Capital Projects Advisory Review Board
GC/CM Committee
Meeting Summary September 17, 2020

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1. **Chair Middleton called the meeting to order at 1:35 p.m. A quorum was established.**
2. **Administrative**
   a. Introductions
      i. Committee members in attendance, including by phone: Nick Datz (Owners), Scott Middleton (Specialty Contractors), Penny Koal (DES), Shannon Gustine (General Contractors), John Palewicz (Private Industry), Sam Miller (Architects), Santosh Kuruvilla (Engineers)**,** Olivia Yang (Higher Ed)
      ii. Stakeholders in attendance, including by phone: Andy Thompson (General Contractors), Keith Michel (General Contractors), Andrew Powell (General Contractors), Mike Pelliteri (General Contractors), Benjamin Fields (Architects)
   b. Approval of August 20, 2020 meeting summary – M/S/P to approve meeting summary with no changes.
3. **Draft GCCM Best Practices Outline.** Chair Middleton shared his screen to review the GCCM Best Practices Topics and Outlines document for the committee to review and modify. Chair Middleton added changes as they were discussed during the meeting and will share the updated outline.
   a. Chair Datz noted that this outline will help us establish the subcommittees who will work through the details and sections. The purpose of this discussion is to identify any other topics we want to include in the outline.
   b. Private Industry—Suggest adding components of the MACC and fee under section 7.
   c. Higher Ed—Suggest making 3.e and 3.f its own section and instead of owner readiness it would include all stakeholder readiness (Owners, Designers, General Contractors, Subcontractors). Consider including relationship of owner and GCCM, collaboration focus, and owner needs and goals.
   d. Architects—Suggest including a section under 3.d on risk transfer, cost certainty versus other contract methods.
   e. General Contractors—Under alternate subcontractor selection include design-assist options.
   f. Chair Middleton—These are great additions; we want to be comprehensive in our ideas at this point and we can always scale back once we break into subcommittees.
   g. Higher Ed—We've previously discussed a lot about how to get change orders completed, where do those best practices fit? Possibly under change management.
   h. Chair Middleton—As we're writing this, who is our audience? Are we targeting folks that have been living in a design-bid-build world and we're trying to bring them into the GCCM world? Or others?
      i. General Contractors—This document will provide information on how to address certain situations in a "if this, then that" organization. So, this document will apply to lots of different folks at various stages of a project and therefore the audience is very broad.
      ii. Multiple---We're describing the norms and acceptable behavior and different paths and options based on your project and circumstances; what has been used and works well so people can be aware of that and pick what makes sense for them.
   i. The meeting attendees approved the outline and agreed to move forward in review of the guidance document. Once we break into subcommittees, we'll have a chance to review and modify the outline as we work through each section.
   j. Chair Datz shared a document on his screen outlining guidance for developing best practices to help the subcommittees get started. This document will be shared electronically.
      i. Private Industry—The first bullet says "the intent of this document is to expand the use of the GCCM delivery method throughout the state" but we are focused on

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informing and sharing best practices and not necessarily expanding. Suggest swapping expand to inform.

ii. Higher Ed—The second bullet says "the audience is not us, but rather those unexperienced with GCCM" however there are a lot of people who have used GCCM incorrectly and should learn how to use GCCM correctly, so they are also our audience and aren't reflected in this bullet. We want this document to be positive – what to do, not what not to do.

iii. General Contractors—Those specific examples are helpful in illustrating situations that people should be aware of and how to address.

iv. Owners—Some examples will become outdated, so we need to think through the evergreen examples that will be relevant and don't require us to regularly update this document just for that purpose.

v. Engineers—We want this to be focused on continuous improvement with motivational language that encourages people to use the best practices. Would be good to include a few case studies to help make the information more practical.

vi. Architects—We should refer to the Design-Build Best Practices manual and make ours is consistent in look and feel and also tone.

