QBS

QUALIFICATIONS-BASED SELECTION

WORKBOOK

Comprehensive overview

Step-by-step procedures

Helpful worksheets

INTRODUCTION 2

HERE TO HELP – THE QBS COALITION 3

RESOURCES 13

QBS WORKSHEETS 13

REQUESTS FOR LETTERS OF QUALIFICATIONS SAMPLE MEMO 14

REQUIREMENTS FOR LETTERS OF QUALIFICATION 15

SCHEDULE OF ACTIVITIES 16

PRELIMINARY SCOPE OF THE WORK 17

MEMO – FOR FIRMS THAT SUBMITTED LETTERS/STATEMENTS OF QUALIFICATION – NOT SELECTED FOR INTERVIEW 18

MEMO TO SHORTLISTED FIRMS TO BE INTERVIEWED/TOUR OF FACILITIES/AND CRITERIA 19

EXAMPLE – THE INTERVIEW: QUESTIONS AND SCORE SHEETS 21

GROUP INTERVIEW PROPOSAL EVALUATION FORM 23

MEMO TO SHORTLISTED FIRMS WHEN TECHNICAL PROPOSAL IS REQUESTED 24

TECHNICAL PROPOSALS SHOULD ADDRESS THE FOLLOWING ISSUES 25

GROUP TECHNICAL PROPOSAL EVALUATION FORM 26

MEMO FOR ALL PROFESSIONAL DESIGN FIRMS THAT WERE INTERVIEWED 27

THE REFERENCE CHECK 28

LETTERS OF QUALIFICATION EVALUATION 29

OPTIONAL FORM 31

EXAMPLE – THE INTERVIEW: QUESTIONS AND SCORE SHEETS 32

GROUP TECHNICAL PROPOSAL EVALUATION FORM 33

Introduction

The most important element of any construction project is its design. The quality of design is the single most important factor in determining a project's life-cycle cost — the initial cost of construction plus the long-term cost for operation and maintenance.

To illustrate, design is one of the very first steps in the process of developing any facility, but it is the design that dictates everything that follows: the size and layout of the facility; the type of construction materials to be used; the capacity of mechanical and electrical systems; energy efficiency; and other factors. Not even the best contractor using the finest materials can overcome the failings of a poor design.

Architectural, engineering and surveying services represent only a small percentage of the overall budget for any construction project — and a far smaller percentage of the overall life-cycle cost — so it makes sound financial sense to make sure your architect or engineer has the experience and expertise to deliver a high-quality design.

Qualifications-Based Selection (QBS) is a process that enables the project owner to obtain the advice and service of a highly qualified architect or engineer at a fair and reasonable cost. This investment in quality will result in substantial savings over the life of the project.

Federal agencies, most states and many local governments award A/E design contracts using a QBS process. In addition, the QBS process is endorsed by groups such as the American Public Works Association and the American Bar Association because this method of A/E selection provides the project owner with the greatest assurance of obtaining a high-quality design and a successful project.

Here to Help – the QBS Coalition

The Michigan QBS Coalition is a group of professionals, organized with the mission to enhance public safety through educating and assisting public officials and public owners on the qualifications-based selection process.

Here's how we can help you:

- Easy to use guides
- Downloadable forms
- QBS facilitator at no cost to the owner

The Coalition will not participate in the actual selection of design professionals or recommend firms for consideration.

To learn more about QBS or to request a facilitator, please contact:

Ron Brenke, QBS Manager
530 W. Ionia Street, Ste D
Lansing, MI 48933
(517) 332-2066
FAX: (517) 332-4333
info@qbs-mi.org

The Qualifications-Based Selection process has widespread support from thousands of professionals, in the Michigan chapters of these organizations:

American Council of Engineering Companies (ACEC)
Associated General Contractors (AGC)
American Institute of Architects (AIA)
American Public Works Association (APWA)
American Society of Civil Engineers (ASCE)
Engineering Society of Detroit (ESD)
Michigan Society of Professional Engineers (MSPE)
Michigan Society of Professional Surveyors (MSPS)
Michigan Water Environment Association (MWEA)

Terms

The term "design professional" refers to licensed architects, engineers and surveyors responsible for the design of various infrastructure.

