

## RESOURCES

The following associations can provide lists of design professional firms:

### **ACEC of Michigan**

American Council of Engineering  
Companies (Michigan)  
215 N. Walnut Lansing, MI 48933  
(517) 332-2066

### **AIA of Michigan**

American Institute of Architects of Michigan  
553 E. Jefferson Detroit, MI 48226  
(313) 965-4100

### **ASCE**

American Society of Civil Engineers,  
Michigan Chapter  
215 N. Walnut Lansing, MI 48933  
(517) 332-2066

### **AWWA**

American Water Works Association of  
Michigan  
P.O. Box 609  
Grand Ledge, MI 48837  
(517) 627-0913

### **MSPE**

Michigan Society of Professional Engineers  
215 N. Walnut PO Box 15276  
Lansing, MI 48901  
(517) 487-0635

### **MWEA**

Michigan Water Environmental Association  
PO Box 397 Bath, MI 48808  
(517) 641-7377

### **AGC of Michigan**

Associated General Contractors  
2323 N. Larch St.  
Lansing, MI 48906  
(517) 371-1550

### **APWA**

American Public Works Association of  
Michigan  
Van Buren County PO Box 156  
Lawrence, MI 49064  
(269) 674-8011

### **ASLA of Michigan**

American Society of Landscape Architects  
of Michigan  
1026 N. Washington Ave.  
Lansing, MI 48906  
(517) 485-4115

### **ESD**

Engineering Society of Detroit  
20700 Civic Center Dr., Ste. 450  
Southfield, MI 48076  
(248) 356-0736

### **MSPS**

Michigan Society of Professional Surveyors  
220 Museum Dr.  
Lansing, MI 48933  
(517) 484-2413

## QBS Worksheets

This workbook provides sample documents to assist you in using the QBS process.

The forms and materials included are meant to serve as frameworks that can be adjusted to meet specific project needs. The Michigan Qualifications-Based Selection Coalition will help the Owner develop materials to use the QBS process.

# REQUESTS FOR LETTERS OF QUALIFICATIONS SAMPLE MEMO

TO: \_\_\_\_\_  
List name of firm

FROM: \_\_\_\_\_  
Owner

\_\_\_\_\_  
Individual

\_\_\_\_\_  
Title

## RE: Request for Statements of Qualification

Your firm is invited to submit your Statements of Qualification to become eligible for a possible interview for professional design\* services related to design and construction requirements for the

\_\_\_\_\_  
Owner

This project's \_\_\_\_\_  
Description

Preliminary requirements are based on studies performed by the:

\_\_\_\_\_  
Name of committee or group

## Attached to this memo are:

1. A list of materials and information that should be included with your Statements of Qualification.
2. A general definition of the preliminary scope of the work.
3. A schedule of dates and requirements for the selection process.

For firms that are selected for an interview, a tour of the facility and site will be arranged.  
*(This sentence is optional)*

Your letters and Statements of Qualification with \_\_\_\_\_ copies should be forwarded to the following address, and should be received no later than 5 p.m. on \_\_\_\_\_.  
Day and time

TO: \_\_\_\_\_  
Name Title Address

\*Note: May use "architectural," "engineering," or "land surveyors" in place of "design professional," where appropriate

# REQUIREMENTS FOR LETTERS OF QUALIFICATION

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Name of committee or group

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Project

## **Your Letters of Qualification should include the following information:**

1. Name, address, and brief history of firm.
2. Resumes of key personnel to be assigned to this project.
3. Related experience during the last two years. (On complex and unique projects, may be extended beyond 2 years.)

### **For Example:**

- a. Include projects where professional design services related to design work were performed.
- b. Include examples of other projects that are similar in scope to this one.
- c. Include examples of project budgeting, cost estimating and results.

Include the name of the project, a contact person, and dollar amount for each example.

4. You are invited to include a maximum of one page (may allow more) of information not included above if you feel it may be useful and applicable to this project.

