

Best Practices Manual Comments

Page Number	Chapter Reference	Original Language	Comment	Committee Response
4	1	"...available to all certified public bodies in Washington or those approved to use GCCM on a particular project."	Suggest clarifying to note that certification and/or individual project approval is by CPARB or its PRC. May be as simple as adding "by CPARB" to the end of the quoted sentence. Although it is picked up later in the document, addressing it here would be helpful.	updated
4	1	"Under the heavy civil variation, the GCCM firm can self-perform up to 50% of the subcontract work, subject to successful negotiations with the public body."	Suggest clarifying, because self-performance can exceed 50% if successfully bid. Consider "Under the heavy civil variation, the GCCM firm can <i>negotiate and</i> self-perform up to 50% of the subcontract work <i>without public bids</i> , subject to successful negotiations with the public body." Although it is picked up later in the document, addressing it here would be helpful.	removed reference to negotiation and left more general given introduction section.
4	Chapter 1 Introduction; Applicable Statutes	Applicable Statutes ...	Overall, this is a very lengthy document. Recommend using RCW references and remove items already in 39.10. This is to avoid duplication, confusion and/or errors.	comment reviewed; not applied
5	Chapter 2 Evaluating the Use of GCCM P2	Collaboration of the public body, design team, and contractor, including subcontractor/trade partners, during design when design decisions and improvements to design can be made early saves time and money while frequently resulting in better design.	More of teams work together to identify risk and migigate/manage during design. (just feedback, not a correction)	comment reviewed; not applied
5	2	"...implement alternative delivery including, potentially GCCM."	Suggest "...implement alternative delivery, potentially including GCCM."	updated
5	Introduction	Text speaks to inconsitencies that can cause negative impacts on users of delivery model.	Is it possible to list a couple of specific inconsistencies that have been witnessed in the past?	changed inconsistencies to variations
6	Chapter 2 Why Use GCCM P1	GCCM is somewhere in the middle.	Remove as this is too vague, just keep to the facts of all 3 delivery methods	removed
7	Chapter 2 Realizing the Benefits	Utilizing the collaboration of the GCCM process...	Seems to already be discussed in "what to expect in preconstruction" below	comment reviewed; not applied
7	2	"That role remains with the A/E team."	Suggest either defining A/E as "Architecture / Engineering (A/E) team" as this is the first and only place this term appears, or (preferably) changing to simply "design team".	updated
7	2	"Unlike design-build, the delivery method fundamentally results in the selection of the low bidder for all scopes of work, with the exception of those specifically purchased through the alternative subcontractor selection process."	Confirm - this doesn't sound accurate in the case of Heavy Civil projects where negotiation occurs for up to 50% of the work.	updated
8	2	"However, other considerations should still be made (for example,..."	Suggest "However, other considerations should still be taken into account (for example,..."	updated
8	2	"• Budget exercises and option trending."	Consider "• Budget exercises and option analyses."	removed budget excercises.
