

# QBS

## USER'S GUIDE

### THE PROCESS FOR SELECTION OF PROFESSIONAL SERVICES

**Qualifications Based Selection (QBS) is the preferred system for the selection of professional services. QBS is a negotiated procurement process for selection based on qualifications and competence in relation to the work to be performed. The Indiana QBS Coalition is composed of professional trade organizations that specifically endorse the QBS process.**

#### **Indiana QBS Coalition:**

American Institute of Architects (AIA)  
American Society of Civil Engineers (ASCE)  
American Society of Interior Designers (ASID)  
American Society of Landscape Architects (ASLA)  
Consulting Engineers of Indiana (CEI)  
Indiana Society of Professional Engineers (ISPE)  
International Interior Design Association (IIDA)  
Professional Engineers in Private Practice (PEPP)  
Society for Marketing Professional Services (SMPS)

# **Acceptance of QBS by Prestigious Organizations & Governmental Agencies Demonstrates High Value!**

American Bar Association  
American Consulting Engineers Council  
American Institute of Architects  
American Public Works Association  
American Road & Transportation Builders Association  
American Society of Civil Engineers  
American Society of Interior Designers  
American Society of Landscape Architects  
American Water Works Association  
Associated General Contractors  
Consulting Engineers of Indiana  
Federal Highway Administration  
Indiana Association of Cities and Towns  
Indiana Department of Commerce  
Indiana Society of Professional Engineers  
Indiana Association of County Commissioners  
Indiana Department of Transportation  
International Interior Design Association  
National Society of Professional Engineers  
National Society of Professional Surveyors  
Society for Marketing Professional Services

# QUALIFICATIONS BASED SELECTION

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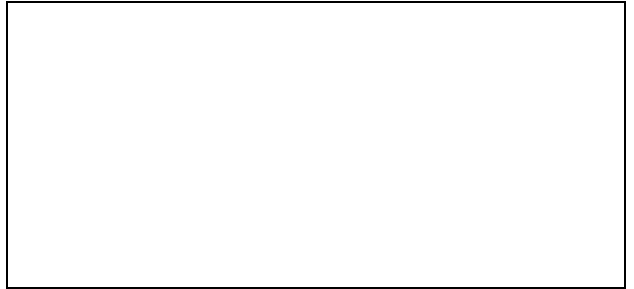
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## INTRODUCTION

Summit County, Ohio, requested bids on the design of the Greenwood Village wastewater treatment plant; **nine firms responded. The range of bids, from \$20,401 to \$80,694, depicted a variance of 400 percent.**



The U.S. Coast Guard advertised for bids for 146 energy audits in the Boston area, a project the Coast Guard said it was eager to get underway. Twenty-five firms responded to the request for bids, and the range of bids was approximately \$20,000 to \$180,000.

**The contract was awarded to the low bidder in June, and in October the “winning” firm went into receivership.**



The State of Maryland requested bids on a complex highway design project. Four firms responded. **Bids ranged from \$492,000 to \$1,999,000, depicting a variance of 400 percent.**

In Vancouver, British Columbia, a 95,000 square foot grocery store, whose roof was used as a parking surface, had the roof collapse with dozens of cars crashing to the store’s floor. **The Association of Professional Engineers of British Columbia said the project only had a 2% design fee as a result of aggressive bidding to win the job.**

As a public official or private owner, you may become involved in soliciting the services of professionals such as: engineers, architects, soils consultants, landscape architects, construction managers, surveyors, general contractors (subject to Indiana Law on Public Projects) or environment consultants. Your first reaction may be to obtain price quotes and select the lowest bidder. After all, that’s how you procure copy paper, pencils or a new dump truck.

When procuring professional services, how do you know an apparent low bidder has the **necessary qualifications** and fully understands the overall requirements of your project and operations? The work may end up costing much more when you discover that additional services are required to complete the project the way you intended. Or worse, the work may be completed without all the services needed, resulting in an inability to obtain permits, greatly increased construction costs, as well as inappropriately high operation and maintenance costs. Either way, **selection based upon a lowest bid standard will result in bidders concentrating on cost rather than on service.** The Indiana Code states, “A public agency may make all contracts for professional services on the basis of competence and qualifications for the type of services to be performed and negotiate compensation that the public agency determines to be reasonable”.

