

How to Find, Select and Engage an Architect Using Quality Based Selection (QBS)

"It is unwise to pay too much, but it is worse to pay too little. When you pay too much, you lose a little – that is all. When you pay too little, you sometimes lose everything, because the thing you bought was incapable of doing the thing you bought it to do. The common law of business balance prohibits paying a little and getting a lot- it cannot be done! If you deal with the lowest bidder, it is well to add something for the risk you run; and if you do that, you will have enough to pay for something better."

John Ruskin (1819-1900)

In June 2006, with the publication of its best practice guide, *Selecting a Professional Consultant*, the National Guide to Sustainable Infrastructure (InfraGuide) endorsed Quality Based Selection (QBS) as the "best practice" for selecting a professional consultant. Directed towards an audience of decision-makers, technical staff, procurement staff and auditors, and policy makers, this new document emphasizes "the need to re-introduce the concept of value to consulting procurement", and envisions that "adaptation of this best practice [QBS] will create a common ground of understanding between professional consultants and governments seeking their services". It is for these reasons in particular that the Ontario Association of Architects (OAA) supports this document.

The benefits of Quality Based Selection have been realized in many countries, and for many years, on a broad range and scale of projects. Throughout the United States, for example, QBS has proven to be a reliable and responsible way to select a professional consultant. Widespread and successful in the U.S, QBS has been required by law for the procurement of architectural and engineering services for all federal projects since 1972. In addition, 47 states and hundreds of municipalities have since adopted similar legislation.

In Canada, many professional bodies recommend QBS, and Public Works & Government Services Canada and Industry Canada have in the past confirmed their support for QBS; however, QBS legislation as a procurement process for professional consulting services has yet to be attained in this country.

From the OAA's perspective, Quality Based Selection (QBS) is the most appropriate method for selecting an architect. Encouraging competition and transparency, QBS is a fair and objective process that facilitates the selection of an architect on the basis of value-based criteria and competence, including consideration for professional qualifications, creativity, and availability, in relation to the scope of work and needs of the client. Following the selection of the architect on this basis, the scope of services and professional fees are determined; and once agreed to, the architect is awarded the contract.

QBS is a process of collaboration between the client and architect from the onset. Both parties benefit greatly from a thorough and open dialog resulting in a mutual understanding of objectives and expectations. Hence, QBS is a highly effective process for achieving greatest value for the client. For example, QBS allows the client and architect to jointly examine long-term strategies for optimum life-cycle project costs in considering subjects such as innovation, sustainability, environmental integrity and the use of the most appropriate technologies. From the broader community perspective, particularly when considering government clients, this



translates into projects that protect taxpayers' interests while at the same time safeguards public health, safety and overall quality of life.

The following passage from a news release announcing the publication of the Infraguide is an informative summary of QBS as re-introducing the concept of value to consultant procurement:

"From a national community perspective, the best practice [Quality Based Selection] encourages innovation, life-cycle cost savings and sustainability. Furthermore, the best practice will ensure that quality, reliability and safety in Canada's infrastructure will be sustained. 'Designing for sustainability takes a holistic life-cycle approach accounting for all the costs including social and environmental considerations in the final solution. Sustainable solutions are high quality, reliable, aesthetic and affordable. A quality based selecting process as the primary approach to procuring professional engineering services is fundamental to supporting sustainable municipal infrastructure services', said Nancy Schepers, Director of Infraguide."

Whether you are a client representing a private corporation, large municipality, public board, a province or the nation, QBS is a reliable and responsible way to select the most qualified architect for your particular project.

As part of the QBS process, the OAA has observed that some major public client groups such as cities and municipalities have made attempts to consider the wider impact of their procurement processes on stakeholder groups -- the procurement policies of a city can have a positive effect on the health of the architectural profession and the quality of design in its municipality, while still ensuring value for the taxpayer. For example, some municipalities set aside smaller projects for small architectural firms, or in some cases for firms who have never worked with the city before. Additionally, experience need not be limited to a specific building type but can be expanded to include projects of a similar size and/or similar use. These types of policies are consistent with the QBS process and may make the cost of a proposal more attractive to firms who would not otherwise consider applying, which will give the city a better range of professional service firms to select from, while still having a place for those who have performed well in the past. This will assist the client in ensuring that their diverse needs are met while also adding to the sustainability of the design and construction industry.

QBS as three basic steps:

Step 1 is the process of finding and selecting the most qualified architect for a particular project.

Step 2 is the process of analyzing the parameters and defining scope of the project with the selected architect.

Step 3 is the preparation and submission of the Scope of Services and professional fee proposal, followed by contract negotiations as required and eventual award of the contract.

The OAA QBS Kit

Encouraged by the release of Infraguide's best practice guide, the OAA is pleased to provide this QBS Kit. Designed to assist clients at various levels of government, school boards, hospital boards, developers and private industry in selecting and engaging an architect using QBS, the kit is a step by step guide for completing the QBS process. The diagram provided below lists the components of the OAA QBS Kit in relation to Infraguide's "best practice" and the three step process defined above.