9	2	"The public body and its team should define and communicate to the GCCM, as applicable: <ul style="list-style-type: none"> •Programmatic requirements. •How and who will be making the key decisions on the project. •Roles and responsibilities of each team member, including lead team members (including all stakeholders). •Safety. •Budget expectations. •Required phasing. •Sustainability expectations. •Quality expectations. •Administrative and/or additional funding requirements. •Schedule requirements. •Additional stakeholders (such as tenants or concessionaires). •Other project constraints (haul routes, restricted working hours, supporting/adjacent projects, or properties, etc.). •Project risks (geotechnical, hazardous conditions, jurisdictional, unforeseen conditions, etc.)." 	Suggest: "The public body and its team should define and communicate to the GCCM, as applicable: <ul style="list-style-type: none"> •Programmatic requirements; •How and who will be making the key decisions on the project; •Roles and responsibilities of each team member, including lead team members (including all stakeholders); •Safety expectations; •Budget expectations; •Required and desired phasing; •Sustainability expectations; •Quality expectations; •Administrative and/or additional funding requirements; •Schedule requirements and expectations; •Additional stakeholders (such as tenants or concessionaires); •Other project constraints (haul routes, restricted working hours, supporting/adjacent projects, or properties, etc.); and •Project risks (geotechnical, hazardous conditions, jurisdictional, unforeseen conditions, etc.)." 	updated
9	2	"Many of the exercises may result comprehensive documents for bids..."	"Many of the exercises may result in comprehensive documents for bids..." (emphasis added for clarity of comment only)	updated
9	2	"This will help the team recall the why behind the project decisions and direction,..."	Suggest "This will help the team recall the "why" behind the project decisions and direction, " or "This will help the team recall the logic behind the project decisions and direction, "	changes to reasons
10	2	"It will be important for the public body to create and model a culture of teamwork and be willing to listen to new ideas. This can be difficult for owners whose staff have their design and product preferences. owners need to ..."	Suggest a few minor grammatical edits (bolded for clarity of comment only): "It will be important for the public body to create and model a culture of teamwork and to be willing to listen to new ideas. This can be difficult for owners whose staff have their own design and product preferences. Owners need to..."	updated
11	3	"...for quick resolution of approval by ..."	Suggest "...for quick resolution and approval by..." (emphasis added for clarity of comment only)	updated

Best Practices Manual Comments

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12	3	"The decision-making process with the use of GCCM leverages the contractor's and trade partners' expertise and knowledge of market conditions to provide critical information that during the early planning stages and design development resulting in a project that is designed within budget and schedule constraints."	Remove "that" from "...critical information that during the early..."	updated
13	3	"Contingencies are best described for GCCM as funds ..."	Suggest "Contingencies are best described in a GCCM project as funds "(emphasis added for clarity of comment only)	updated
14	4	"...up to the request or proposal (RFP) release ..."	Suggest "...up to the request for proposal (RFP) release ..." (emphasis added for clarity of comment only). Also suggest considering whether this should be the request for qualifications (RFQ) release instead.	updated
15	Chapter 4 GCCM Procurement; 1.4	If possible, issuing key draft documents for comment by potential proposers prior to solicitation release can be helpful.	Is this best practice?	deleted
15	4	"A team of three or five members is recommended to keep the process efficient. There should be a designated nonvoting representative or facilitator who will ensure fairness in the process, keep the selection process on schedule, and ensure that each committee member understands the procedures for a fair and uncontested selection"	Recommend clarifying that the nonvoting rep is in addition to the "three or five" ...otherwise there will be a possibility of a deadlocked panel.	updated
15	4	"Potential Selection Committee members should be carefully vetted for any potential conflicts of interest. See Chapter 3, Public Body Readiness."	There does not appear to be any discussion of conflicts of interest outside of this specific paragraph. Was there intended to be additional discussion in Chapter 3?	removed reference to chapter 3 and updated sentence to reflect agency COI policy.