"Owner" represents the public user of design professional services.

Brooks Act

The Brooks Act (Public Law 92-582) has governed the Federal procurement of design services since 1972 and sets forth a QBS process which requires architectural and engineering firms to compete for contracts based on experience and technical expertise, rather than simply on cost. The results and success of the Brooks Act has prompted 46 states (to date) to pass similar state laws requiring the use of a QBS selection process.

How Does Qualifications-Based Selection Work?

1. Owner develops the general scope of the project
2. Issue a Request for Qualifications (RFQ)
3. Evaluate the qualifications
4. Make a short list of firms to interview
5. Conduct interviews
6. Rank firms
7. Select the top-ranked firm
8. Jointly define scope with the top-ranked firm
9. Negotiate a fee
10. Execute a contract

But what if you can't agree on a scope and fee?

It's simple – just move to the second-ranked firm and negotiate.

Step-by-step procedures and forms are in the following sections.

1. OWNER DEVELOPS THE GENERAL SCOPE OF THE PROJECT

To begin the selection process, the Owner must identify the general scope and the particular needs of the project. Just as the Owner needs information about the qualifications and competence of the design professional firms, the firms need to know the project requirements and goals.

When identifying the general scope, focus on the objectives of the project rather than prescribing the methods or steps to achieve the objectives. This allows firms to propose innovations that may improve the outcome of the project.

The following basic elements should be included in a statement of the scope of work for a project:

- Owner's name
- Description of function and short history of the Owner organization or agency, including the goals or events that prompted the project.
- Project name or identification.
- Project location.
- Contact person. (This person should be identified as the *only* person to contact for information on the project.)
- Identification and explanation of involvement of selection panel or client groups, e.g. boards, foundations, committees, citizens groups.
- Descriptions of other construction in process or planned for the same site but not part of the scope of work.
- Descriptions of completed studies, surveys, and/or preliminary feasibility work that is relevant to the project and available to the firms that will be short-listed and interviewed.
- Requirements for further feasibility planning prior to design and construction.
- Project outline, including (to the extent known) the intended size, function, and occupancy; and other general anticipated requirements, such as renovation, demolition, additions, new construction; and energy, land use, and site selection considerations.
- Anticipated schedule including completion of design work, beginning of construction, and planned project completion date.
- Description of design professional selection process, including involvement of groups mentioned above.
- Additional or unique requirements or considerations such as referenda, anticipated funding strategy, and budgeting.

Additional items may be added to this list as appropriate to provide guidance to the competing firms and to meet the needs of the Owner. All services to be provided by the design professional including feasibility studies, design, construction coordination, budget development, and funding strategy should be specifically identified.

Forms for guidance in preparing a Preliminary Scope of the Work, and examples, are included in the Appendix.

Owners should establish a time frame to complete the selection process. This prevents misunderstanding and last-minute surprises that might delay the process.

A sample form is included in the Appendix for guidance in developing a selection schedule.

Compile a List of Professional Design Firms

How does the Owner identify professional design firms from which to request statements of qualifications? Consider these factors:

- The type of firm needed, e.g. architectural, engineering, surveying, or related design professionals.
- The number of firms that the Owner can reasonably evaluate.
- The geographic locations and distribution of the firms.

How many firms should be included on the list? The Owner should determine the number appropriate for the specific project and circumstances.

Three sources of information on design professional firms are:

Advertisements for Public Projects

State and local laws or regulations often require Owners to place public notices of projects in newspapers and trade or professional publications. Such announcements will reach many in the design community and will generate a large number of responses. If this approach is used, the advertisement should specify the information to be submitted, and the Owner must be prepared to spend time evaluating the responses to winnow the list to a workable number of firms.

Directories

Most professional organizations publish directories or provide mailing lists of member firms. A list of those organizations, with contact information, is provided on page 13.

Referrals

To identify firms more selectively, an Owner may wish to contact other Owners who have recently used design professional services on similar projects.