QBS as Three Steps	Infraguide's "Best Practice"	OAA QBS Kit
Step 1 Selecting the Most Qualified Architect	Request for Qualifications	1. Project Definition 2. Time Frame for Architect Selection 3. Memo requesting "Statement of Interest and Qualifications" (SOIQ)
	Evaluate and Rank Consultants	4. Evaluation Criteria for submissions of "Statement of Interest and Qualifications"
	Request for Proposal	5. Memo to short-listed Architects for "Project Proposal" and attendance at an Interview. 6. Memo to Architects not short-listed.
	Select Highest-Ranked Consultant	7. "Project Proposal" Evaluation Scoring Sheet 8. Interview Scoring Sheet 9. Group Evaluation Form 10. Memo to short-listed architects not selected.
Step 2 Analysis of the Project	Define scope	Client and Architect define parameters and scope of work for the project. Architect develops Work Breakdown Structure (WBS) for project. Client and Architect refine Scope of Services required for project.
Step 3 Engaging the Architect Submission of Fee, Negotiations, and Award of Contract	Negotiate Fee Agreement Award Assignment	Architect submits to client Scope of Services and Professional Fee Proposal for project (OAA Document 600). Client reviews contract (OAA Document 600). Client and Architect negotiate services and fees (if required). Client signs contract.



How to Use this Kit

Step 1 – Selecting the Most Qualified Architect

An expansion of material previously available on the OAA Website, this Kit consists of a series of ten user-friendly templates, accompanied by corresponding instructions for completing them. Together, these are intended to conveniently guide the user through the process of selecting the most qualified architect. Designed to be completed in the format provided, the templates may also be customized to suit individual needs.

Step 2 – Defining the Scope

The success of a project will depend directly upon the proper identification of the scope of work. After successfully completing the requirements of Step 1, the most qualified architect and the client jointly review and define the scope of work and overall parameters of the project, including the terms and conditions of the contract. Once an agreement has been reached on these matters, the architect develops and submits a detailed work plan. The client and architect review this work plan and jointly determine the scope of services for the project.

Step 3 – Submission of Fee Proposal, Negotiation and Signing the Contract

Once an agreement on the scope of services and work plan has been reached, the architect prepares and submits a fee proposal for review. If the fee proposal is accepted, both parties enter into an agreement by signing the contract. If an agreement is not reached, both parties return to Step 2 and negotiate the scope of services and fee. On reaching an agreement, both parties then sign the contract. If for any reason an agreement cannot be reached with the highest ranked architect, negotiations are terminated and the client invites the second ranked architect to complete Steps 2 and 3.

Although at the discretion of the client, after signing a contract with the successful architect, it is highly recommended that the client inform all short-listed architects of the final outcome.

The OAA recommends the use of a standard contract to facilitate the completion of Steps 2 and 3. There are currently two standard contracts in widespread use in Canada, the OAA Document 600, 2008 and the Canadian Standard Form of Agreement – Document Six, 2006 edition. Further information and a copy can be obtained as follows:

OAA Document 600, 2008 (with corresponding components) is available free of charge from the OAA Website at www.oaa.on.ca under Services and Resources > Documents Available.

Canadian Standard Form of Contract - Document Six, 2006 edition (with corresponding components) is available at www.raic.org under Contract Documents

Information for Architects

A Note on Standard Contracts

The OAA recommends the use of standard contracts to expedite the Client/Architect contract process. The standard contract includes the services provided, the fee for those services, client responsibilities, and the terms and conditions which govern the contract. In addition to identifying the value and contribution of both parties, a standard contract is a balanced document, treating both parties fairly, and is designed to avoid conflict later on when it is discovered that the expectations of the parties to the contract may differ. One of the best investments of time is a careful, item-by-item discussion with the client to define the scope of services and other terms and conditions of the contract.

A Note on Developing the Scope of Services and Fee Proposal

The OAA recommends the use of a Work Breakdown Structure (WBS) and Detailed Task List to facilitate the development of the scope of services and fees. In addition to better defining and customizing the services and fees for a particular project, the use of the WBS will ensure that all personnel involved in the preparation of the proposal are following the same parameters. The WBS will confirm the scope of services of the contract needed for the project. The WBS is also used as a project management tool during the life of the project.

The OAA also recommends the use of RAIC's Guide to Determining Appropriate Fees for Architectural Services. This guide was developed to assist a client and an architect in determining an architect's appropriate compensation for professional fees and reimbursable expenses. This guide provides an introduction to the services an architect can provide, outlines the requirements of the client-architect contract and the various factors affecting the amount of the architect's fee. This document is available on the RAIC Web site.

The following documents are available to assist architects with the preparation of the WBS and Detailed Task List that will form the basis of the final scope of services and fee proposal:

OAA Document 600, 2008.

A copy of the contract, with components specifically designed to assist with the preparation of the scope of services and fees, are included with this document.

Canadian Handbook of Practice (CHOP)

See Chapter 2.1.10: *Architectural Services and Fees* including *Checklist: Scope of Services* (Ch-28, Dec. 2004) and *Supplemental Architectural Services* (Ch-29, Sept. 1999), and Chapter 2.3.1: *Managing the Project* including *Checklist for the Management of the Architectural Project* (Ch-30, Sept. 1999)

Mastering the Business of Architecture (MBA Kit), with supplement #1

A copy of the MBA Kit is available from the OAA, and Supplement #1 is available free of charge from the OAA Website at www.oaa.on.ca under Services and Resources > Resources for Architects > MBA Supplement 1



Acknowledgement

Portions of this document have been reprinted with permission from the National Guide to Sustainable Municipal Infrastructure (Infraguide), a trade mark of the Federation of Canadian Municipalities.

The Infraguide "Best Practice", *Selecting a Professional Consultant* is available free of charge at www.infraguide.ca under Best Practices > Decision Making and Investment Planning (Published Best Practices).