## SELECTING YOUR PROFESSIONAL: THE PROCESS

*\* You may already be using QBS! Indiana law allows Indiana public agencies to choose professionals based on qualifications while federal law requires this practice of federal agencies or state and local agencies using federal funds. If you are satisfied with the professionals you currently work with, you may continue to use them without the need to adopt a new selection process. If you need to select a new professional, the following QBS process will allow you to select the most qualified professionals in an orderly manner.*

The **cost of professional services usually represents less than one percent of the total lifecycle cost** of designing, constructing, maintaining and operating the facility. **These services have a major impact on the lifecycle costs related to the project.** This impact, which can represent a savings or loss for a client, may be affected by the process by which the client selects and contracts with professionals.

### **The Pitfalls of Bidding Professional Services**

When recruiting a key member of your staff, you look for the most qualified individual. If you are being sued, you hire a qualified attorney to defend you. If you are going to have surgery, you want an experienced surgeon, not the lowest priced. In all cases you select based on competence, experience and reputation. Professionals in the built environment are really an extension of your own staff and should be selected with similar criteria: specialized experience and qualifications. For your unique project, you should utilize Qualifications Based Selection (QBS) to obtain the best firm at the least overall cost.

**Price competition for professional services** denies clients access to the most valuable assets professionals have to offer—creative technical knowledge and experience applied to develop functional, cost-effective solutions. It frequently limits the professional’s resources to undertake a detailed analysis of the problem and to search for innovative solutions. In the short run you, the owner, may save a few dollars on design costs; however, this process may carry a huge price tag, including the often-hidden cost to public health, safety and welfare.

While the owner or client **may appear to save a small amount on up-front costs by selecting professionals based on price, the result will be a significant increase in the cost of the project and the long-term costs of operation and maintenance.**

The APWA policy statement is very specific regarding the use of QBS: “The American Public Works Association believes that the public interest is best served when governmental agencies select architects, engineers and related professional technical consultants for projects and studies through Qualifications Based Selection (QBS) procedures. Basing selections on qualifications and competence (rather than price) fosters creativity and flexibility, and minimizes the potential for disputes and litigation.”

## How Does QBS Work?

Under QBS, professional service firms are weighed first on competence, creativity and performance, and second on negotiation of a fair and reasonable fee. In many instances the owner may elect to continue using its present professional. This allows the owner to proceed directly to scope of services development and fee negotiating.

When QBS is used, **several firms submit qualifications and performance records for the owner's review.** Key elements to consider in this review include:

- *Technical qualifications*
- *Experience with similar projects*
- *Reputation with existing clients*
- *Timeliness, mobility and current workload*
- *Any factors peculiar to the project being considered*

Then the owner asks the **three to five most qualified firms to make brief presentations** explaining alternative design concepts and creative approaches that meet the project requirements.

On the basis of these presentations, the owner ranks the most qualified firms numerically in order of preference. **Then the owner and the top-ranked firm negotiate a “scope of services,”** which specifies the full range of services the firm will provide, the personnel it will commit to the project and the schedule describing when the work is to be completed. **When agreement is reached on the scope of work, the owner and professional proceed to negotiate a fee that is fair and reasonable to both parties.** If an agreement on compensation is reached, a contract is consummated. If an agreement cannot be reached, negotiations with the top ranked firm are terminated, and the owner attempts to negotiate a contract with the second-ranked firm. The process can be repeated as necessary.

**In QBS, price becomes a factor only *after* the most qualified professional has been identified and the owner and the firm have come to an agreement on the scope of services.**

## QBS: The Precedent is Set

In 1972 the U.S. Congress recognized the merits of competition based on qualifications. Congress established Public Law 92-582 (the Brooks Act), which declares it to be the policy of the federal government to base all procurements for architectural and engineering services on demonstrated competence and qualifications for the type of professional services required at a fair and reasonable price to the government. Currently over 35 states have adopted similar laws. In addition, the American Bar Association has endorsed this qualification ranking/negotiation technique in its “Model Procurement Code for State and Local Governments.”

## **Overview:**

Public officials, private owners, the general public and the professionals benefit in an environment where selection is based on competence, experience and innovation followed by negotiation of fair and reasonable fees. The result is a quality project that includes cost-effective, creative solutions to meet the owner's needs. Examples of forms that may be useful in completing Step 1 are included on the following pages.