15	4	"Conducting informational meetings (pre-RFP meeting) to generate interest, ..."	Suggest deleting "meeting" from the end of "...meetings (pre-RFP meeting)... Also suggest considering whether this should refer to the request for qualifications (RFQ) release instead.	deleted parenthesis
15	Chapter 4 GCCM Procurement; 1.5	The owner may have a list of questions they ask at each meeting in order to learn more about market conditions, etc. The meetings are best held prior to issuance of the solicitation but may also occur during selection if conducted with all proposers by the owner.	This all seems very loose, be clear what the best practice is as this documents is giving owners too many options. These informal meetings should occur before the solicitation, not an either or scenario	deleted section
15	4	"...and test and better understand the owner's priorities..."	Is "test" the right terminology here?	deleted section
16	4	"For alternative subcontracting and/or heavy civil, an independent audit, paid for by the public body, must be conducted to confirm the proper accrual of costs. "	Suggest "For projects using alternative subcontracting and/or heavy civil GCCM , an independent audit, paid for by the public body, must be conducted to confirm the proper accrual of costs." (emphasis added for clarity of comment only)	updated
16	4	"Here are some considerations for each"	Suggest adding a colon ":"	updated
16	4	"Consideration for the time..."	Suggest "Consideration of the time..." (emphasis added for clarity of comment only)	updated
16	4	"If the RFQ/RFP phase are combined..."	Suggest "If the RFQ/RFP phases are combined..." (emphasis added for clarity of comment only)	updated
16	4	"Owners must determine whether to issue both an RFQ and an RFP or just the RFP."	Consider whether this is appropriate for projects with heavy civil designations.	updated to not recommend for HCGCCM
17	Chapter 4 GCCM Procurement; 2.1 Interview Considerations P5 (Shortlist)	If shortlisting, three to five firms is ideal, considering the points and feasibility of being selected.	5 is a lot, quite often 3 are very qualified and be aware of time/effort for 5 firms to prep and interview.	updated to recommend 3, but no more than 5
17	4	Example 1	Consider adding a Request for Final Proposal (RFFP) in between 6 and 7.	updated
19	4	"• Acquire a price for preconstruction services as part of the proposal versus negotiating the level of effort and pricing with the..."	Consider indenting this bullet so it falls under "• Draft preconstruction services work plan..." Same with "• Pros and cons include..."	updated
19	4	"...to modify resumed individuals..."	For clarity, suggest using the acute: "...to modify résumé individuals..." or revising to read "...modify individuals for whom resumes were submitted..."	updated
19	4	"• The owner needs to develop the summary cost matrix line items specific to each project..."	Consider indenting this bullet so it falls under "• Summary matrix of cost allocation ..."	updated
21	2.4 scoring	See also section XX, GCCM selection.	correct "XX"	
21	4	"• Approach to safety. • Approach to quality control and management. • Approach to risk identification, analysis, and management. • Approach to cost and schedule management."	Consider augmenting these to include past performance in addition to proposed approach.	
21	4	"Section XX, GCCM Selection"	Appears to be Section 4.0, GCCM Selection	

Best Practices Manual Comments

Page Number	Chapter Reference	Original Language	Comment	Committee Response
21	4	"1. RFQ (15 points):...1. RFP (40 points)..."	Suggest correcting numbering of RFP to "2. RFP (40 points)..."	
22	Chapter 4 GCCM Procurement; 2.4 Scoring #4 (bullet numbering is skewed)	Formula: [(Final Price Proposal being evaluated) – (Lowest Conforming Final Price Proposal)] / (Lowest Conforming Final Price Proposal) Low Responsive Price Proposal (10 points)	Remove: Proposals within 5% of lowest (8 points) Proposals within 10% of lowest (6 points) Proposals within 15% of lowest (4 points) Proposals within 20% of lowest (2 points) Proposals not within 20% (0 points)	
22	Chapter 4 GCCM Procurement; 2.4 Scoring #4 (bullet numbering is skewed)	Formula: [(Final Price Proposal being evaluated) – (Lowest Conforming Final Price Proposal)] / (Lowest Conforming Final Price Proposal) Low Responsive Price Proposal (10 points)	The example needs to be vetted and curious on input from others around the industry. The way this is shown automatically docks the 2nd place price proposer 2 points if they're within 5% of the low proposal. This just demonstrates a low bid scenario where the low bid automatically gets 2 more points. Our preference and what we see the MOST common is the pro-rated score where the low proposer gets the 10 points, then everyone else is a percent of that based on the difference. If two proposers are very close to each other, the second firm may get 9.9 points, but not 8 points. I think that's a much more fair way of doing the fee. (Kevin McCarry, Lydig Construction)	
22			Regarding the example scoring breakdown, Item 4. Price (10 points) we'd suggest the points from pricing be based on the prorated basis as shown on the top of page 24. The scoring breakdown in item 4 creates too much of spread in points. (Brytan Gormley, Cornerstone General Contractors)	
22	4	"Specific formatting requirements need to be defined before publishing the solicitation. "	Consider adding "In addition to any other requirements the public body may have for procurements, responses should typically require:"	
23	Chapter 4 GCCM Procurement; 2.6 bullet 2.	Bid MACC % Fee and Key Personnel Hourly Rates	Should be for preconstruction	
25	Chapter 4 GCCM Procurement; 2.6 bullet 5 Other Cost Considerations - Builder's Risk Insurance	Builder's Risk Insurance: ...	Don't include, very often design has not progressed enough to provide quotes. We often get too many variables with insurance carriers. Let the design progress, get a quote and have it be open book as part of NSS.	