About the OAA

The Ontario Association of Architects is a self-regulating organization governed by the *Architects Act*, which is a statute of the Government of Ontario.

The Association is dedicated to promoting and increasing the knowledge, skill and proficiency of its members, and administering the *Architects Act*, in order that the public interest may be served and protected.

Step 1

The following 10 QBS templates are designed to assist the client during in process of selecting an Architect.

- 1 – Project Definition
- 2 – Time Frame for Architect Selection
- 3 - Memorandum to request a "Statement of Interest and Qualifications"
- 4 - "Statement of Interest and Qualifications" Scoring Sheet
- 5 - Memorandum to Short-listed Architects
- 6 - Memorandum to Architects not Short-listed
- 7 – Project Proposal Scoring Sheet
- 8 – Interview Scoring Sheet
- 9 – Summary Evaluation Sheet
- 10 – Memorandum to Architects short-listed but not selected

General Instructions for completing the templates

These templates are designed to be used as fill-in forms. The format is a Word Document created on the Word 2003 platform. Each fill-in field is reached by using the "tab" key, typing in the information and then hitting the tab key to advance to the next fill-in field. Some of the fields have default *italicized* text; you can overwrite these fields or leave them as is by advancing to the next field (i.e. the 0 in the year date field 2010) ☐ boxes are checked by clicking them to get ☒

Each template has the protection key turned on so the form can be used as a fill-in form. This can be disabled by clicking on the Lock icon in the "Forms" toolbar. (This toolbar can be added by clicking "View" – "Toolbars" – "Forms") This will enable the user to modify the form or to copy the form onto your own letterhead.

It is recommended that when the form is completed that it be saved to a new file name thereby keeping the original template without the fill-in fields being filled in.



Project Definition				QBS Template #1	
Page 1 of 1					
1.1 Client and Project Information					
<i>Name of Client/Organization</i>			<i>Name of Project</i>		
<i>Name of Contact Person</i>			<i>Project Location</i>		<i>Project No.</i>
<i>Contact's Mailing Address</i>			<i>City</i>		<i>Province</i>
<i>City</i>	<i>Province</i>	<i>Postal Code</i>	<i>E-mail Address of Contact Person</i>		
<i>Telephone Number</i> -			<i>Ext.</i> -		
<i>Fax Number</i> -					
1.2 Project Description:					
1.3 Architect Selection Process:					
1.4 Pre-design work completed to date (or) required:					
1.5 Timeline of Project:					
Start Design Work: , 2010		Start Construction: 2010		Planned Occupancy Date: , 2010	
1.6 Approval Requirements:					
1.7 Additional Requirements and /or Conditions:					



Instructions for using QBS Template #1

General

This is a one page general description of the scope of the project and the expectations of the client. It is intended to provide sufficient information to architects to assess their interest and suitability for the project. This document becomes an attachment to the request for a "Statement of Interest and Qualification" from architects.

1.1 Project Definition

Include the following information:

Legal Name of Client/Organization

Name of the Project and Project Location (General location will suffice)

The name of the contact person who will be the prime liaison to the architect.

Contact person's – mailing address, e-mail address, phone and fax number

1.2 Description of Project:

Provide a short description of the project so architects can understand the scale and extent of the project envisioned: for example - New 30,000 sq. ft. 3 story Municipal City Hall, or Renovation and 10,000 sq. ft. expansion of existing 20,000 sq. ft. 2 storey Recreation Centre

1.3 Architect Selection Process:

Identify and describe anticipated involvement of the Architect selection group in the Quality Based Selection process (for example, boards, committees, citizens' groups, etc).

1.4 Pre-Design Work completed to date (or) required:

Provide information regarding any previously completed studies, surveys, feasibility and /or pre-design work that are relevant to the project. These documents should be made available to architects who will be short-listed and interviewed.

If no previously completed studies have been performed provide a list of anticipated feasibility studies, planning and/or pre-design services before design work can begin.

- | | | |
|--|---|---|
| <input type="checkbox"/> Feasibility Study | <input type="checkbox"/> Existing Facility Survey | <input type="checkbox"/> Siting Studies |
| <input type="checkbox"/> Budget Analysis | <input type="checkbox"/> Program Development | |

1.5 TimeLine

Indicate the date you expect the architect to commence design work, the date construction is to begin and the date you expect to gain occupancy to the project. Generally the month- year is sufficient.

The architect selection process needs to be accounted for in the timeline. Provide sufficient time to review submissions, do references checks, conduct site tours, receive project proposals, conduct interviews, refine the scope of the project with the selected architect, review fee proposals and negotiate contract terms.

1.6 Approval Requirements:

Outline internal and external approvals that will be necessary and describe the involvement of any groups, etc.

1.7 Additional Requirements and/or Conditions:

List any additional or unique requirements or considerations that will affect the project or the architect. (Examples: a referendum, public hearings, funding, external approvals etc.).