QBS includes the following steps:

### **Step 1.** Select the most qualified firm.

- Establish evaluation criteria (Preliminary Scope of Services).
- Solicit Statements of Qualifications from selected firms. (Request for Qualifications).
- Develop a Short List of 3 to 5 firms.
- Interview and rank firms.

### **Step 2.** After the most qualified firm is selected, jointly define scope and contract form, taking advantage of the selected firm's experience and expertise.

- Invite the highest ranked firm to assist in defining the scope of work.
- Establish contract terms.
- Everyone in agreement – if yes, go to Step 3. If no, go to the next most qualified firm on the Short List.

### **Step 3.** Retain the firm on the basis of an acceptable contract.

- Ask for fee proposal.
- Everyone in agreement? If yes, retain and enter into written contract. If no, go to next most qualified firm on short list.

**Please be advised that some state and local agencies may have specific requirements that may vary from the process outlined herein.**

## PRELIMINARY SCOPE OF SERVICES

---

(Owner)

---

(Project)

The \_\_\_\_\_, through its \_\_\_\_\_, is  
(owner) (governing body if applicable - i.e. Board of Directors)

in the process of selecting professional services for \_\_\_\_\_  
(project name)

\_\_\_\_\_. This project is \_\_\_\_\_  
(location and brief description of project)

---

Additional information regarding this project, such as \_\_\_\_\_  
(i.e., maps, studies)

will be made available upon request.

The anticipated project time line is indicated on the attached Preliminary Schedule of Activities.

The firm selected will be involved in the following activities on behalf of the owner: (Examples: master planning, demolition, renovation, new construction, land use, environmental, waste management, etc.) \_\_\_\_\_

The firm will also be required to participate in: (Examples: referendums, public hearings, public information meetings, plan commission meetings, BZA, etc.).

For additional information contact:

Name: \_\_\_\_\_  
*Owner's Representative*

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

# SAMPLE REQUEST FOR STATEMENT OF QUALIFICATIONS

TO: \_\_\_\_\_  
(Professional Service Firm)

FROM: \_\_\_\_\_  
(Owner)

PROJECT: \_\_\_\_\_

PROJECT LOCATION: \_\_\_\_\_

RE: REQUEST FOR STATEMENT OF QUALIFICATIONS

Your firm is invited to submit your Statement of Qualifications to become eligible to be selected to provide professional services.

Your Statement of Qualifications should include the following information:

- 1) Name, address and brief description of firm.
- 2) Resumes of key personnel to be assigned to this project.
- 3) A one-page narrative as to firm's interest, particular abilities and qualifications related to this project.
- 4) Description of other projects designed by this firm and key personnel pertinent to this project. Include reference contact information.
- 5) Examples of knowledge, expertise and/or experience with other related work.

For firms that are Short-listed for an interview, a tour of the facility and/or site will be arranged if necessary.

The selection committee includes: \_\_\_\_\_  
(city engineer, city planner, company CEO and other concerned parties)

\_\_\_\_\_.

\_\_\_\_\_ copies of your Statement of Qualifications should be forwarded to the following address - and must be received no later than \_\_\_\_\_ a.m./p.m. on \_\_\_\_\_.  
(time) (date)

TO: _____ Owner's Representative	_____
Address	Title
_____	City State Zip
Telephone Number	Fax Number

## SCHEDULE OF ACTIVITIES

The following professional selection schedule has been established by:

---

(Owner)

---

(Project)