# SCHEDULE OF ACTIVITIES

The following schedule has been established by: \_\_\_\_\_  
Owner

FOR: \_\_\_\_\_  
Project

- \_\_\_\_\_ Date 1. Identification of needs finalized by the owner. A scope of work in general terms developed.
- \_\_\_\_\_ Date 2. Identification by owner of interested and potential professional design firms to receive memo requesting Letters and Statements of Qualification.
- \_\_\_\_\_ Date 3. Memo requesting Letters and Statements of Qualification mailed to interested and invited firms.
- \_\_\_\_\_ Date 4. Letters and Statements of Qualification due. (Allow minimum of 10 days for firms to submit materials) Note: Review references before the next action date.
- \_\_\_\_\_ Date 5. Develop shortlist of 3-5 firms selected for interviews. Selection should be based on qualifications, references, and compatibility with owner's project.
- \_\_\_\_\_ Date 6. Memo sent to shortlisted firms with date for interviews and pre-interview tour of site and/or facilities, along with criteria to be reviewed during the interview.
- \_\_\_\_\_ Date 7. Memo sent to all firms, excluding shortlisted firms, informing them of firms to be interviewed and expressing appreciation for their interest.
- \_\_\_\_\_ Date 8. Tour or tours of facilities at (time) and (location). (Should be scheduled at least 20 days before interviews, to allow for preparation.)
- \_\_\_\_\_ Date 9. Scheduled interviews for shortlisted firms, at times and locations previously communicated. Best firm for the project selected, based on qualifications.
- \_\_\_\_\_ Date 10. Contract with selected firm negotiated and implemented.
- \_\_\_\_\_ Date 11. Memo mailed to all firms interviewed, indicating results of interviews and expressing appreciation for their involvement.
- \_\_\_\_\_ Date 12. Post-selection requirements. (Public hearings, etc.)

## PRELIMINARY SCOPE OF THE WORK

*(The development of a scope of work for each project should include the following information in general terms, and should be limited to one page.)*

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Owner

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Project Name

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Project Location

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Contact Person

Identification and involvement of groups (Example: Boards, committees, citizen's groups, etc.):

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Description of studies, surveys, and preliminary feasibility work relevant to project, and useful and available to firms that will be shortlisted.

Requirements for further feasibility planning before development of plans or design work.

Project outline and general anticipated requirements. *(Example: demolition, renovation, new construction, land use, environmental, waste management, etc.)*

### **Anticipated time frame:**

Projected Start: \_\_\_\_\_ Planned Finish: \_\_\_\_\_

Approval process/involvement of groups.

### **Other requirements:**

Referendums, public hearings, etc.

# MEMO – FOR FIRMS THAT SUBMITTED LETTERS/STATEMENTS OF QUALIFICATION – NOT SELECTED FOR INTERVIEW

TO: *(All firms not asked to interview or tour facilities)*

FROM: \_\_\_\_\_  
Owner

Individual

Title

Address

## RE: **Status of Selection Process**

Project

The \_\_\_\_\_  
Name of committee or group

expresses its appreciation to you and your firm for submitting your Letters of Qualification.

After careful consideration of all firms that submitted qualifications, the \_\_\_\_\_  
Committee board or staff unit

decided to interview the following firms:

*(List firms in alphabetical order)*

- 1.
- 2.
- 3.
- 4.
- 5.

Although your firm was not selected for an interview, we appreciate your interest in our project, and the resources spent on the preparation of your proposal.