Time Frame for Architect Selection			QBS Template # 2
Page 1 of 2			
Name of Client:			
Name of Project:		Project Reference No.	
Target Date	#	Description of Task	Completed
_____	2.1	Identify needs and develop scope of work and timeframe for architect selection. <i>(Completion of QBS Templates #1 and #2)</i>	<input type="checkbox"/>
_____	2.2	Issue to invited architects a memorandum or place advertisement requesting "Statement of Interest and Qualifications" from architects. (SOIQ) <i>(Completion of QBS Template #3)</i>	<input type="checkbox"/>
_____	2.3	Deadline for receipt of "Statement of Interest and Qualifications" (SOIQ)	<input type="checkbox"/>
_____	2.4	Review and evaluate "Statement of Interest and Qualifications" submissions.	<input type="checkbox"/>
_____	2.5	Develop short-list architects to be interviewed.	<input type="checkbox"/>
_____	2.6	Establish date of pre-interview tour of site and/or facilities. <i>Day of week, Month Day, 2010</i>	<input type="checkbox"/>
_____	2.7	Develop evaluation criteria of "Project Proposals" and interviews. <i>(Review QBS Templates #7 and #8)</i>	<input type="checkbox"/>
_____	2.8	Issue memorandum requesting short-listed architects to submit a "Project Proposal" and attend an interview.	<input type="checkbox"/>
_____	2.9	Deadline for receipt of "Project Proposal".	<input type="checkbox"/>
_____	2.10	Issue memorandum to all architects who submitted a "Statement of Interest and Qualifications" who were not short-listed.	<input type="checkbox"/>



Time Frame for Architect Selection

QBS Template # 2

Page 2 of 2

_____	2.11	Conduct Tour(s) of facilities or project site at <u>(time)</u> at <u>(location)</u> .	<input type="checkbox"/>
_____	2.12	Hold interviews with short-listed firms, at times and locations previously communicated.	<input type="checkbox"/>
_____	2.13	Work with highest-ranked architect to develop and refine the scope of the work.	<input type="checkbox"/>
_____	2.14	Request Architect to prepare scope of services and fee proposal contract which is to be submitted to the client for consideration.	<input type="checkbox"/>
_____	2.15	Contract is reviewed, negotiated and signed.	<input type="checkbox"/>
_____	2.16	Send memorandum to all architects indicating interview results.	<input type="checkbox"/>
_____	2.17	Project proceeds.	<input type="checkbox"/>



Ontario
Association
of Architects

Instructions for Completing QBS Template #2 "Time Frame for Architect Selection"

2.0 General

This form is designed to assist the client in developing a preliminary schedule for the architect selection process. It is highly recommended that the schedule be developed at the outset of the project call. Dates should be entered in the left column in MM/DD/YY format.

This form is issued to all architects who receive the client's request to submit a "Statement of Interest and Qualification". This information provides the timeline of the selection process so architects can assess the proposed project and respond in a timely fashion to established deadlines.

When completed, this form can also be used to monitor the schedule. As each task is completed one checks the box in the column on the right side of the form. Should the timeline change after it has been issued to the architects the form should be updated with a revision footnote and reissued to the architects.

To complete the document

*The legal name of the Client should be entered on the first line;
Insert the name of the Project and a Project number if there is one on the second line.*

When scheduling tasks be realistic in assumptions.

The following is a brief list of considerations when planning the schedule. Please note some sections are self-explanatory and are not noted below.

- 2.1 The first step is the completion of the "Project Definition" form. This fundamental exercise enables the client to communicate with prospective architects what the client needs in the way of professional services. Provide adequate time to circulate this document internally and gain consensus of all regarding the scope of the work.*
- 2.2 There are two ways to advise architects of your proposed project. One is to contact a select group of architects with whose work you are familiar with. The other way is to open the project call to all qualified architects through the newspaper, magazine, website advertisements.*

Memorandum:

For the client who has a specific list of architects who are to be invited to participate in the project call, the use of the memorandum (QBS Form 3) requesting "Statement of Interest and Qualifications" (SOIQ) will suffice. Keep in mind that, along with the issuance of the memorandum, the completion and issuance of QBS Forms 1 and 2 is also necessary.

Advertisement:

When using electronic, newspaper or magazine media, clients should confirm pre-publication deadlines of the selected publications. Allow adequate time to review and approve the copy prior to publication. In the case of an advertisement – QBS Forms 1 and 2 should be accessible to interested parties. Consider placing the forms on the company website – and make reference to them and the website in the advertisement.

- 2.3 *Establish the deadline date and time for the submission of the SOIQ forms.*
- 2.4 *In an invited submission the review is limited to a finite number of submissions. In an open project call the number of submissions the client will need to review is unknown until the submissions are actually received.*
- 2.5 *In establishing the date for developing the short-list of architects allow adequate time to review and evaluate the SOIQ submissions.*

Architect Selection is based on value-based criteria, references and compatibility with owners' project.

The Short-list of architects should be a minimum of 3 or a maximum of 5.

- 2.6 *Establish a date for the project or facilities tour if required. This date should be planned to allow adequate time for architects to attend the site tour, assess the implications and complete their submissions of the Project Proposal by the noted deadline in note 2.8 below.*
- 2.8 *Establish the date for Architect interviews. When establishing the date consider allowing adequate time for the client to review and score the submitted "Project Proposals" prior to the interview date.*

To avoid scheduling difficulties, it is recommended that clients establish the schedule and client interview team early in the selection process; this is to allow for adequate notice to client staff of upcoming reviews and interviews.

In establishing a date for submission of "Project Proposal" from short-listed architects allow a minimum of 10 working days from the date your request is received by the architect. If a site tour is required clients need to allow a minimum of 5 working days after the site tour to get meaningful "Project Proposal" submissions.