25	Chapter 4 GCCM Procurement; 2.6 bullet 5 Other Cost Considerations - Performance and Payment Bonds	Performance and Payment Bonds: ...	There is mention about insurance but not in the heading. Be specific about insurance (i.e. GLI, B&O taxes, etc).	
25	4	"This cost item could be by the owner or NSS or SGC."	For insurance, where the cost to a contractor is driven by size of final project, consider augmenting this comment to clarify that SGC is appropriate only if the cost for the MACC is relatively certain. Also, consider noting that GCCM fee may be appropriate depending on the situation, as it is applied to the overall MACC. This is somewhat alluded to under Performance and Payment Bonds later, but may deserve a note under insurance as well.	
25	4	"The agreement needs to clearly identify what items have fee applied against them (matrix cost summary). "	Consider removing the bold font from the "m" in "matrix"	
25	4	"Other Cost Considerations"	Consider adding other insurance requirements (environmental, railroad, etc.) to this section in addition to Builder's Risk	
25	4	"Specified General Conditions"	Consider moving this section ahead of the discussion on Fee %. Understating SGCs first seems more appropriate, and would help make the key personnel / hourly rate discussion easier for new GCCM users to comprehend.	
25	4	"Specified General Conditions work must be performed at the expense of the GCCM and may not be made part of a subcontract bid package except when so required by the Specifications"	Consider clarifying that SGCs can be subcontracted (i.e. not performed directly by the GCCM's own craft personnel)...but that they simply cannot be part of a publicly bid subcontract package.	
25	4	"When considering items to be included in the Specified General Conditions the most important consideration, regardless of the timing of setting the SGCs, is if the scope of the work being asked to be included can be quantified at the time of setting the SGCs."	Suggest "When considering items to be included in the Specified General Conditions, the most important consideration, regardless of the timing of setting the SGCs, is whether the scope of the work being asked to be included can be quantified at the time of setting the SGCs." (emphasis added for clarity of comment only)	
25	4	"If it cannot be quantified, NSS is a better..."	Suggest adding "at the time of the final proposal" after "cannot be quantified" to press home the point.	

Best Practices Manual Comments

Page Number	Chapter Reference	Original Language	Comment	Committee Response
26	Chapter 4 GCCM Procurement; 2.6 bullet 6 Specified General conditions P2	SGCs are either bid as part of the selection or negotiated at MACC.	Recommend bidding as part of selection, staffing only.	
26	4	"SGC and maximum allowable subcontract cost (MASC)/subcontractor bid package – It is not acceptable for the GCCM to include items in the general condition's costs (for payment by the public owner) and then subsequently charge specialty contractors for the same items."	"Where subcontract SGCs are also included in maximum allowable subcontract cost (MASC)/subcontractor bid package, note that it is not acceptable for the GCCM to include items in the general conditions costs (for payment by the public owner) and then subsequently charge specialty contractors for the same scope / items. " (emphasis added for clarity of comment only)	
26	cost allocation	Example: (add as an appendix)	Appendix added?	
27	Chapter 4 GCCM Procurement; 3.1.1 Proprietary Meetings	Proprietary Meetings ...	This isn't mentioned before and this looks more like making GC/CM look like design-build. What is the benefit when design isn't in the GCCM scope? Just do the interview but make it interactive.	