2. ISSUE A REQUEST FOR QUALIFICATIONS

A Request for Qualifications (RFQ) is used to obtain the credentials of interested professional firms. Public Owners may also be required to advertise for interested professional design firms. When the list of firms is compiled, the Owner should send the following material to the firms:

- A memo to all firms invited to submit statements of qualifications. The memo should list all firms in alphabetical order. (If the list is limited, it is customary for the Owner to let firms know the names of competing firms.)
- A list of information that should be included with the firms' statements of qualifications.
- A schedule of planned activities in the selection process.
- A scope-of-work statement.
- The requirements for equal-opportunity employment, minority business, small business, and women owned business participation.

It is essential that all firms receive the same materials so that all the firms' responses will be based on the same project specifications and constraints and can be compared fairly.

The Owner's representative, listed on the memo requesting qualifications, should be prepared to handle telephone calls and should be authorized to respond to questions. If a question from one firm reveals that important information is missing from the materials originally sent, all of the firms should be supplied with that information in writing. This is sometimes issued as an Addendum to the Request for Qualifications.

Sample forms for this step in the QBS process are included. (Often public Owners request Federal government standard forms 254/255 as firms' statements of qualifications. The forms are familiar to most firms.)

3. EVALUATE THE QUALIFICATIONS

The selection committee assigned to develop a short list of firms should evaluate qualifications submitted. (Be sure that the screening committee is made of competent individuals who are able to make an informed selection decision.) We recommend that the Owner not consider qualification submittals received after the deadline.

The number of firms to be included on the short list and then interviewed may vary depending on the size and scope of the project. Generally, three to five firms are sufficient.

This workbook includes a sample evaluation form to assist with reviewing and short-listing firms based on their qualifications submittals. This form should be tailored to meet specific project needs.

A form is also included for checking references of firms. References should be checked between the time qualifications submittals are received and the time the selection committee meets to develop a short list.

4. MAKE A SHORT LIST OF FIRMS TO BE INTERVIEWED

Based on evaluation of qualification submittals and reference checks, the Owner can establish a short list of three to five firms to be interviewed. Because all firms that submitted qualifications committed time and expense to pursue the project, the Owner should contact the firms not selected for the short list, as well as those to be interviewed.

A sample notification is included in the Appendix.

5. CONDUCT INTERVIEWS

Firms selected for interviews should immediately be sent information regarding interview requirements. What should be included in the notification to these firms? Consider the following elements:

- Establish a briefing date for the short-listed firms. This may include a tour of the site/facilities. The tour provides the firms with an important first-hand look at the concerns that gave rise to the project. If the project site is vacant, the Owner may simply provide maps and directions to the site. Briefing tours can be handled individually, or as a group.
- Send the short-listed firms a list of interview criteria and questions, and an explanation of the scoring selection process. Predetermining selection scoring criteria and specific areas of Owner concern, will give the interviewing committee a strong basis for accurately comparing firms.

- If the Owner has feasibility studies, a project program, or other background information on the project, these materials should be submitted or made available to the firms to review.
- Other specifics about the interviews, including the date, place, time, and the names and titles of the members of the group who will be conducting the interviews should be included.

A sample memo to short listed firms is included. The memo, scoring and evaluations sheets should be customized to meet the Owner's criteria, priorities and concerns.

5. CONDUCT INTERVIEWS

Interviewing the short-listed firms lets the Owner compare the firms' approaches to the design process, as well as their interpretations and understanding of the specific project requirements.

The Owner should not expect sketches or other design work for the project at this time.

The design requirements for even simple projects can be quite complex; and at this stage, the design professional will not have enough knowledge of the Owner's needs and requirements to produce a meaningful design solution.

The interviews allow Owners to evaluate each firm's management and key personnel, and their compatibility with the criteria for the project. The design personnel assigned to the project, as well as key representatives from the firm's consultants, must be present at the interview. It is also essential for the project users to be involved in the interviews. Direct interaction between the Owner/user and the design professional is essential to develop a design that meets the Owner's needs.

Interview Set Up

The physical set up for the interview should be comfortable, with good acoustics and ample space. Provide a separate area for the firms waiting to be interviewed. Discuss the audio-visual capabilities and requests with the firms in advance.

Interviews may be held in closed sessions unless statutes or regulations require an open public meeting. In such cases, the firms should be notified of this in advance.

