

DELIVERY SYSTEM COMPARISON

Contractual issues	General Contractor	CM (Agent)	CM (At-Risk)	Design/Builder
Number of Owner Held Contracts	SINGLE	MULTIPLE	SINGLE	SINGLE
Holder of Trade Contracts	GC	OWNER	CM	DB
Primary Risk Exposure	GC	OWNER	CM	DB
Risk Insurance	Through Bonding & Retainage on GC	Through Bonding & Retainage on Trades	Through Bonding & Retainage on CM	Through Bonding & Retainage on DB
Owner's Contractual Authority	Over GC Only	Over Trades	Over CM Only	Over DB Only
Construction Provider's Fiduciary Responsibility	To PROJECT	To OWNER	Initially to the Owner, upon final price switches to PROJECT	Initially to Owner, upon final price switches to PROJECT
Extent of Owner's Exposure for Scope Gaps Between Trades	LOW	HIGH	MODERATE	LOW
Responsibility to Disclose Information Relevant to Owner's Interest	NO	YES	Initially Yes, Later No	Initially Yes, Later No
Responsibility For Construction Means and Methods	GC	TRADES	CM	DB
Cost Issues				
Cost Commitment	HARD DOLLAR BID	BUDGETS	GMP/Lump Sum	GMP/Lump Sum
Cost Guarantees	Only on Defined Scope	NONE	GMP/Lump Sum	GMP/Lump Sum
Opportunity to Review Trade Contract Bids	CLOSED	OPEN	OPEN or CLOSED	OPEN or CLOSED
Incentive to Decrease Total Project Cost	NONE	HIGH (to obtain future work)	MODERATE (through savings clause)	Depends on Contractual Arrangement
Realization of Cost Savings	GC	OWNER	SHARED	Depends on Contractual Arrangement
Typical Overall Project Cost	HIGH	LOW	MODERATE	MODERATE
Schedule Issues				
Time Guarantees	YES	NONE	YES	YES
Responsibility for Schedule Enforcement	GC	OWNER	CM	DB
Early Construction Start Potential	LOW	MODERATE	MODERATE	HIGH
Fast Tracking Possibility	NO	YES	YES	YES
Miscellaneous				
Contract Administration Responsibility	GC	OWNER	CM	DB
Owner Administrative Involvement	LOW	HIGH	MODERATE	MODERATE
Owner Involvement in Monitoring Construction	HIGH	LOW	MODERATE	HIGH