27	4	"In accordance with RCW 39.10.360: ' <i>requires the public ...</i> '"	Recommend deleting "in accordance with" as the word "requires" from the code duplicates the point.	
27	4	"Other options include Daily Journal of Commerce, local and small business outlets, social media outreach (e.g., LinkedIn, Tabor 100, email blasts through owner systems), National Association of Minority Contractors, Washington Procurement Technical Assistance Center, Association of General Contractors."	Consider adding "the" before names of organizations / outlets: "Other options include the Daily Journal of Commerce, local and small business outlets, social media outreach (e.g., LinkedIn, Tabor 100, email blasts through owner systems), the National Association of Minority Contractors, the Washington Procurement Technical Assistance Center, and the Association of General Contractors."	
27	4	"...to meet and greet."	Consider "...to network and develop contacts."	
28	4	"...due to any addenda that was issued during this period."	Suggest "...due to any addenda that were issued during this period." (emphasis added for clarity of comment only)	
29	4	"RCW 39.10.360: The public body shall notify all finalists of the selection decision and select a summary of the final proposals available to all proposers within two business days of such notification."	Correct verbiage in the RCW citation: "RCW 39.10.360: <i>The public body shall notify all finalists of the selection decision and make a selection summary of the final proposals available to all proposers within two business days of such notification.</i> " (bold text added for clarity of comment only) Also suggest italicizing the code language.	
29	Chapter 4 GCCM Procurement; 6.0 Awarding the Preconstruction Services Contract	Awarding the Preconstruction Services Contract ...	Recommend having a precon services budget from Owner in advance of solicitation. Recommend also have GCCM submit a draft precon work plan as part of Step 3 fee.	
30	4	"The project team will finalize the ..."	Consider a different term (like public body) rather than "project team" that was previously inclusive of the design team, stakeholders, and GCCM.	
30	4	"MACC/components of the MACC RCW 39.10.370 – (13) "Maximum allowable construction cost" means the maximum cost of the work to construct the project, including a percentage for risk contingency, negotiated support services, and approved change orders."	Suggest italicizing the code language	
30	5	"Includes SCCM trade partners..."	Recommend spelling out "Specialty Contractor / Construction Manager (SCCM)" here as it is the first time the term is used in the document.	
30	5	"Contingencies typically exist with the TCC and reconcile with the CM fee."	Suggest using GCCM instead of CM here.	
30	5	"The general conditions should outline what GCCM can apply the MACC Risk Contingency funds toward."	Suggest adding "the" before "GCCM"	
30	5	"The owner shall approve all MACC Risk Contingency usage."	This is a broad statement. Because there are defined usages, the Owner may reject a use of the funds as being outside of those allowed by contract. Suggest "Each proposed use of the MACC Risk Contingency is subject to owner approval." Also consider a recommendation that "Owners should be willing to approve usage of the MACC Risk Contingency where it falls within the usages defined in the GCs to allow the GCCM flexibility in subcontract and risk management as a project partner."	
31	5	"Allowances typically reconcile with an owner's change order to the TCC."	Suggest clarifying this statement. The intent appears to be along the lines of "Allowances are eventually reconciled by an owner's change order to the TCC for the exceedance or underrun amount."	
31	5	"Subsequent contingency types within this section are risk categories and techniques that serve to supplement the CM's risk position with respect to several factors the team will be managing: status of design documents, market conditions (bid volatility), type of project (major renovation or new construction)."	Suggest using GCCM instead of CM here.	

Best Practices Manual Comments

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31	5	"Subsequent contingency types within this section are risk categories and techniques that serve to supplement the CM's risk position with respect to several factors the team will be managing: status of design documents, market conditions (bid volatility), type of project (major renovation or new construction)."	Suggest indenting each of the "subsequent contingency type" bullets after this language for clarity.	
31	5	"Often GCCM's will bid the work (Cost of Work) based on 90% design documents; "	Delete the apostrophe from GCCMs to clarify that it is plural, not possessive.	