# MEMO TO SHORTLISTED FIRMS TO BE INTERVIEWED/TOUR OF FACILITIES/AND CRITERIA

TO: *(List professional design firms in alphabetical order)*

FROM: \_\_\_\_\_  
Owner

\_\_\_\_\_  
Individual Title

\_\_\_\_\_  
Project

## RE: Interview Schedule and Requirements

The firms listed above have been shortlisted and will be interviewed for the professional design services related to the work necessary to implement this project. (Specify study, design, other)

Attached to this memo are the following:

1. An Interview Score Sheet, which will be used by the \_\_\_\_\_ during the interview session.  
Interviewing group or individual
2. Evaluation form, which the person in charge will use to compile evaluation scores.
3. Copies of \_\_\_\_\_ compiled by \_\_\_\_\_, for your information and review.  
Name of studies or report Name of group

Each firm will be allowed 45 minutes to present qualifications and to answer questions. The interviewers will schedule 15 minutes between interviews for informal discussion of information presented during the preceding interview. At the completion of the interviews, the interviewers will rank the firms interviewed, according to each firm's competency and compatibility to do the work. The firm deemed to be most qualified will then enter into negotiations for a contract to provide the necessary design services. If contract terms cannot be reached, the firm ranked second will be invited in for contract negotiations.

Interviews will be held on \_\_\_\_\_  
Date

The location is \_\_\_\_\_  
Name of building Address

Form Continued on Next Page

Form Continued....

The order and time of interviews is:

Firm A\_\_\_\_\_Time

Firm B\_\_\_\_\_Time

Firm C\_\_\_\_\_Time

Firm D\_\_\_\_\_Time

Firm E\_\_\_\_\_Time

A briefing and tour of the site and/or facility will be arranged for \_\_\_\_\_.

Please have your firm's representative attend.



## EXAMPLE – THE INTERVIEW: QUESTIONS AND SCORE SHEETS

Owner \_\_\_\_\_ Project \_\_\_\_\_

(Firms invited to interview for the captioned project should be prepared to address the following issues during the course of their interview. Questions can be expanded on as appropriate.)

CATEGORIES	RATING	WEIGHT	TOTAL
1. Related project experience	_____	X _____	= _____
2. Firm's ability and capacity to perform the work			
• Key personnel assigned to this project	_____	X _____	= _____
3. Grasp of project requirements			
• Studies			
• Designs			
• Other	_____	X _____	= _____
4. Method to be used to fulfill the required services, including the design phase	_____	X _____	= _____
5. Management approach for technical requirements. Examples:			
• Cost controls			
• Design and construction phase involvement	_____	X _____	= _____
6. Use of consultants that may work on the project			
• In-house resources			
• Outside resources	_____	X _____	= _____
7. Time schedule planned for this project			
• Availability	_____	X _____	= _____
8. Firm's experience and methods used for:			
• Budgeting and financial controls			
• Determining fee and compensation	_____	X _____	= _____
GRAND TOTAL			= _____

## **Instruction for the Interviewers**

During the interview, rate each firm on a scale of 1-5, with 5 being highest, in each of the eight categories. Enter the number under “Rating”.

At the completion of the interview, multiplying the rating by the pre-determined weight for each category, and enter the total. Add all totals to establish the grand total.

Combine all of the totals for those participating in the interview session. The preassigned weights are established with a maximum of 10 points for each category. A maximum of 400 points may be awarded, assuming all categories were weighted at 10, and the firm received the maximum 5 rating on each category.

## GROUP INTERVIEW PROPOSAL EVALUATION FORM

(For use in compiling all scores of firms participating in the interview process.)

Enter the grand total for each firm, as recorded by each interviewer on the Interview Score Sheet. After all the entries are made and totaled, divide the combined group total for each firm by 400.

