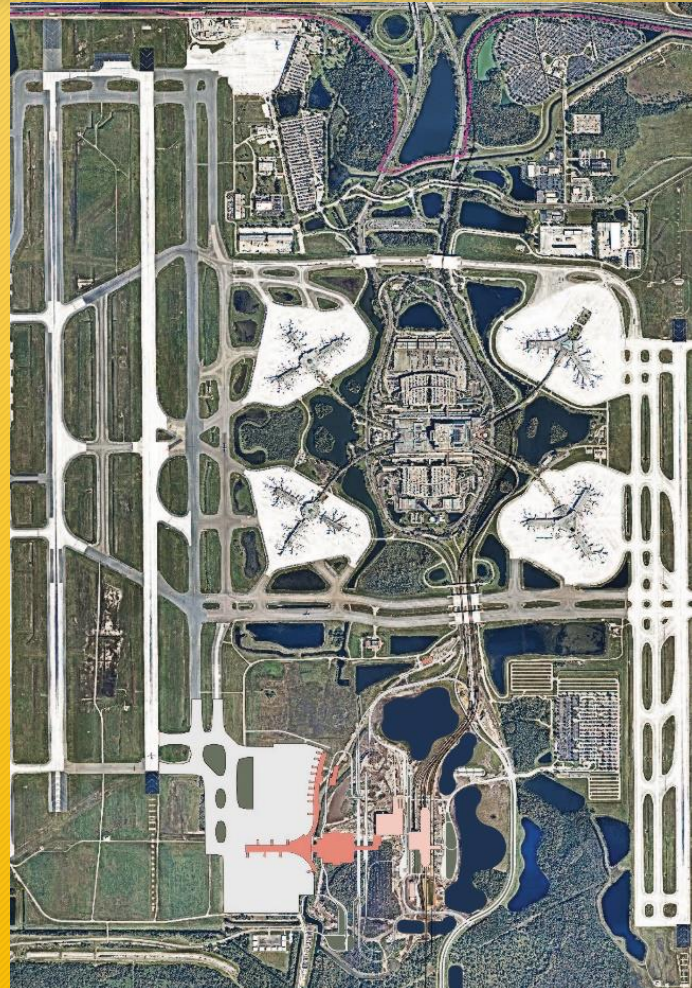
- Automated People Mover (APM)/ Parking Garage
  - 1,690+ spot parking garage and remote check-in facilities
  - Remote check-in facilities for 6 domestic airlines
  - New APM which connects the South APM Station and Garage C to the North Terminal - 4 minute ride to the North Terminal

# Description and Scope of Capital Improvements

- Intermodal Terminal Facility (ITF)
  - Stand-alone structure connected to the new APM station and parking garage
  - Will serve various modes of rail and vehicle transport for the Orlando International Airport which are currently under construction
  - Supports ground transportation activity including taxis, shuttle buses and public bus operations



# South Terminal C, Phase 1



# Guaranteed Maximum Price Proposals

- Multiple GMPs keep the airport involved by serving as checkpoints
- Allows for flexibility to start, stop, slow down, or expedite different phases of procurement and construction
- Evaluation and approval of multiple bid packages and proposed contracts simultaneously



# GMPs Per Project

## APM/ITF

23 total GMPs

## South Terminal C (to date)

31 GMPs to date, with additional anticipated

# Lessons Learned Applied to South Terminal C, Phase 1

- More GMPs = More Flexibility
- Budget Control
  - Replaced awarded second-ranked CM@R with third-ranked CM@R
  - Expanded airfield work - equalized scope between CM@Rs resulted in cost savings
  - Value Engineering - partnership between Owner, CM@Rs and stakeholders



# Issue Resolution

- Timeliness of Payment
- Change Orders
- Hired staff specifically to assist subcontractors
- Placed emphasis on open communication and expectations amongst all stakeholders