- Dates     **STEP 1** - The owner establishes evaluation criteria
- \_\_\_\_\_     A preliminary scope of services in general terms is developed.
- \_\_\_\_\_     Owner identifies firms to receive Request for Statement of Qualifications (RFQ).
- \_\_\_\_\_     Mail Request for Statement of Qualifications (RFQ).
- \_\_\_\_\_     Statement of Qualifications due. Allow a minimum of 10 to 15 working days for firms to submit.
- \_\_\_\_\_     Develop a short list of three to five firms to be interviewed. Selection will be based on qualifications, references and experience compatible with the owner's project (see SOQ Evaluation on page 10).
- \_\_\_\_\_     Memo mailed to shortlisted firms advising them of the date for interview and pre-interview tour of site, if appropriate. Include interview questions and score sheet with Memo (see Sample Memo on page 12).
- \_\_\_\_\_     Memo mailed to all firms not shortlisted, informing them of firms selected for an interview and expressing appreciation for their interest (see Sample Memo on page 13).
- \_\_\_\_\_     Tour of site, if appropriate, should be scheduled at least 10 days prior to date of interview to allow for preparation.
- \_\_\_\_\_     Check references prior to the interview.
- \_\_\_\_\_     Interviews with shortlisted firms, ranking of firms and selection of the highest ranked firm.
- \_\_\_\_\_     Mail Memo to firms not selected, informing them of the results of the interviews and expressing appreciation for their involvement (see Sample Memo page 18).
- \_\_\_\_\_     **Step 2** - Meet with highest ranked firm to define scope of the work.
- \_\_\_\_\_     Negotiate contract terms.
- \_\_\_\_\_     **Step 3** - Selected firm submits fee proposal based on finalized scope of work and contract terms.
- \_\_\_\_\_     Execute contract with selected firm.

## STATEMENT OF QUALIFICATIONS EVALUATION

This form is designed to provide your Selection Committee with the best criteria for rating the firms that have submitted a Statement of Qualifications for your project. You may elect to add, delete or modify some of the points in order to better meet your specific needs.

The Weight Column (1-10 points) is designed to allow your committee to predetermine the areas that the group feels have the highest level of importance (which would be 10) or lowest level (which would be 1) as related to your project. **It is extremely important that your committee agree on the WEIGHT for each item prior to doing your individual RATING.** Once your committee has agreed upon the WEIGHT for each of the items listed, copies of this form should be given to each committee member for their individual rating.

The Rating Column (1-5 points) should indicate your personal evaluation (in your judgment) of the individual firm's qualifications. Once both steps are completed, the totals should be calculated, and you then have the highest rated firms identified. The top rated firms are the ones from which you will make your selection for interviewing.

PROJECT \_\_\_\_\_

FIRM \_\_\_\_\_

CONTACT PERSON \_\_\_\_\_

	WEIGHT	X	RATING	=	TOTAL
	(1 to 10)		(1 to 5)		
1) Quality of firm's Statement of Qualifications (SOQ) in relationship to information requested.	_____	X	_____	=	_____
2) Firm's apparent knowledge of your project and your specific needs.	_____	X	_____	=	_____
3) Firm's individual team member's qualifications.	_____	X	_____	=	_____
4) Firm's experience in projects that are similar to your project.	_____	X	_____	=	_____
5) Firm's familiarity with local conditions, needs and requirements.	_____	X	_____	=	_____
6) Analysis of the firm's overall approach to your project	_____	X	_____	=	_____
			<b>GRAND TOTAL</b>		_____

\_\_\_\_\_  
Name of Committee Member

**QUALIFICATIONS EVALUATION SUMMARY**  
 (To be completed by Selection Committee Chairperson)

Enter the Grand Total from each committee member's SOQ evaluation sheet.

<b>Firms</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Committee Member 1</b>										
<b>Committee Member 2</b>										
<b>Committee Member 3</b>										
<b>Committee Member 4</b>										
<b>Committee Member 5</b>										
<b>Grand Totals</b>										

**Based on the results of your evaluation, prepare a short list of 3 to 5 firms to interview.**

## REFERENCE CHECK

This form is designed for the Selection Committee to check references of “shortlisted” firms.

Project \_\_\_\_\_

( for which the selection is being made)

Firm \_\_\_\_\_

(for which the reference check is being conducted)

Reference Information:

Owner \_\_\_\_\_ Project Referenced \_\_\_\_\_  
Address \_\_\_\_\_ Person Contacted \_\_\_\_\_  
\_\_\_\_\_ Phone \_\_\_\_\_  
\_\_\_\_\_ Fax \_\_\_\_\_

SAMPLE QUESTIONS:

1. What was the scope of this firm’s services? (soils investigations, design work, construction phase services, studies, other (specify) \_\_\_\_\_  
\_\_\_\_\_
2. Who was this firm’s Project Manager or primary contact? \_\_\_\_\_
3. When was the project completed? \_\_\_\_\_