### Combined Group Totals

	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
<b>Interviewer 1</b>					
<b>Interviewer 2</b>					
<b>Interviewer 3</b>					
<b>Interviewer 4</b>					
<b>Interviewer 5</b>					
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-----					
-----					
-----					
<b>Grand Total</b>					

# MEMO TO SHORTLISTED FIRMS WHEN TECHNICAL PROPOSAL IS REQUESTED

TO: *(List professional design firms in alphabetical order)*

FROM: \_\_\_\_\_  
Owner

\_\_\_\_\_  
Individual Title

\_\_\_\_\_  
Project

## RE: Technical Proposal Request

The firms listed above have been shortlisted. Technical proposals are requested for professional design services related to the work necessary to implement this project. (Specify study, design or other)

### Attached are:

1. Technical Proposal Score Sheet, which will be used by the \_\_\_\_\_  
Review group or individual

2. Evaluation form, for use of the person in charge, to compile the evaluation scores.

3. Copies of \_\_\_\_\_  
Name of studies or reports

compiled by \_\_\_\_\_, for your information and review.  
Name of group

Technical proposals are due on \_\_\_\_\_ at \_\_\_\_\_, and should be addressed to:  
Date Time

\_\_\_\_\_. \_\_\_\_\_ copies are to be submitted.

A briefing and tour of the site and/or facility will be arranged for \_\_\_\_\_.  
Date

Please have your firm's representative attend.

Owner \_\_\_\_\_ Project \_\_\_\_\_

## TECHNICAL PROPOSALS SHOULD ADDRESS THE FOLLOWING ISSUES

CATEGORIES	RATING	WEIGHT	TOTAL
1. Related project experience	_____	x _____	= _____
2. Firm's ability and capacity to perform the work <ul style="list-style-type: none"> <li>• Key personnel assigned to this project</li> <li>• Responsible officer</li> </ul>	_____	x _____	= _____
3. Issues of special concern	_____	x _____	= _____
4. Technical approach to work	_____	x _____	= _____
5. Management approach for technical requirements. Examples: <ul style="list-style-type: none"> <li>• Cost Controls</li> <li>• Design and construction phase involvement</li> </ul>	_____	x _____	= _____
6. Use of consultants that may work on the project <ul style="list-style-type: none"> <li>• In-house resources</li> <li>• Outside resources</li> </ul>	_____	x _____	= _____
7. Time schedule planned for this project <ul style="list-style-type: none"> <li>• Availability</li> </ul>	_____	x _____	= _____
8. Firm's experience and methods used for: <ul style="list-style-type: none"> <li>• Budgeting and financial controls</li> <li>• Determining fee and compensation</li> </ul>	_____	x _____	= _____
Grand Total =			_____

### Instructions for the Reviewers

During the interview, rate each firm on a scale of 1-5, with 5 being highest, in each of the eight categories. Enter the number under "Rating".

At the completion of the interview, multiplying the rating by the pre-determined weight for each category, and enter the total. Add all totals to establish the grand total.

Combine all of the totals for those participating in the interview session. The preassigned weights are established with a maximum of 10 points for each category. A maximum of 400 points may be awarded, assuming all categories were weighted at 10, and the firm received the maximum 5 rating on each category.

# GROUP TECHNICAL PROPOSAL EVALUATION FORM

(For use in compiling all scores of firms participating in the technical proposal process.)

Enter the grand total for each firm, as recorded by each interviewer on the Interview Score Sheet. After all the entries are made and totaled, divide the combined group total for each firm by 400.

## Combined Group Totals

	FIRM A	FIRM B	FIRM C	FIRM D	FIRM E
<b>Interviewer 1</b>					
<b>Interviewer 2</b>					
<b>Interviewer 3</b>					
<b>Interviewer 4</b>					
<b>Interviewer 5</b>					
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-----					
-----					
-----					
<b>Grand Total</b>					

# MEMO FOR ALL PROFESSIONAL DESIGN FIRMS THAT WERE INTERVIEWED

TO: *(List professional design firms in alphabetical order)*

FROM: \_\_\_\_\_  
Owner

\_\_\_\_\_  
Individual Title

\_\_\_\_\_  
Address

## RE: Status of Selection Process

\_\_\_\_\_  
Project Name

The \_\_\_\_\_ has completed the selection process for  
Owner  
professional services for the above-named project.