Some Interviewing Guidelines

- Interview only the firms communicated with during the selection process, to ensure that all interviewed firms have equal opportunity to prepare presentations.
- Schedule at least 45 minutes for each presentation, and 15 minutes between interviews. This allows time for the presentation and question-and-answer period, as well as for the committee to discuss the presentation before beginning the next interview.

- Schedule all interviews on the same day or on consecutive days. The committee can then compare all of the interviewed firms while the information is fresh, which ensures consistent interview scoring.
- The evaluation criteria for the interview scoring system should be communicated to all firms in advance.
- While it is appropriate to question firms about their approach to the design of a project, Owners should not ask for an actual design solution during the interview. Appropriate and responsive designs require considerably more interaction between the Owner and design professional than is possible during the selection phase. Pre-conceived design solutions brought to the table by either the design professional or Owner rarely address the true needs of the Owner's program. (Considerable time and effort, however, may be expended trying to salvage early ideas and make them fit the program. This actually impedes progress and prevents the exploration of more responsive solutions.)
- Compensation amounts are best resolved through detailed discussions with the firm selected, and only after a comprehensive and mutual understanding of the actual scope of services.
- Let all firms know when the selection decision will be made. We recommend that the decision be made on the same day as the interviews.

Technical Proposals

Technical proposals should be required only when the project is well defined, and if the significance of the project justifies the expense and time to the short-listed firms and the Owner.

The technical proposal process will add several weeks, as well as additional cost for the short-listed firms. The Owner also will require technically experienced staff to review the technical proposals.

When used with short listed firms, this technical proposal can be a forerunner to the interviews, or as a substitute for the interview. The technical proposal technique, without interviews, should be used when the Owner is familiar with the firms and with the staff of the short-listed firms. When the Owner is not familiar with the firms and wishes to request technical proposals, the proposals should be in conjunction with and prior to interviews.

The request should include the areas to be addressed in the technical proposal. A sample request letter for the interview process is included in the Appendix.

6. RANK FIRMS

Evaluation forms should include a weight and a score for each criteria/question. Each interviewer should evaluate each firm separately during the presentation and interview.

When all the interviews have been concluded, the head of the selection committee will compile the individual score sheets. This system provides a documented record of the selection process.

A sample evaluation/ranking system is included in the Appendix.

7. SELECT THE TOP-RANKED FIRM

Based on your selection committee score sheets, you should now have a ranked list of firms.

Rather than simply selecting the top-ranking firm, we recommend that committee members work to achieve consensus on the selection. The discussion may produce valuable considerations that improve the outcome of your project.

8. JOINTLY DEFINE A DETAILED SCOPE OF WORK

As soon as possible after selection, the Owner should begin developing a comprehensive scope of services jointly with the most qualified firm.

This may happen via one or more meetings of the design professional and the Owner, after which the design professional submits a project and work plan. The work plan should list consultants and the roles and responsibilities of all members of the design team, as well as the responsibilities of the Owner.

Normally, it is not difficult to reach an agreement on the services because the QBS process facilitates an understanding of the project scope and requirements. However, if you cannot agree on the scope of services, terminate negotiations with the first-ranked firm and open negotiations with the second-ranked firm.

9. NEGOTIATE A FEE

Once there is agreement on the work plan, the design firm should submit its proposal for compensation, to initiate fee negotiations.

The agreement between the Owner and design professional should ensure that both parties have the same expectations and understanding of the project requirements.

10. EXECUTE A CONTRACT

Once the Owner and the most qualified firm have defined a detailed scope of work and negotiated the project fees, it's time to execute a contract. Owners should use a *written* contract. The parties may wish to use the standard form of agreement of the American Institute of Architects, or the Engineers' Joint Contract Documents standard form. These contracts are widely used, time-tested, and coordinate the needs of the Owners, contractors, and design professionals.

The Owner, through the normal process, authorizes commencement of design services and thus completes the selection process.