- 2.10 *Confirm a date to advise unsuccessful submissions. This task should be undertaken after all successful firms have received their notifications. Inform them of firms to be interviewed and express appreciation for their effort and interest.*
- 2.12 *The date of Interviews for short-listed firms is established in 2.6. If at all possible Interviews of all architects should take place on the same day. For large or complex projects, individual interviews may require additional time and may need to occur over a couple of days.*

Allow time for client staff to fill out and compile the scoring sheets for each architect after each interview. Additional time is necessary to rank the architects. Architects are ranked for the project on value-based criteria.

- 2.13 *Provide adequate time from the completion of interviews to engage the highest ranked architect in discussion of the refinement of the scope of work for your project.*
- 2.14 *Allow adequate time for the architect to develop the Scope of Services for your project based upon the defined scope of work. Once agreement on the scope of services is reached request the preparation of a Fee Proposal by the architect.*



Ontario
Association
of Architects

- 2.15 *You should allow time to review the fee proposal and to enter into negotiations with the architect if required. This contract needs to be reviewed and executed in a timely fashion prior to the architect commencing the work on your project.*
- 2.16 *Advise the unsuccessful short-listed architects of the outcome of the interviews and the final selection once the contract with that architect has been executed. Express appreciation for their effort and involvement in the architect selection process.*



**Memorandum to request
"Statement of Interest and Qualifications"**

QBS Template #3

Page 1 of 3

To:

From :

Re: Request for Statement of Interest and Qualifications (SOIQ)

Project Name :

Project No.:

3.1 Invitation

You are invited to submit your "Statement of Interest and Qualifications" to provide architectural services for the above noted project.

3.2 Preliminary Studies Completed

1. Preliminary program requirements are based on studies performed by: *Name of Consultant*
2. Other studies include:

3.3 Background Information

Attached to this memo are:

1. Project Definition (*QBS Form1*)
2. Timeframe for Architect Selection (*QBS Form2*)

3.4 Contents of "Statement of Interest and Qualifications" (*maximum of _____ pages*)

3.4.1 Practice Information

Name of Practice :

Mailing Address:

Contact person and title:

3.4.2 History of Practice

Provide a brief history of the Practice

3.4.3 Project Team:

Provide a one paragraph biography of key personnel assigned to this project
(*a one page resume for each participant may be appended to the submission*)

3.4.4 Project Experience

Provide examples of past experience of related or similar projects.

3.4.5 Project Management and Cost Control

1. Include examples of project budgeting, cost estimating indicating and results/outcomes.
2. Include the name of the project, the contact person and the estimated/final construction value for the project cited above.



Memorandum to request "Statement of Interest and Qualifications".

QBS Template #3

Page 2 of 3

3.4.6	References Provide the name and telephone number of three recent references from the projects listed or similar projects.
3.4.9	Practice Methodology Provide a brief concluding statement of how your practice approaches projects with respect to innovation, addressing issues of cost-value analysis, environmental integrity and sustainable design. In your statement indicate why we should select your practice over the others.
3.4.10	Submission Limits You are invited to include additional information to support your qualifications; however the total number of pages for submission requirements is not to exceed 10 pages (plus resumes). Submissions exceeding this limit will not be considered. Page sizes are limited to <input type="checkbox"/> 8 1/2" X 11" (letter) <input type="checkbox"/> 8 1/2" X14" (legal) <input type="checkbox"/> 11" x 17" (oversize)
3.5 Architect Selection Process	
3.5.1	Number to be Selected <i>Five architectural practices will be selected for interviews. The selection will be based solely on the review of the "Statement of Interest and Qualifications".</i>
3.5.2	"Project Proposal" Submission Architects selected will be invited to submit a more detailed "Project Proposal" and attend an interview.
3.5.3	Facility/ Project Site Tour Prior to the interview, practices selected to submit a "Project Proposal" will be invited to tour: <input type="checkbox"/> the facility <input type="checkbox"/> the project site.
3.5.4	Quality Based Selection Process The selection process will be the Quality Based Selection Process (QBS) as recommended by the Ontario Association of Architects and the National Guide to Sustainable Municipal Infrastructure (www.infraguide.ca).
3.6 Submission Deadline and Requirements	
3.6.1	Number of copies required: Please submit <i>Six</i> copies of your "Statement of Interest and Qualifications" to the following address before Time <input type="checkbox"/> a.m. <input type="checkbox"/> p.m. local time on <i>Day of week, Month Day, 2010.</i>
3.6.2	Late Submissions Late submissions will not be accepted and will be returned unopened.



**Memo requesting
"Statement of Interest and Qualifications".**

QBS Template #3

Page 3 of 3

3.6.3	Submit "Statement of Interest and Qualifications" to:		
	<i>Name of Client/Organization</i>		
	<i>Mailing Address</i>		
	<i>City</i>	<i>Province</i>	<i>Postal Code</i>
	<i>Name of person/department to receive submission</i>		
	Attn:		
3.6.4	<i>Reference</i>		
	RE: Project Name/Project Reference #		
	Person to contact for additional information		
	<i>Name of Contact Person</i>		
	<i>Telephone Number</i> - -	<i>Fax Number</i> - -	
3.6.5	<i>E-mail address of contact person</i>		
	Facsimile or E-mail submissions:		
3.6.6	1. Facsimile submissions are <input type="checkbox"/> acceptable <input type="checkbox"/> not acceptable		
	2. E-mail submissions are <input type="checkbox"/> acceptable <input type="checkbox"/> not acceptable		
3.6.6	Additional comments or requirements:		

Instructions for Completing QBS Template #3 Memo Requesting "Statement of Interest and Qualifications"

3.0 General

This form is designed to assist the client in advising architects of a potential project and requesting those architects which are interested to submit a "Statement of Interest and Qualification" document for their consideration.