**COMMENTS**

**CIRCLE ONE**

4. Was the project completed on time? YES NO
5. Was the project completed within budget? YES NO
6. Did this firm and you (the owner) work well as a team? YES NO
7. Did this firm cover all of the project’s requirements? YES NO
8. How would you rate this firm’s qualifications and fee structure? \_\_\_\_\_
9. What is your overall evaluation of this firm based on your experience? \_\_\_\_\_
10. Would you use this firm on a future project? \_\_\_\_\_
11. Other questions/comments? \_\_\_\_\_

## SAMPLE MEMO TO FIRMS “SHORTLISTED” FOR AN INTERVIEW

TO: \_\_\_\_\_  
(Professional Service Firm)

FROM: \_\_\_\_\_  
(Owner)

PROJECT: \_\_\_\_\_

RE: INTERVIEW SCHEDULE AND REQUIREMENTS FOR SHORTLISTED FIRMS

Congratulations! Your firm has been chosen to be interviewed by our Selection Committee.

Please find the following attached:

- 1) Interview Questions and Score Sheet which will be used by the interviewers.
- 2) Copies of \_\_\_\_\_ for your information and review.  
(name of studies or reports)

Each firm will be allowed 45 minutes to present their qualifications and answer questions. The interviewers will schedule 15 minutes between interviews for informal discussion of the information presented during the preceding interview. At the completion of the interviews, the committee will rank the firms. The firm deemed to be most qualified will then be invited to define the scope of work and negotiate contract terms. If contract terms cannot be reached, the firm deemed the next most qualified will be invited for scope definition and contract negotiation.

Interviews will be held at \_\_\_\_\_.  
(Location)

The order and time of interview is: \_\_\_\_\_.

A tour of the site, if appropriate, will be held on \_\_\_\_\_ at \_\_\_\_\_.  
(date) a.m./p.m.

Confirm arrangements with \_\_\_\_\_ at ( ) \_\_\_\_\_.  
(Owner's Representative) (phone number)

**SAMPLE MEMO TO FIRMS “NOT SHORTLISTED” FOR AN INTERVIEW**

TO: \_\_\_\_\_  
(Professional Service Firm)

FROM: \_\_\_\_\_  
(Owner)

PROJECT: \_\_\_\_\_

RE: STATUS OF SELECTION PROCESS

We would like to express our appreciation to your firm for submitting your Statement of Qualifications.

We regret to inform you that after careful evaluation by the Selection Committee, your firm was not chosen for further consideration.

The following firms have been selected for interviews:

- 1)
  
  
- 2)
  
  
- 3)

## SAMPLE INTERVIEW QUESTIONS AND SCORE SHEETS

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

Firm: \_\_\_\_\_

Firms invited to interview for the captioned project should be prepared to speak about the issues listed on this page. (Expand questions as appropriate. These interview questions and score sheets should be attached to the memo sent to “shortlisted” firms).

### INSTRUCTIONS FOR THE SELECTION COMMITTEE

Using the following Weight/Rating System will allow you to quantify your interview results.

The highest number represents the most value for each column. **Weight column:** 1-10 points. **It is extremely important that your committee agree on the WEIGHT for each item prior to doing individual RATING.** **Rating column:** 1-5 points. In this column you rate the firm based on each qualification.

At the completion of the interview, multiply the weight by the rating for each category and enter the total. Add all totals to establish the grand total. The chairperson will combine all of the totals for those participating in the interview session on the Interview Evaluation Form (page 17).

	WEIGHT	X	RATING	=	TOTAL
	(1-10)		(1-5)		
1) <b>Understanding of Project Requirements:</b> (Owner may evaluate firm’s analysis, preparation and level of interest).	_____	X	_____	=	_____
2) <b>Approach/Methodology:</b> (Owner may evaluate firm or individual’s creativity and problem solving abilities).	_____	X	_____	=	_____
3) <b>Key Personnel and Roles:</b> (Owner may evaluate qualifications and professional skills of key individuals).	_____	X	_____	=	_____
4) <b>Firm’s Pertinent Experience:</b> (Owner may evaluate related projects presented as previous work of the firm).	_____	X	_____	=	_____
5) <b>Sub-Consultant vs. In-house Resources:</b> (Owner may evaluate firm’s in-house capabilities versus use of sub-consultants).	_____	X	_____	=	_____

WEIGHT	X	RATING	=	TOTAL
(1-10)		(1-5)		

6) **Project Management:**

(Owner may evaluate firm's abilities related to technical functions such as project cost controls, scheduling, construction observation, etc.).