It has been our objective to select the most qualified firm to perform this service. The results of the

\_\_\_\_\_ decision ranks the firms interviewed in the following order:  
Interviewers

Firm #1 \_\_\_\_\_  
Name

Firm #2 \_\_\_\_\_  
Name

Firm #3 \_\_\_\_\_  
Name

Firm #4 \_\_\_\_\_  
Name

Firm #5 \_\_\_\_\_  
Name

We have now entered into contract discussions and negotiations with \_\_\_\_\_.  
Firm #1

The \_\_\_\_\_ express their appreciation for your time,  
Interviewers  
effort and interest on our behalf.

## THE REFERENCE CHECK

Owner \_\_\_\_\_ Project Description \_\_\_\_\_

Professional Design Firm \_\_\_\_\_ on which the reference check is being conducted.

### Reference Information:

Owner \_\_\_\_\_ Project Referenced \_\_\_\_\_

Address \_\_\_\_\_ Person Contacted \_\_\_\_\_

Phone \_\_\_\_\_

*(Based on references provided in firm's Letters of Qualification or through networking with other owners who have worked with the firm.)*

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Sample Questions</b>	<b>Excel.</b>	<b>Good</b>	<b>Avg.</b>	<b>Fair</b>	<b>Poor</b>
1. What is your project?					
2. When was it completed?					
3. Did the firm above do the work?					
4. What did they do for you? Design work, studies, construction, coordination, other (specify) _____					
5. Who was the staff person assigned to work with you on this project? _____ Were you satisfied with his/her work? _____					
6. Did the project start as scheduled?					
7. Was the project completed as planned?					
8. Were the budget, cost control, and financial administration within the planned controls and limitations?					
9. Did the firm and (you) the owner work well as a team as it related to the project?					
10. Did the firms personnel work well with the committee/boards and staff on all the project's specific requirements?					
11. What is your overall evaluation of the firm based on your experience?					

GRAND TOTAL \_\_\_\_\_

Multiply number of questions by 5 for maximum score as appropriate. Add each firm's score following the reference check, and then transfer to the Letters of Qualification Evaluation Form as a line item on that firm's evaluation sheet.



# LETTERS OF QUALIFICATION EVALUATION

The following is a model. Add or delete questions as appropriate for your specific situation. We suggest using the same weights and values assigned be on the same scale as those used for interviewing shortlisted firms.

Highest numbers: most value / Rating columns: 1-5 points / Weight columns; 1-10, depending on importance to the project.

A form at the bottom of this page is provided to summarize the results of the process, to narrow the number of firms that submitted qualifications down to the number desired for a shortlist (firms to be interviewed).

## Qualifications Evaluation

Owner \_\_\_\_\_  
 Contact Person \_\_\_\_\_  
 Project Description \_\_\_\_\_  
 Professional Design Firm \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone \_\_\_\_\_ Contact Person \_\_\_\_\_

	<b>RATING</b>	<b>x</b>	<b>WEIGHT</b>	<b>=</b>	<b>TOTAL</b>
1. Firm's history and resource capability to perform required services	_____	x	_____	=	_____
2. Evaluation of assigned personnel	_____	x	_____	=	_____
3. Related experience (as appropriate)					
• Design services					
• Construction coordination					
• Demolition					
• Studies					
• Other	_____	x	_____	=	_____
4. Budget, cost controls experience, results	_____	x	_____	=	_____
5) Familiarity with local area-geography and facilities	_____	x	_____	=	_____
6) Ability to relate project requirements	_____	x	_____	=	_____
7) Analysis of subjective statements (one page) applicable to the project as required on the RFQ	_____	x	_____	=	_____
8) Reference check (evaluation transfer from reference check form)	_____	x	_____	=	_____
			Grand Total		_____

Form Continued on Next Page

Form Continued

Name of Reviewer \_\_\_\_\_

**Qualifications Evaluation Summary**

*(To be used by the Review Group person in charge, to compile the evaluation results of all Letters of Qualification submitted. Note: Enter the Grand Total for each firm's qualifications (from the respective evaluation sheets for comparative purposes) to select three to five most qualified firms to be interviewed.)*