31	5	"This contingency may be used to cover any cost changes as a result of the 90% to 100% drawing development."	Consider adding "and/or subsequent" after "100%" for owners that also progress to an "Issued for Construction," "Issued for Permit," or other designation past 100%	
31	5	"Buyout Contingency: For scopes of work that are publicly procured after the MACC is signed. If packages are under budget, the savings go back to buyout contingency. If over, funds can be pulled from buyout contingency (if available) to cover the overrun(s)."	Most public owners indicate that buyout savings accrue to the owner, but is it mandated by the RCW? Suggest confirming, or clarifying that "In most contract documents,..."	
31	5	"Examples: geotechnical risk in soil management, hazardous material abatement, jurisdictional permitting, or scope risk"	Suggest deleting "scope risk" from this list as too vague - or clarifying the intent.	
31	5	"NSS is not included in the 30% self-perform rule volume limit for the GCCM "	Consider "NSS are not counted in the self-performance limits for GCCM performance per RCW 39.10.390(3)." both for clarity of the intent, and to avoid confusion about the Heavy Civil limit on self-performance.	
31	5	"Often defined by owner as a percentage of the MACC. This percentage should be clearly listed in RFP documents (cross-reference other best practice chapters). The general conditions should outline what GCCM can apply the MACC Risk Contingency funds toward. The owner shall approve all MRC usage."	Suggest deleting this bullet, as it is related to MACC Risk Contingency (covered previously) and not NSS.	
31	5	Negotiated Support Services section	This appears to duplicate the NSS discussion earlier in the document (p. 27). Suggest combining to avoid confusion.	
32	Chapter 5 Total Contract Cost; Negotiated Support Services (Flowchart)	Flowchart	Flowchart needs to be cleaned up. The order is wrong, truncated, and doesn't match the explanations, which look to be more correct. Recommend showing an excel column and cost formula	
32	5	TCC graphic	Suggest use of a bubble diagram versus an org-chart format; something like:	
32	5	Percent Fee section	This appears to duplicate the fee discussion earlier in the document (p. 24). Suggest combining to avoid confusion.	
				<p>Total Construction Cost (TCC) \$840.00 million</p> <p>Maximum Allowable Construction Cost (MACC) \$766.51 million</p> <ul style="list-style-type: none"> Specified General Conditions: \$16.01 million Provisional Sums: \$14.09 million Risk Contingency Account: \$2.72 million Negotiated Support Services: \$112.44 million <p>Maximum Total Subcontract Package Cost (MTSPC) \$637.26 million</p> <ul style="list-style-type: none"> Negotiated Self-Performed: \$318.12 million (49.9%) Bid Packages (No GC/CM Bid): \$256.10 million (40.2%) Bid Packages (GC/CM Bid): \$63.04 million (9.9%) <p>Fixed GC/CM Fee (7.50%) \$57.48 million</p>
32	Chapter 5 Total Contract Cost; Percent Fee	Fee has two components: profit and overhead.	This is redundant from the scoring piece. Define just once to avoid duplications and errors	
33	5	"The fee shall be renegotiated if the MACC varies more than 15% from estimated MACC when negotiating the actual MACC at 90% Construction Documents. "	Suggest revision to "If the final MACC varies by more than 15% up or down from the estimated MACC, the percent fee bid as part of the RFP can be re-negotiated." Re-negotiation of the fee, even though it's allowed by RCW, is relatively rare in my experience. This is also detailed further in the next bullet in the document.	

Best Practices Manual Comments

Page Number	Chapter Reference	Original Language	Comment	Committee Response
33	5	"This is the reason the RCW includes a provision about when this fee "shall" be renegotiated when the actual MACC varies by more than 15% from the estimated MACC during CM procurement. Both the owner and the CM have the right to initiate a renegotiation when this variance threshold is exceeded. If the total MACC has increased, the owner may wish to try to negotiate a lower fee. If the MACC has decreased, the CM may wish to have the fee increased. "	Suggest using GCCM instead of CM here (3 locations).	