Begin by addressing the memo to the architectural practice.

(Once the form is complete you should save the file for that architect and then just enter the names of the remaining architectural practices individually, saving each one as a separate file.)

The legal name of the Client should be entered on the second line.

Insert the name of the Project and a Project Reference number on the third line.

3.2 If there is a preliminary building program or any pre-design studies which were undertaken they should be listed here. Cite the name of the study and the name of the consultant which undertook the study. Copies of these documents should be made available to the short-list group of architects.

3.4.10 Define the limit of the number of pages of the submission. An open call can result in a large number of submissions which you the client will have to review. It is recommended that you limit the submission to 10 pages. Larger or more complex projects may require additional information for consideration.

State the size of the paper the submission should be on. If you are not clear on this point, Architects can be creative and some submissions will be on sizes other than standard letter sizes of 8 1/2" x 11". Note if pages are to be 8 1/2" x 11" (letter), 8" x 14" (legal) or 11" x 17" (oversize).

3.5.3 Advise architects if the client is organizing project site tours for those architects short-listed.

3.6.1 Insert the number of copies of "Statements of Interest and Qualifications" you require for your internal review process

Note that if you accept e-mail or facsimile submissions, (see 3.6.5) the number of copies should be limited to one – this means reproducing copies for internal review becomes the client's responsibility.

Provide a time and date for submissions. Confirm if mailed submissions need to be postmarked by the stated time and date or whether they must arrive at the stated address by the date and time noted.

3.6.3 Provide complete information for where submissions are to be sent.

3.6.4 Provide the necessary information on a contact person within the organization who can address inquiries from architects.

3.6.5 See 3.6.1 for comments if you are accepting e-mail or Fax submissions – provide an e-mail address and/or Fax number for which submissions should be sent to.



Ontario
Association
of Architects

3.6.6 *Provide any additional comments or requirements here so all architects are aware of these concerns.*



"Statement of Interest and Qualifications" Scoring Sheet

QBS Template #4

Page 1 of 1

Name of Project:		Date:			
Name of Practice:		Time:			
Name of Reviewer:					
Evaluation Criteria	Score (1-10)	X	Weight (1, 1.5 or 2)	=	Total
4.1 Presentation					
1. All submission requirements provided.		X		=	
2. Clarity and organization of material.		X		=	
4.2 Qualifications (Based on resumes for assigned staff and consultants.)					
1. Assigned staff - education, professional qualifications, professional development.		X		=	
2. Consultants - education, professional qualifications, professional development.		X		=	
4.3 Experience (Based on the list of similar projects or relevant experience provided with the submission.)					
1. Number of projects of a similar type; or		X		=	
2. Number of projects of similar scale/complexity; or		X		=	
3. Number of projects with similar professional services		X		=	
4.4 References (Based on client references provided with the submission.)					
Reference No.1 _____		X		=	
Reference No.2 _____		X		=	
Reference No.3 _____		X		=	
4.5 Grand Total					

Instructions for Completing QBS Template #4 "Statement of Interest and Qualifications" Scoring Sheet

4.0 General

This form is designed to assist the client in scoring the submitted "Statement of Interest and Qualifications" for each submission. If one prefers the form can be printed out and filled in by hand.

Evaluators should evaluate the "Statement of Interest and Qualifications" submissions as follows:

- 1. Ensure that the evaluation criteria are based on the information described in the Memorandum to request "Statement of Interest and Qualifications". (QBS Template #3)*
- 2. Clients are encouraged to define specific issues and concerns and include them in the requirements of the "Statement of Interest and Qualifications" submission. When doing so the evaluation form will need to be adjusted to reflect those issues and concerns.*
- 3. Adapt this form to the specifics of the project.*
- 4. Assign a weight to each of the criteria, up to a maximum of double (2x). This "weight" should be an indication of the relative importance the client places on the item being evaluated.*
- 5. Assemble your team of reviewers prior to the review and review this form and the specifics of the project with them. Review evaluation criteria and weighting with reviewers.*
- 6. Rate each part of the submission on a scale of 1 to 10, with 10 being the highest, and enter the number under "Score". Incomplete submissions should be disqualified and rejected.*
- 7. Client References - should be based on client references provided from the list of submitted projects.*

A reference check form should be developed with standard questions and evaluation criteria such as:

- Quality of work – e.g., design, response to client program, contract documentation quality*
- Construction contract administration – bidding, payment certification, deficiencies, change order evaluation, submittal review, project close out procedures*
- Project management – management of schedule, construction budget*

Rate each reference check on a scale of 1 to 10, with 10 being an excellent reference.

