* 1. Introduction
		1. Why Best Practices
		2. Executive Summary
	2. GCCM Types
		1. What is GCCM? (including comparison w/ low bid and design-build)
		2. GCCM Types (comparison of traditional vs. heavy civil)
		3. Approval process (PRC: project approval vs. owner certification)
	3. Evaluating the Use of GCCM
		1. Uses – RCW 39.10.340
		2. Tools
		3. Owner Needs & Goals
			1. Value owner wants from GCCM
		4. Contingencies
			1. Budget contingency
			2. Design development contingency
			3. Risk contingency
		5. Contracting Requirements – RCW 39.10.350
		6. Owner Readiness
			1. Alternative subcontractor selection – RCW 39.10.385
		7. Relationship Between Owner and GCCM
			1. Alternative attitude!!!!!! Collaboration focused
		8. Shared savings/incentives
	4. GCCM Procurement – RCW 39.10.360
		1. Project Criteria
		2. Timing of Bringing on GCCM
			1. Early vs. late – associated benefits or disadvantages
		3. Meetings w/ industry
			1. Informational/Proprietary - discussions with owners
		4. Solicitation
			1. Process (RFQ-RFP)
				1. Advertisement
				2. Model RFQ-RFP (appendix?)
			2. Evaluation criteria
				1. Encouraging competition
				2. Diverse business inclusion
				3. Price-related factors (SGC/other components) – cost allocation matrix samples/discussion
				4. Interviews – makeup/questions/disclosure
				5. Scoring – cumulative vs. non
			3. Value Extracting From Procurement
			4. Selection
				1. Debriefs
				2. Recordkeeping practices (*e.g*., with interviews)
	5. Preconstruction Services
		1. Intent
		2. Relationship Between the Three Parties (Owner/GCCM/Designer)
			1. Team approach
			2. Not business as usual!
		3. Services
			1. VE
			2. Constructability
			3. Participating in the design process
			4. Cost estimating/reliability
				1. Third party estimating reconciliation
				2. Methodology
			5. Construction sequencing
		4. Subcontracting Planning
		5. Contract
	6. Alternative Subcontractor Selection – RCW 39.10.385
		1. Appropriateness vs. Other Subcontracting Options (*e.g*., low bid) – see more details in Section 9 below
		2. Uses
		3. Process Overview
		4. Notice of Intent To Use
		5. Public Hearings, Comments, and Written Final Determination
		6. Price-Related Factors (Fee and SGC Definitions/Matrix)
		7. Interviews – Makeup/Questions/Disclosure
		8. Evaluations, Selection, Debriefing
		9. Contract Types (Lump sum/cost reimbursable)
		10. Audits (cost reimbursable/lump sum)
	7. MACC
		1. Components of the MACC
		2. Contingencies/Allowances
		3. Risk
		4. Negotiations
			1. Timing
			2. Multiple MACCs
		5. Offramp
		6. Renegotiating Fee
		7. Executing the Contract
	8. Construction Services
		1. Roles and Responsibilities
		2. Risk Management
		3. Contract Change (Process)
			1. RCW 39.10.350(1)(g)
	9. Subcontracting Other Than Alternative Selection
		1. Low Bid – RCW 39.10.380/RCW 39.04
		2. Predetermination of Subcontractor Eligibility – RCW 39.10.400
		3. Packaging – RCW 39.10.390
			1. Bundling
		4. Self-Performance of work by GCCM
			1. Typical in industry
			2. What's allowed
			3. Bidding and award process
			4. Notification
		5. Advertisement
			1. Timing (Pre-Con vs. Construction)
			2. Engineer's estimate
		6. Process
		7. Evaluating Bids
			1. Responsiveness vs. responsibility (Owner Involvement)
			2. Lack of responses – options
		8. Awarding Subcontracts
		9. Encouraging Competition
			1. Working through contract terms
			2. Diverse business inclusion
			3. Entering into this market
		10. Change Order Request Management
	10. Heavy Civil
		1. Audits (CR/lump sum)
	11. Close Out
		1. Cost Reconciliation
		2. Audits
	12. Appendix