

WESTERN WASHINGTON UNIVERSITY – GC/CM PROJECT – ELECTRICAL ENGINEERING & COMPUTER SCIENCE FACILITY

1. In reference to page 7 of 9 of your application, can you provide examples of lessons learned and best practices that will be included in your updated GC/CM contract being developed by John Palewicz and Robynne Thaxton?
 - 1) The bidding of Specified General Conditions (SGC) is a key component of the final selection step and needs to be clearly defined so that the public agency is able to get the staffing they require and the proposers can fairly bid to meet the requirements. There are two general methods to do this: a performance type bid where the proposers bid what they believe will meet the RFP requirements in the contract and general conditions; and a more prescriptive type bid where the agency specifies the staff to be bid. The first method can be problematic when the GC/CM is brought on board early and the project is not well defined. Also, the public agency may see a wide range of bids based on assumptions made by the contractors. The second method can result in clear bidding by the contractors but has the potential for the need to add more staff after the bidding; the agency is usually not the best source to determine the required staffing needs. The method Western will be using, since they have a good sense of the project scope, budget and schedule, is to specify the staff positions that they would like to see filled on a full time basis and then have the proposers identify additional required positions, by percentage and cost, to adequately staff the project.
 - 2) In bidding the Specified General Conditions (SGC), the bid staffing costs are tied to the budget, scheduled start and construction duration as defined in the RFP. If the project substantially changes, ends up taking longer for the construction duration or the start is delayed, additional costs may need to be negotiated for the SGC.
 - 3) The Matrix is a very important document not only for the RFP bidding but to define the responsibility for the various components of the project cost throughout the life of the project. The public agency needs to spend the time and effort to make sure all the contractually defined project costs responsibilities are included in the matrix with a clear reference notation to the appropriate document section.
 - 4) Negotiated Support Services (NSS) are a component of the MACC and can be substantial, especially if the GC/CM is selected early and the project is not well defined, resulting in few costs defined enough to be included in the SGC. The public owner needs to require that the GC/CM's early estimates include the NSS and that the costs are formatted to correspond to the Matrix listing and include assumptions made for the estimated individual costs.
 - 5) The GC/CM process allows the use of Mini-MACCs as a way of shortening the overall time to deliver a project, in many cases this is an important advantage when a building needs to be operating to meet a critical time frame, such as the start of the school year. However, the process and additional cost to do this with bidding partial documents, starting work with 90% complete documents, concern with the Mini-MACCs total meeting the project budget, incremental permitting and documentation completion becomes very complex and should only be used with a well experienced agency. All are usually best served with a project schedule that can allow the process to proceed more incrementally.