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Rental Car Center Project Delivery: Construction Management at Risk Fact Sheet

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In July 2000, the Florida Department of Transportation's (FDOT) consultant prepared a technical evaluation outlining three project delivery systems for consideration as a means of Rental Car Center (RCC) design and construction. They were: 1) Design-Bid-Build (Conventional); 2) Design-Build; 3) Construction Management at Risk (CM@Risk).

The evaluation results concluded that a **CM@Risk** approach would be the best opportunity for a successful project. This conclusion was reached after assessing several important factors, and included:

- **Design Process Control** – The CM@Risk system is best suited as it allows for integration of agency requirements.
- **Schedule** – The CM@Risk system can deliver the completed project within the project objective time frame.
- **Highly Qualified Contractor** – The CM@Risk system provides FDOT with the widest latitude to select a blue chip contractor with a record of success, because selection is based entirely on qualifications and is not skewed by cost considerations.
- **Highly Qualified Designer** – The CM@Risk system requires a stand-alone designer selected solely by FDOT's architectural/engineering qualification process.
- **Budget/Cost Control** – The CM@Risk system caps the owner's cost with a Guaranteed Maximum Price (GMP), which includes incentives for the contractor to control costs. FDOT then has less cost growth potential and risk.
- **Project Team Formation** – Getting the Project Team formed early and working in a partnering environment is a characteristic of the CM@Risk system.
- **Constructability Input** – The CM@Risk system achieves early construction expertise involvement by the builders.

The Construction Manager (CM) will be compensated in the pre-construction phase by a negotiated fixed fee. After award of a GMP construction contract, the CM will manage a "fast track" construction program. Construction will start before all design is complete. The CM will be required to pre-qualify all subcontractors. All trade contracts will be competitively bid. Consequently, all construction work will be competitively procured.

The CM will be paid a management fee for oversight and coordination of the construction process and will be reimbursed for expenses at the project site. The CM may self-perform construction only if it competes for the work in the bidding process and wins with a low bid.

At the conclusion of the construction phase, the CM will have the responsibility for project close-out, systems start-up, as-built drawings, operations and maintenance procedures and warranty services.

The CM will provide quality control systems for the project in accordance with an FDOT approved plan. Quality Assurance will be provided by the owner's representative. Construction costs savings under the GMP will be returned to FDOT.

Construction will be packaged into separate GMP components, each with its own Letter of Authorization. Among the GMP packages are the following:

- GMP #1: RCC (foundations) and site utilities – **Completed**
- GMP #2: MIC Station Foundations, MIC Terminal Access Roadways (MTAR), Transit Access Roadway and the RCC Tunnel – **Completed**
- GMP #3: MIA Mover Guideway (foundations) – **Completed**
- GMP #4-A: RCC – **Summer 2007 start through spring 2010**
- GMP #5: Miami Central Station (West Concourse), MIA Mover – **Scheduled start 2009 through 2012**