POST SELECTION COMMUNICATIONS

After interviews and/or technical proposal reviews and ranking are completed, prepare a post selection memo to send to all firms that participated in the process. The memo should list all firms in alphabetical order and state the ranking of each firm. *A sample post-selection memo is included in the Appendix.*

After a contract is awarded, provide a debriefing for each short-listed firm, if requested. The debriefing will include information on ranking and scoring of that firm's proposal.

Finally, the Owner should also evaluate the selection process, for use in future programs.

ADDITIONAL DISCUSSION

Nothing in this workbook is intended to prohibit any member of the QBS Coalition Associations from submitting price quotations at any time during the design professional selection process or to suggest that to do so is unethical, unprofessional, or contrary to policy. Nor should this workbook be read as in any way prohibiting any building or project Owner from requesting such submissions. The QBS Coalition does, however, advocate that public Owners voluntarily adopt the qualifications-based approach to design professional selection described in this workbook.

RESOURCES

The following associations can provide lists of design professional firms:

ACEC of Michigan
American Council of Engineering Companies (Michigan)
530 W. Ionia, Ste D
Lansing, MI 48933
(517) 332-2066

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

AIA of Michigan
American Institute of Architects of Michigan
429 Woodward Ave, Ste 205
Detroit, MI 48201
(313) 965-4100

APWA
American Public Works Association of Michigan
120 N. Washington Square, Ste 110A Lansing MI 48933
(517) 371-2223

ASCE
American Society of Civil Engineers, Michigan Chapter
530 W. Ionia, Ste D
Lansing, MI 48933
(517) 332-2066

ASLA of Michigan
American Society of Landscape Architects of Michigan
629 W. Hillsdale Street
Lansing, MI 48933
(517) 485-4116

ESD
Engineering Society of Detroit
20700 Civic Center Dr., Ste. 450
Southfield, MI 48076
(248) 353-0735

MSPE
Michigan Society of Professional Engineers
PO Box 160
Parma, MI 49269
(517) 487-9388

MSPS
Michigan Society of Professional Surveyors
PO Box 22054
Lansing, MI 48909
(517) 484-2413

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

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

_____

Name of committee or group

_____

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 twoyears.)

   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 (optional number of pages) 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

_____ 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.)
Date

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.)

_____
Owner

_____
Project Name

_____ _____
Project Location Contact Person

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

_____

_____

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, multiply 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
Interviewer 1					
Interviewer 2					
Interviewer 3					
Interviewer 4					
Interviewer 5					

Grand Total					

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 • Key personnel assigned to this project • Responsible officer	_____	x	_____	=	_____
3. Issues of special concern	_____	x	_____	=	_____
4. Technical approach to work	_____	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 = _____

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, multiply 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
Interviewer 1					
Interviewer 2					
Interviewer 3					
Interviewer 4					
Interviewer 5					

Grand Total					

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.)

	5	4	3	2	1
Sample Questions	**Excel.**	**Good**	**Avg.**	**Fair**	**Poor**
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 the 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 _____

	RATING		WEIGHT	=	TOTAL
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

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 the three to five most qualified firms to be interviewed.)

Firms	1	2	3	4	5	6	7	8	9	10
Reviewer 1										
Reviewer 2										
Reviewer 3										
Reviewer __										
Reviewer __										
Reviewer __										

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

Issue	Possible Points	Points Awarded
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 implementation 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 • **Key personnel assigned to this project**	**5**	**8**	**40**
3. Grasp of project requirements • **Studies** • **Designs** • **Other**	**4**	**10**	**40**
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** • **Design and construction phase involvement**	**3**	**7**	**21**
6. Use of consultants that may work on the project • **In-house resources** • **Outside resources**	**3**	**5**	**15**
7. Time schedule planned for this project • **Availability**	**5**	**5**	**25**
8. Firm's experience and methods used for: • **Budgeting and financial controls** • **Determining fee and compensation**	**4**	**10**	**40**
		GRAND TOTAL:	**237**

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

Interviewer 1	**237**	**314**	**390**		
Interviewer 2	**340**	**275**	**370**		
Interviewer 3	**310**	**290**	**370**		
Interviewer 4	**257**	**330**	**302**		
Interviewer 5	**290**	**300**	**340**		

Grand Totals	**1434**	**1509**	**1772**		