33	5	"The "other price-related factors" described in the RCW may be based on one or more criteria, such as the fee, plus Specified General Conditions and/or staffing. "	Please clarify that this is in reference to the selection criteria inclusion of "other price-related factors" - perhaps with a specific RCW citation. As written, the bullet is unclear as to its reference.	
33	5	Specified General Conditions section	This appears to duplicate (and in some places conflict with) the SGC discussion earlier in the document (p. 26). Suggest combining to avoid confusion and inconsistency. In particular, bullets 3 and 4 express "best practices" that don't appear aligned with the previous discussion on SGCs. This later section appears less finished than the previous, and may be a leftover from earlier drafts.	
34	4	"This table lists the costs that are excluded and those that are included from the percent fee on MACC, SGCs, NSS, alternative subcontracts and preconstruction."	"This table lists the costs that are excluded from and those that are included in the percent fee on MACC, SGCs, NSS, alternative subcontracts and preconstruction." (emphasis added for clarity of comment only)	
34	4	"This tool helps the GCCM, and owners have a common understanding..."	Recommend deleting the comma after GCCM	
34	Chapter 5 Total Contract Cost; Cost Allocation Matrix	Cost Allocation Matrix ...	Again, referenced above in 2.6.7, consolidate.	
34	Cost allocation matrix	Cost Allocation Matrix - example	Provide example	
34	5	Cost Allocation Matrix section	This appears to duplicate the CAM discussion earlier in the document (p. 27-28). Suggest combining to avoid confusion.	
34	5	Owner Contingency section	This appears to duplicate the public body budget contingency discussion earlier in the document (p. 14). Suggest combining to avoid confusion.	
36	6	Entire Chapter	Given the importance of the intent, relationships, and roles and responsibilities sections of this chapter to successful GCCM delivery, consider moving this writeup earlier in the document, or looking to combine it with similar content earlier in the document.	
38	6	"Assuming a space program has been completed, the design team verifies the program to confirm that all required spaces are accounted for with proper adjacencies and grossing factor. "	This seems very specific to building projects and architectural design, and may confuse users of heavy civil GCCM contracts. Consider deleting.	
39	6	"...the GCCM manages and creates several project deliverables:"	Suggest adding "which may include" to the end of this lead-in to clarify that the list of deliverables isn't complete or fixed. Also look for inconsistencies in previous precon discussions on p. 20 and p.31.	
39	6	"• Ensure an open and fair bidding environment for subcontractors. • Marketing and outreach efforts to promote and advertise the project to obtain bids. "	These two bullets do not read like deliverables. Suggest deleting or combining with the subcontracting plan bullet above them.	
39	6	"...the GCCM manages and creates several project deliverables:"	Consider adding "Constructability reviews" and/or "Value Engineering" to the list of bullets	
40	6	Graphic of schedule	Suggest updating this graphic to reflect terms used in the RCW (i.e., use GCCM instead of CM/GC shown in the graphic; MACC or TCC in lieu of GMP shown in the graphic; etc.)	
40	7	Chapter 7	This chapter seems well crafted and organized. Consider utilizing a similarly well-written chapter for the GCCM selection discussion.	
40	7	Chapter 7	Consider whether this chapter should be a part of the "Subcontracting" Chapter later (Chapter 9), or come after it in the sequence of the document.	
41	7	Table of pros and cons	Recommend changing font size to match the rest of the document (11) and improve readability	
41	Chapter 7 Alternative Subcontractor Selection - Appropriateness	Appropriateness ...	Recommend keeping best practices, benefits. RCW language can be reference but duplication. 8.5 pages, would keep to 2-3 pages and similar throughout.	