_____	X	_____	=	_____
-------	---	-------	---	-------

7) **Communication Skills:**

(Owner may evaluate firm's abilities to form successful working relationships and communicate with the owner).

_____	X	_____	=	_____
-------	---	-------	---	-------

8) **References:**

(Owner may evaluate results of reference checks).

_____	X	_____	=	_____
-------	---	-------	---	-------

9) \_\_\_\_\_  
(Other Owner Issues)

_____	X	_____	=	_____
-------	---	-------	---	-------

10) \_\_\_\_\_  
(Other Owner Issues)

_____	X	_____	=	_____
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TOTAL SCORE

=====

COMMITTEE MEMBER \_\_\_\_\_

## INTERVIEW EVALUATION

For use by the chairperson to compile all scores of individuals participating in the interview process.

Enter the total score for each firm as recorded by each committee member on their Interview Question and Score Sheet. This provides an average score in the event all firms are not interviewed by all committee members.

	<b>COMMITTEE MEMBER</b>	<b>FIRM A SCORE</b>	<b>FIRM B SCORE</b>	<b>FIRM C SCORE</b>
	Member 1	_____	_____	_____
	Member 2	_____	_____	_____
	Member 3	_____	_____	_____
	Member 4	_____	_____	_____
	Member 5	_____	_____	_____
	<b>Grand Total</b>	<b>_____</b>	<b>_____</b>	<b>_____</b>
	<b>Average</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>

(AVERAGE = Grand Total divided by number of scores entered.)

NOTE: Your Selection Committee may have other factors to consider once the average scores have been determined.

## SAMPLE MEMO TO FIRMS NOT SELECTED

TO:

\_\_\_\_\_  
(Send to each individual firm)

FROM:

\_\_\_\_\_

PROJECT:

\_\_\_\_\_

RE:

STATUS OF SELECTION PROCESS

We have completed our selection process regarding professional services for the above named project.

It has been our objective to select the most qualified firm to perform the services. Based on the results of our selection process, we have now entered into contract negotiations with

\_\_\_\_\_  
(Professional Service Firm)

We express our sincere appreciation for your interest, time, and effort invested on our behalf.

## **DEFINING SCOPE OF WORK AND CONTRACT TERMS**

Together, you and the selected professional must now clearly define the specific needs and expectations for your project.

This process must include a careful examination of each element of work that the professional will need to perform.

In addition, contract terms must be determined for items such as:

- insurance requirements
- general conditions
- schedules and phasing

The result of this process yields a clearly defined scope of work that the professional can now use to prepare a fee proposal.

## PROFESSIONAL FEE PROPOSAL

After you and your selected professional have developed a detailed scope of services, the next step is for your selected professional to prepare a fee proposal for negotiating purposes. Professional fees are typically set based on the firm's actual costs to perform the work, plus a reasonable profit.

The greatest actual costs are direct labor and expenses incurred in performing the scope of services. A secondary, but very real cost, is overhead. Overhead items typically include the following:

### **Direct Salary Overhead**

Matching Federal, FICA Medicare  
  
Employment taxes  
Holidays  
Vacations  
Sick leave  
Retirement or incentives  
  
Group insurance (Health, Life, AD & D)  
Unemployment Benefits

### **General Overhead**

Administrative Salaries  
Clerical/Bookkeeping  
Continuing Education  
Business Development  
Furniture and Equipment  
Legal and Accounting  
Interest Expense  
Rent and Utilities  
Business Taxes  
General and Liability Insurance  
Telephone and Communications  
Dues and Subscriptions  
Depreciation  
Office Supplies

Total overhead typically varies from 150% to 200% of direct labor costs. Specialty firms may have higher overhead, but may be more efficient in direct labor charges.

In addition to direct salary overhead and general overhead costs, your professional must charge a fee to cover return of capital investment, risk management and other non-reimbursed costs. The requested net fee may vary from 15% or more on small projects to 10% on larger projects. An administrative charge of 5% to 15% may be expected on expenses and subcontracts to cover the cost of additional liability and the responsibility for arranging and integrating these services into the total project.