- 8. When all reference checks have been completed insert the names and the scores of the three reference checks on the form.*

9. *Multiply each score by the previously established weight to determine the total for each criterion and then total all the scores to obtain the Grand Total for that architectural practice.*
10. *Once all "Statement of Interest and Qualifications" submissions have been reviewed one needs to total the scores by all reviewers. This will determine the overall ranking of the submissions. QBS Template # 9 – Summary Evaluation Sheet can be used for this purpose – More than one sheet may be required.*
11. *Template #9 can then be used to compile and rank all of the submissions. This form can automatically do the math after entering the individual scores. To do this put the cursor in the "Total Score" box under each practice. Go to "Table" in the toolbar above click on "Formula" from the drop down menu and you should see "=Sum(above)" click Ok and the numbers will automatically be summed up for that practice. Ranking will need to be completed by the reviewer based on the totals*
12. *A short-list of architects can now be drawn from the highest scoring practices.*

Notes regarding the remaining Scoring Sheets:

Templates #7, 8 and 9 are all scoring sheets to assist the client during the architect selection process. The process is similar to that used in completing Template #4. The difference is that the "score" is now called "rating" and instead of a range of 1 to 10 it is now a range of 1 to 5. This is to reflect the nature of the short-list of architects in which reviewers should rank the specific item being reviewed in relation to 5 being the highest score.

Memorandum to Short-Listed Architects

QBS Template # 5

Page 1 of 3

To:

From:

Re: Request for "Project Proposal" and attendance at an Interview

Project Name :

Project No.:

5.1 Invitation

We are pleased to advise that your practice has been short-listed for the above mentioned project. To satisfy the requirements of the next stage in the Architect selection process, you are now invited to prepare and submit a "Project Proposal" and to attend an interview.

5.2 Pre-design studies completed

Enclosed is a copy of *Programing studies* by *Name of Consultant* , completed for the project to date for your information and review.

5.3 Contents of "Project Proposal"

5.3.1	Understanding of the Project A brief statement of your understanding of the scope of the project and the needs of the client.
5.3.2	Proposed Methodology <ol style="list-style-type: none"> 1. A brief statement on your practice will approach the design and construction of the project. 2. A list and description of the proposed team members and consultants. 3. A statement of any opportunities or constraints that you envision could impact the project or your proposal for services.
5.3.3	Proposed Project Management Explain your approach with respect to the management of client meetings, communications, approvals, schedules, cost and quality assurance controls.
5.3.4	Related Experience Provide a statement that expands on your previous project experience and how that further qualifies the submission.
5.3.5	Proposed Form of Contract <ol style="list-style-type: none"> 1. Submit your proposed form of Contract, including Terms and Conditions, which you intend to use for this project. 2. State what consulting services are provided in the above contract and identify any consultants who will be retained directly by the client.



Memorandum to Short-Listed Architects

QBS Template # 5

Page 2 of 3

5.4 Submission Deadline and Requirements

5.4.1

Number of Copies required:

Please submit _____ copies of your "Project Proposal" to the following address before
Time ☐ a.m. ☐ p.m. local time on **Day of week, Month Day, 2010.**

5.4.2

Please submit "Project Proposal" to:

Name of Client/Organization

Mailing Address

City

Province

Postal Code

RE: Project Proposal

5.4.3

Facsimile or E-mail submissions:

1. Facsimile submissions are ☐ acceptable ☐ Not acceptable
2. E-mail submissions are ☐ acceptable ☐ Not acceptable

5.5 Tour of Project Site

1. A tour of the site and/or facility has been arranged for
Day of the Week, Month Day, 2010 at _____.
2. Please have your representative make arrangements for a suitable time by
contacting: *Name of Contact at area code - Telephone number*

5.6 Date, Time and Place of Interview

1. Interviews will be held on **Day of Week, Month Day, 2010**
2. Your interview is scheduled for **Time** ☐ a.m. ☐ p.m.
3. The interview will take place at **Location.**

5.7 Interview Procedure

Each practice will be allowed **45** minutes to present qualifications and to respond to questions.
Interviews will be scheduled **15** minutes apart.

5.8 Audio/Visual Materials during the Interview

The use of audio/visual materials to present proposals is permitted. Architects are required to provide the necessary equipment for their presentation. Five minutes will be permitted prior to the interview for set-up of equipment.

5.9 Project Proposal and Interview Scoring Criteria

1. Final selection will be based on a combination of the scores attained from both the Project Proposal Evaluation and the Interview.
2. Attached is a copy of the Project Proposal evaluation criteria that will be used to assess each "Project Proposal".
3. Attached is a copy of the Interview score sheet.



Memorandum to Short-Listed Architects

QBS Template # 5

Page 3 of 3

5.10 Short-List of Architectural Practices

For your information the following practices have been short-listed and have been asked to submit "Project Proposals" and attend an interview.

Rank	Practice Name	Interview Date and Time
1		
2		
3		
4		
5		

5.11 Final Architect Selection Procedure

1. At the conclusion of the interviews, architects will be ranked in accordance with the scores attained from their Project Proposal and Interview.
2. The architect with the highest score deemed to be most qualified and compatible for this project will then be invited to prepare a Scope of Services and Fee Proposal for consideration.
3. Once the scope of services and the fee proposal have been jointly developed and agreed upon, the client and architect will execute a contract.
4. If contract terms cannot be reached, negotiations with the first-ranked architect will be abandoned and the architect ranked second will be invited for contract negotiations



Memorandum to Architects Not Short-Listed

QBS Template # 6

Page 1 of 1

To: *Name of Architect*

Name of Architectural Practice

From: *Name of Client/Owner*

Title

Re: Status of Architect Selection Process

Project Name:

Project No:

6.1 Acknowledgment of your Submission

Client/Name of Company wishes thank you for submitting your "Statement of Interest and Qualifications" for the above noted project. Unfortunately your practice has not been short-listed. Although you were not selected, we appreciate your interest in our project and the resources spent on the preparation of your "Statement of Interest and Qualifications".