<b>Firms</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Reviewer 1</b>										
<b>Reviewer 2</b>										
<b>Reviewer 3</b>										
<b>Reviewer ___</b>										
<b>Reviewer ___</b>										
<b>Reviewer ___</b>										

*Divide the totals by the maximum composite score possible. Rating X Maximum weight.  
Example: 8 questions X 5 rating = 40 X 10 weight = maximum points. List the top-ranked firm as the short-listed firms to be interviewed.*

## OPTIONAL FORM

To: \_\_\_\_\_  
Interviewing Group

Owner: \_\_\_\_\_

### Interview Score Sheet

<b>Issue</b>	<b>Possible Points</b>	<b>Points Awarded</b>
1. Similar project experience		10
2. Discussion of the firm's capacity to perform the work		10
3. A discussion of the firm's understanding of the project needs		20
4. Discussion of the methods the firm proposes to use in providing the required services.		10
5. A discussion of consultants that may be working with the firm on the project.		10
6. Discussion of how the firm will handle the planning, design and construction phases of the project. Discuss design approach, construction cost controls, and involvement in the design and implantation phases of the work.		30
7. Discussion of time schedule the firm proposes to complete the necessary preliminary work, as well as a time schedule for the entire project.		10
Notes:		100

## EXAMPLE – THE INTERVIEW: QUESTIONS AND SCORE SHEETS

Owner Hickory Valley Township

Project Landfill Monitoring Wells

*(Firms invited to interview for the project above should be prepared to address the following issues during the course of their interview. Questions can be expanded as appropriate.)*

CATEGORIES	RATING	WEIGHT	TOTAL
1. Related project experience	3	8	24
2. Firm's ability and capacity to perform the work	5	8	40
• Key personnel assigned to this project			
3. Grasp of project requirements			
• Studies	4	10	40
• Designs			
• Other			
4. Method to be used to fulfill the required services, including the design phase	4	8	32
5. Management approach for technical requirements. Examples:			
• Cost controls	3	7	21
• Design and construction phase involvement			
6. Use of consultants that may work on the project			
• In-house resources	3	5	15
• Outside resources			
7. Time schedule planned for this project	5	5	25
• Availability			
8. Firm's experience and methods used for:			
• Budgeting and financial controls	4	10	40
• Determining fee and compensation			
		<b>GRAND TOTAL:</b>	<b>237</b>

### Instructions for Interviewers

During the interview, rate each firm on a scale of 1-5, with 5 being highest, in each of the eight categories. Enter the number under "Rating". At the completion of the interview, multiply the rating by the predetermined weight for each category, and enter the total. Add all totals to establish the Grand Total. The person in charge will combine all of the totals for those participating in the interview session. The preassigned weights are established with a maximum of 10 points for each category. A maximum of 400 points may be awarded, assuming all categories were weighted at 10, and the firm received the maximum 5 rating on each category.

## GROUP TECHNICAL PROPOSAL EVALUATION FORM

*For use by the person in charge of the interviews to compile all scores of professional design firms participating in the interview process.)*

**Note:** Enter the grand total for each firm, as recorded by each interviewer on the Interview Score Sheet. After all entries are made and totaled, divide the combined group total for each firm by 400 for the maximum possible score.

Divide group totals by 400 for a composite score to determine the most qualified firm.

Blackhawk School District – Elementary School Addition

Firm C = 4.38  
 Firm B = 3.77  
 Firm A = 3.58

### Combined Group Totals

<b>Interviewer 1</b>	237	314	390		
<b>Interviewer 2</b>	340	275	370		
<b>Interviewer 3</b>	310	290	370		
<b>Interviewer 4</b>	257	330	302		
<b>Interviewer 5</b>	290	300	340		
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-----					
<b>Grand Totals</b>	<b>1434</b>	<b>1509</b>	<b>1772</b>		