**Typical professional contracts are based on one or a combination of the following methods:**

**Costs Plus A Fixed Fee (Time and Materials)**

Cost-based arrangements are more desirable when the scope of services is difficult to define. These may take the following form: direct salary overhead and general overhead costs plus a fixed fee; salaries times a multiplier (2.5 to 3.5) plus expenses; or standard billing rates plus expenses.

**Lump Sum**

Lump sum arrangements are usually best when the scope of the services is well defined. A schedule of payments for various phases of the project's development should be a part of the lump sum agreement.

**Other Methods**

Percentage of construction cost, retainers, per diem or other systems of reimbursement may also be used.

Certain public agencies may be required by law to follow specific fee negotiation procedures. Consult your selected professional regarding possible limitations relative to your specific situation.

## INDIANA QBS AWARD

The Indiana Qualifications Based Selection (QBS) Award has been established to recognize and honor entities that have contributed to and used Qualifications Based Selection to retain professional services in the built environment.

Any public, private, individual or group who meets the selection criteria can be nominated. Nominations are to be submitted to the Indiana QBS Coalition office.

Up to two QBS Awards may be given. One will be for the Government Sector and one for the Non-Government Sector. The purpose of the two awards is to honor those entities that have contributed in the form of selection practices legislation, policy and regulation, public advocacy programs and a publication that promotes QBS for securing of professional services.

Government sector entities operating under mandated QBS (Brooks Law) procedure are also eligible if they have demonstrated exceptional leadership in Qualifications Based Selection. Nominations from non-mandated public entities will receive priority consideration, if all other criteria are rated equally.

Non-government sector entities include private corporations, privately funded research laboratories, private utility companies, construction contractors/construction managers and developers which use professional services.

Government entities include local government agencies, municipalities, federal agencies, school districts, university systems, research laboratories (if publicly funded), special purpose districts and the like.

For an application, please write or call:

Indiana QBS Coalition  
One Virginia Avenue, Suite 250  
Indianapolis, IN 46204-3616  
(317) 637-3316  
Fax (317) 637-9968

# INDIANA QBS AWARD

## Sample Nomination Form

*(Please refer to instructions on the back of this page.)*

Government Sector

Non-Government Sector

1. Nominee \_\_\_\_\_

2. Position \_\_\_\_\_

3. Place of employment \_\_\_\_\_

4. Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone Number (\_\_\_\_) \_\_\_\_\_

5. Contact Person \_\_\_\_\_ Phone (\_\_\_\_) \_\_\_\_\_

6. The nominee has made contributions in the following area(s)

\_\_\_ Advocacy Programs

\_\_\_ Publications

\_\_\_ Selection Practice

\_\_\_ Legislation

\_\_\_ Public Affairs

\_\_\_ Policy Regulations

\_\_\_ Other \_\_\_\_\_

7. In 100 words or less, please explain the nominee's qualifications for this award.

8. Additional letter of nomination and supporting documents may be forwarded with this form.

9. This nomination was submitted by \_\_\_\_\_

10. Firm name \_\_\_\_\_ 11. Phone No. (\_\_\_\_) \_\_\_\_\_

12. Project team members \_\_\_\_\_

### INSTRUCTIONS FOR COMPLETING FORM

1. If group, enter the name of the group being nominated.  
If individual, enter the name of the individual being nominated.  
Place an “X” in the box at the top of the form to indicate if group or individual works in the **government** or **non-government sector**.
2. If group, leave blank.  
If individual, enter their position.
3. If group, leave blank.  
If individual, enter their place of employment.
4. Enter address, city, state, zip, phone number of group or individual.
5. If group, enter the name and phone number of an individual with the group who can provide additional information regarding the group being nominated and/or the procurement process being used.
6. Indicated area(s) in which group or individual has made contributions.
7. In 100 words or less, explain the group’s or individual’s qualifications, including contributions in areas(s) indicated in #6. Use an additional sheet if space on the form is not adequate.
8. Any support documents or letters of nomination can be attached to this form.
9. Enter the name of the person who is submitting the nomination.
10. Enter the name of the firm that #9 is employed by.
11. Enter the firm phone number of the person in #9.
12. If nomination is made regarding a particular project, give the name of all consultants and major contractors involved in the project.