6.2 List of Architectural Practices Short-listed

For your information, the following practices have been selected to submit "Project Proposals" and attend an interview.

Rank	Practice Name
1	
2	
3	
4	
5	



"Project Proposals" Scoring Sheet

QBS Template # 7

Page 1 of 1

Name of Project:

Date:

Name of
Practice:

Time:

Name of
Reviewer:

Evaluation Criteria	Rating (1-5)	X	Weight (1, 1.5 or 2)	=	Total
7.1 Understanding of the Project (item 5.3.1)					
Architect understands the scope of the project and the needs of the client.		X		=	
7.2 Proposed Methodology (item 5.3.2)					
1. Approach to the design and construction of the project.		X		=	
2. The proposed team members and consultants.		X		=	
3. Opportunities or constraints.		X		=	
7.3 Proposed Project Management (Item 5.3.3)					
Approach to management of client meetings, communications, approvals, schedules, cost and quality assurance controls.		X		=	
7.4 Related Project Experience (item 5.3.4)					
1. Number of projects of a similar type; and/or		X		=	
2. Number of projects with similar professional services		X		=	
7.5 Proposed Form of Contract (item 5.3.5)					
1. OAA Document 600, 2008 or RAIC Document Six, 2006 submitted		X		=	
2. Other form of Contract submitted		X		=	
7.6 Grand Total					

Interview - Scoring Sheet

QBS Template # 8

Page 1 of 2

The purpose of the interview is to determine whether the client and the architect have compatible objectives, perspectives and attitudes. Questions should explore those concerns and the overall "chemistry" of the client/architect relationship.

Name of Project:		Date:	
Name of Practice:		Time:	
Name of Reviewer:			

8.1 Interview Procedures

Architects invited to attend an interview should be prepared to address the following issues. Questions from the architect will be accepted after the panel has completed their questions and if time is available.

Evaluation Criteria	Rating (1-5)	X	Weight (1, 1.5 or 2)	=	Total
---------------------	-----------------	---	----------------------------	---	-------

8.2 Understanding of the Project

1. Architect understands the scope of the project brief and the needs of the client.		X		=	
2. Architect understands the project constraints /opportunities.		X		=	
3. Architect's of other client related issues		X		=	

8.2 Proposed Project Team and Consultants

1. Related project experience, ability and capacity of proposed key personnel assigned to this project.		X		=	
2. Related project experience, ability and capacity of the "Lead Liaison" to the client.		X		=	
3. Related project experience, ability and capacity of proposed consultants.		X		=	

8.3 Proposed Project Management – The practice's approach to the following:

1. Management of the project.		X		=	
2. Client interface, reviews and approval process		X		=	
3. Quality assurance systems		X		=	
4. Cost control systems		X		=	
5. Schedule and updating process		X		=	
6. Troubleshooting procedures		X		=	

Subtotal of Page 1

Interview - Scoring Sheet

QBS Template # 8

Page 2 of 2

8.4 Related Project Experience

1. Quality and experience of projects of a similar or related type		X		=	
2. Projects with similar professional services		X		=	

8.5 Overall Impression

1. Ability to express ideas		X		=	
2. Ability to manage the project team		X		=	
3. Ability/ past experience working with the client.		X		=	
4. Communication/listening skills		X		=	
5. Ability to be flexible/adaptable		X		=	
6. Architect's response to the question - "Why should we select your practice for this project?"		X		=	

Subtotal of Page 2

Subtotal of Page 1

8.6 Grand Total

Reviewer's Comments:

1. Architect had extensive experience with similar projects-
2. Lead person not at interview due to scheduling conflict.
3. Consultants have experience with our projects in the past.

Summary Evaluation Sheet

QBS Template # 9

Page 1 of 1

9.1 Application

Name of Compiler : *Name of Compiler*

This form is intended to be used to compile scores of all practices that submitted "Statement of Interest and Qualifications", "Project Proposal" and attended the "Interview".

- ☐ Statement of Interest and Qualifications Summary Date of Review *Month Day, 2010* Sheet ____ of ____
- ☐ Project Proposal Summary Date of Review
- ☐ Interview Summary Date of Review

9.2 Total Combined Score

	Practice Name A	Practice Name B	Practice Name C	Practice Name D	Practice Name E
<i>Name of Reviewer #1</i>					
<i>Name of Reviewer #2</i>					
<i>Name of Reviewer #3</i>					
<i>Name of Reviewer #4</i>					
<i>Name of Reviewer #5</i>					
Total Score					
Ranking					

Comments : Some issues with respect to John Architect submission – number of pages submitted in excess of 10 - two sections of submission contained blank pages



Memo to Architects Short-listed but not selected

QBS Template # 10

Page 1 of 1

To: *Name of Architect*

Name of Architectural Practice

From: *Name of Client/Owner*

Name of contact person

Title

Re: Completion of Architect Selection Process

Project Name :

Project No:

10.1 Ranking of Architectural Practices Interviewed

Name of Client/Company has completed the selection process for professional services for the above mentioned project.

Although your practice was not selected, *Client/Name of Organization* express our sincere appreciation for your time, effort and interest on our behalf

It has been our objective to select the practice whose qualifications and experience best suits our needs for this project. The evaluation results of the architect selection committee ranks the practices interviewed in the following order.

Rank	Practice Name
1	
2	
3	
4	
5	

10.2 Contract Award

We have now entered into contract discussion and negotiations with *Highest Ranked Architectural Practice* .