41	7	"...project; and Alternative subcontract selection is in "best interest of the public.""	Suggest minor revisions to "...project; and alternative subcontract selection is in the "best interest of the public."" (bold text added for clarity of comment only)	
43	7	"To maximize this preconstruction benefit, it is typically best to select the subcontractor no later than early in design development. "	It is unclear what "no later than early in design development" is intended to convey. Consider a percentage of design, or drop the "no later than"	
44	7	"...evaluations factors must be established"	Revise to "...evaluation factors must be established"	

Best Practices Manual Comments

Page Number	Chapter Reference	Original Language	Comment	Committee Response
44	7	"However, it can be advantageous to the public body to expand experience beyond sole experience in alternative subcontractor delivery method RCW 39.10.385 (3) does not require the subcontractor to have experience with alternative project delivery methods."	"experience beyond sole experience" is a bit confusing in this sentence. Consider revising to "However, it can be advantageous to the public body to expand experience beyond sole experience in alternative subcontractor delivery method RCW 39.10.385 (3) does not require the subcontractor to have experience with alternative project delivery methods."	
48	7	"Small, Woman, Minority, and veteran owned businesses Committee"	Verify this heading. It appears that this needs to read "Selection Committee" as there is no discussion of S/DBE after the heading.	
48	7	[Insert process map] [Insert scoring graphic]	Suggest inserting before finalizing the document	
49	8	"...falls into roles that are more similar to other delivery methods to effectively execute the work."	This may be the case, but it's not the goal. Suggest "transitions into execution roles" instead of "falling into traditional roles"	
50	8	"A clear set of expectations for roles and responsibilities is critical to ensuring that there is not a duplication of effort, or gaps needed in the decision-making process or general administration of the contract."	Recommend deleting the word "needed" after "gaps" for accurate intent	
51	8	OPPORTUNITY for a SAMPLE RISK MATRIX HERE	Suggest inserting before finalizing the document	
52	9	"There are many different strategies owners can employ when packaging subcontracts, and the statute below provides some guidance on how owners should approach subcontract packaging."	Shouldn't the GCCM be part of this, too, and not just the owner? Perhaps "project teams" instead of "owners" would be better here. The same reference to owners occurs several times in the paragraphs following the subsequent RCW citation.	
53	9	"...procurement requirements, but speaking, a significant portion of this ..."	It appears that this was intended to read "...procurement requirements, but generally speaking, a significant portion of this ..."	
53			Suggest the following revision on the 3 sentence of the first bullet point under Potential Advantages: The combination of these scope in one bid package can lead to enhanced coordination, a higher quality installation and the lowest overall price to the owner. (Brytan Gormley, Cornerstone General Contractors)	
55	Chapter 9 Subcontracting; Self-Performance of Work by GCCM (table)	Up to 30% of Work	MACC	
63	10	"• GCCM cannot bid on at least 30% of the negotiated subcontract work."	Consider revising to read "• At least 30% of the non -negotiated subcontract work cannot be bid on by the GCCM." for clarity. (bold text added for clarity of comment only)	
63	10	"• Are there Buy America requirements?"	Revise to Build America Buy America requirements	
64	10	"It is important for owners to remember that they do not have to negotiate 50% of the subcontract work..."	Suggest adding "the full" before "50%"	
65	10	"This is the proposed fee that the GCCM firm will charge for all agreed-upon negotiated self-performed work)."	Delete the ")"	
65	10	[Examples – See the attached bid form examples.]	Suggest inserting before finalizing the document	
34-35	5	Negotiations section	Much of this content (timing, early bid packages, mini-MACCs) appears previously in the document. Suggest combining for clarity and brevity.	
37-39	6	Sub-sections for Public Body, Design Team, and Contractor Team	Suggest indenting or changing the heading style on the "public body," "design team," and "contractor's team" sections, or indenting them, to clarify that these are sub-sections of the Roles and Responsibilities section.	
53/54	9	"In this scenario, bundled bid package provides the option of putting another..."	Revise to "In this scenario, a bundled bid package provides the option of putting another..." (bold text added for clarity of comment only)	
59/60	9	"When the GCCM takes the lead on review bids for subcontract packages they are not pursuing..."	"When the GCCM takes the lead on reviewing bids for subcontract packages they are not pursuing..." (bold text added for clarity of comment only)	