

## **GC/CM Best Practices Manual**

### **Chapter 1 – Introduction**

*What is GCCM Project Delivery?* General Contractor/Construction Manager (GCCM) is a public works project delivery method available to all approved public bodies in Washington. It is an alternative to traditional design-bid-build construction. In GCCM, a firm is selected – typically early in the life of the project – based primarily on qualifications. The GCCM firm provides services during the design phase of a project and acts as the general contractor and construction manager during the construction phase. This *General Contractor/Construction Manager Best Practices Manual* focuses on GCCM in Washington.

*GCCM Types.* There are two basic types of GCCM: traditional and heavy civil. The two variations for this project delivery method are very similar, with the key difference being how the project team establishes the cost of the work associated with subcontracting. Under the heavy civil variation, the GC/CM firm can self-perform up to 50 percent of the subcontract work, subject to successful negotiations with the Owner. There are other solicitation and contractual requirements an owner and contractor must follow when using the heavy civil GC/CM method and those will be discussed in more detail later in this *Manual*, under the Heavy Civil chapter.

*Applicable Statutes.* RCW 39.10 regulates alternative public works contracting procedures, including GCCM. It is specifically authorized in RCW 39.10.340 through .410, and in RCW 39.10.905.

*Administration and Authorization of Use.* The Capital Projects Advisory Review Board (CPARB) reviews the use of alternative project delivery methods defined in RCW 39.10 and advises our State Legislature on policy related to alternative public works delivery methods. CPARB appoints members to the Project Review Committee (PRC) which, in turn, reviews applications from public bodies to use GCCM on individual projects. The PRC also reviews applications from public bodies to be certified to use GCCM. A certified public body may use the GCCM contracting procedure without seeking PRC approval for a period of three years. This certification can be renewed. Once a project is approved or public body certified, there is no formal mechanism in place to ensure that a statute or best practices are followed thereafter.

Requirements in addition to state law may apply to general contractor/construction manager projects. Funding sources, such as the federal government, may impose additional constraints.

*Advantages and Disadvantages.* GCCM provides a number of advantages over design-bid-build project delivery. For example, it gives public bodies more flexibility by allowing them to engage contractors during the design of a project, providing various services like cost estimating, value engineering, and constructability reviews to name a few. The GCCM also provides general contractor and construction management services during the construction phase. In some circumstances, GCCM project delivery allows for early engagement of subcontractors during the design phase.

Also, GCCM tends to improve communications between the parties because the GCCM is integrated with the owner and the design team early on in the life of the project which allows the GCCM to provide input on the availability and cost of suggested materials and provide less-expensive alternatives. In addition, by assisting with design development, a GCCM can save the public body future costs by potentially avoiding costly changes.

## CPARB – GC/CM Committee

However, GCCM is not without its challenges. Some public bodies are not accustomed to alternative delivery methods like GCCM and so there is great variation in how this project delivery method is used. These inconsistencies can have a negative impact on public bodies, contractors, and design professionals.

*Goals of this Manual.* Recognizing that GCCM project delivery varies across public bodies, this Manual attempts to establish common understandings and terms to bring about more harmony in the way this delivery method is used. The intent of this Manual is to provide options when the statutes are not clear. The Manual is not intended to dictate the way a party should proceed when a statute is unclear, but rather provide users with strategies and approaches that have worked well for other GCCM users.

Ideally, with this Manual, inconsistencies among GCCM users can be reduced or eliminated to ensure that this method is administered in a manner that is fair and transparent, and best serves the public interest.

[in subsequent chapters, we will dive into further details, as set forth in our outline].

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