4. **Subcommittees.** Chair Middleton suggested subcommittees will be assigned and then we'll have a schedule for the next several meetings where each subcommittee will report out on status, ask questions, and review sections. This will help us tackle the writing and review of the sections. Each subcommittee will be responsible for working back from the schedule to get their sections completed before the meeting.

   a. Schedule to complete best practices document.

      i. Higher Ed—There are 12 topics, does that mean we'll have 12 monthly meetings to complete this document? We'll also likely need to acknowledge that not every topic will be completed in one meeting, so we'll need to revisit topics over the course of a few meetings.

      ii. Chair Datz—We'll have 11 topics, so yes, 11 months and we'll work that into the schedule and revise the schedule as we go along. We're targeting fall 2021 to finalize the best practices document to share with CPARB.

   b. Assignments. The committee reviewed each section and signed up for subcommittees. Committee members not in attendance today will also have a chance to sign up for subcommittees.

      1. Introduction – Scott
      2. GCCM Types – Scott, Nick
      3. Evaluating the Use of GCCM – Olivia, Shannon, Penny
      4. GCCM Readiness – Sam, Olivia, Nick
      5. GCCM Procurement – Shannon, Penny, Nick
      6. Preconstruction Services – Sam, Penny, Santosh, Keith
      7. Alternative Subcontractor Selection – Scott, Nick, Keith, Andrew, Mike
      8. Total Contract Cost – Keith, Andrew, John
      9. Construction Services – Keith, Mike, Janice
      10. Subcontracting – Scott, Nick, Andrew, Mike
      11. Heavy Civil – Nick, Santosh
      12. Close Out (Merge with construction services, section 9) – Keith, Mike, Janice

   c. Discussion

      i. General Contractors—There is some overlap in a few of the sections that the committees will need to cross-coordinate on, so we don't duplicate efforts (contingencies are included in a few sections).

      ii. Higher Ed—Section 3 is contingency definitions and Section 8 is how these contingencies fold into the total contract cost.

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      iii. Higher Ed—We will rework sections as we go, so let's work through them and then revise as needed.

      iv. Engineers—We'll want external input on this document, is that up to each subcommittee as they are working on their section? Or, should we informally post the draft online somewhere or share via email to a few key stakeholders to gain their review and input?

      v. Chair Middleton—Great idea, as you're working through your sections, go ahead and solicit feedback.

      vi. General Contractors—Are the subcommittee meetings open to the public, and can I join and listen in to other subcommittees that interest me?

      vii. Chair Middleton—The subcommittees will meet offline and coordinate their own meetings. If you ask the leads for their meeting information, then I'm sure you can join but that information won't be posted anywhere so you will have to reach out to the leads.

      viii. Higher Ed—Please use the AGC class materials for reference.

      ix. Chair Middleton—We have a Dropbox for people to save and share files, and I will send that out.

5. **Action Items and Next Steps**

    a. Next meeting is scheduled for October 15, 2020. During this meeting we'll re-review the best practices outline, assignments, and schedule, and we'll review section #1 GCCM Types. Then in November we'll review Evaluating the Use of GCCM.

    b. Committee meetings occur monthly on the third Thursday of each month. Chair Datz has had an internal conflict come up on the same schedule as our meetings that restrict him from joining for the second half of our 1:30-3:30 p.m. meeting time and we'd like to propose meeting an hour earlier, 12:30-2:30 p.m. No conflicts were noted across the meeting attendees and Chair Middleton will update the meeting series.

    c. The following action items were identified:

      i. Chair Datz and Middleton will update the best practices document outline and assignments for committee review and confirmation at the October meeting. They will also share the AGC class materials with the group so subcommittees can review in advance of their meetings, and the Dropbox link to save your materials.

      ii. Chair Middleton will update the meeting series time to 12:30-2:30 p.m. on the third Thursday of each month.

6. **Meeting adjourned at 2:50 p.m.**

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