

**To the Mayor and Members of the City Council****April 18, 2023**

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**SUBJECT: ARCHITECTURAL DESIGN SELECTION PROCESS**

Property Management's Architectural Services Division strives to obtain the proper design team for each project based on the needs and wants of the sponsoring department, while staying in compliance with state law and City of Fort Worth policies. Each major project requiring design fees more than \$100,000 is assigned to one of three PMD Project Managers (PMs) to conduct the selection process. Currently, all three of the City's PMs are registered architects. Each PM has past experience working in private practice design firms, and each has served in this role with the City of Fort Worth for over 10 years.

**Request for Qualifications:** When it is time to select a design team (architects, engineers and/or specialty consultants), the PM will meet with the sponsoring department (end users) to define the project goals and discuss what are the most important qualifications needed for the project. State law requires this selection to be based on qualifications, so a "Request for Qualifications" (RFQ) is prepared which reflects the requirements of State Laws, City of Fort Worth polices, sponsoring department needs. This RFQ contains a significant amount of information and is the same project to project (i.e. format, page limit and submission requirements). However, the portion that spells out the desired qualifications and scoring categories is unique to each RFQ. This section in the RFQ notifies interested teams how the City will be evaluating the "Statements of Qualifications" (SOQ). The RFQ also includes a link to an online site where additional information can be accessed.

The City publishes the Request for Qualifications in the Fort Worth Star-Telegram and on the City of Fort Worth's purchasing website. A "courtesy email" is also sent by the Senior Capital Improvement Officer to people who have been requested to be notified. The courtesy email list includes architectural firms, chambers of commerce, and other interested parties. The submission date for the Statements of Qualifications is a minimum of 28 days after publishing in the Fort Worth Star-Telegram. If the submission date falls during holidays, a longer period is allowed.

A "Pre-Proposal Meeting" is held at the project site or in City offices for interested design teams to ask questions and see the project site. Any questions answered during this meeting, along with a sign-in sheet, and all additional information is published in a "Addendum". At this meeting we encourage teams to organize their SOQs in line with of the criteria published in the RFQ. Attendance at this meeting is not required.

**Creating a Short List:** Fort Worth has many talented and skilled architectural firms. Some of our projects attract the attention of national firms as well. Typically, we receive 6 to 20 proposals from design teams. Having so many good choices can make the selection process difficult. However, we make this process as objective as possible and we use a two-step method. The first step is to review the Statements of Qualifications and create a short list. The second step is to conduct interviews to select a design team, to recommend to City Council for the award of a contract.

The Project Manager (PM) establishes a selection team of 5 to 7 people associated with the project. The PMD's Senior Capital Project Officer (who supervises the Project Managers) presides at the selection meeting and acts as a

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non-scoring moderator. The end users provide two to three voting members. The PM and a Construction Inspector represent PMD. The Diversity and Inclusion Department (DVIN) also provides a representative to observe and comment during the selection process.

When the Statements of Qualifications are received, they are provided to the members of the selection team along with a score sheet, which reflects the criteria included in the RFP. This meeting is held in person, at least a week after the due date. This allows the voting members to review the SOQs and better prepare their thoughts for meaningful discussions during the evaluation meeting. The Diversity and Inclusion Department reviews the submissions for compliance with the City's MWBE Ordinance during this period. SOQ's which comply with the ordinance are reviewed and scored in the short-listing meeting.

During the short-listing meeting the selection team reviews one category at a time, discussing and comparing each firm. For Example, if the City asked for experience with "similar scale municipal library projects", the members discuss who is the strongest in the category and why. Once this is established, the discussion turns to who had the weakest response and why. When the highest and lowest scores are established, the team discusses each of the other firm's qualifications and score them appropriately. This allows time for fair consideration for each firm, with respect to each specific category. Everyone on the selection team is given an opportunity to express their thoughts and to be considered. This process assures that the group achieves agreement and establishes a consensus score. This process is repeated for each of the other scoring criteria.

Although PMD staff and a few departments have done several of these selections, not all end users have been through the process. For this reason, it is important that the SOQs presented by design teams be clear and concise and responsive to the RFQ. If the response to the RFQ does not clearly provide the requested information, lower scores result. Once all categories have been individually scored, totals are established and the selection team looks for a "natural break" in the scores to create a short list of three or four design teams to interview.

At the end of the short-listing evaluation, an email is sent to all the design teams that submitted qualifications to thank them for their participation in the process. They are provided information on who submitted, who was short listed and that once interviews are completed a recommendation will be sent to council for approval. A second email is then sent to the short-listed firms that informs them that they have been selected for interview and provides the time and date for their presentation.

**Conducting Interviews:** With a short-list created, interviews are scheduled a few weeks later. This allows the design teams time to adjust their schedules and prepare. The interviews are all scheduled for the same day, about 1-1/2 hours apart. These interviews last about an hour. Design teams are asked to present their qualifications in the first half of the meeting, and allow time for questions and discussion in the second half. This allows the

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selection team to better understand the qualifications presented in the SOQ. The interviews are closed by asking the design team if they have any questions for the City.

Team members take notes and make a first attempt at scoring during the interviews and before the start of the next interview. Once all the interviews are complete, the moderator guides the team through a scoring exercise similar to the short-listing exercise to arrive at a consensus and a recommendation to City Council.

**Contract Negotiations and Recommendation:** The Project Manager will reach out to the chosen design team and ask for a scope of services and a fee. When these negotiations are resolved, a recommendation to award an Architectural Services Contract is made to the City Council through the M&C process. With City Council Approval, a contract is executed and notice to proceed with the work is provided.

An email is then sent to all the design teams that submitted qualifications, thanking them for their participation in the process. We tell them at this time who was short listed, but not who was recommended. We also tell them that once the recommendation is approved by Council we can offer a debrief. This is done to keep the design teams informed and to allow the Council Members to learn of the recommendation through the M&C process.

**Designing to Budget:** Design teams are asked to design to the project budget. This requires the designer to provide cost estimating at each phase of the design. Frequently we have a Construction Manager at Risk (CMAR) contractor selected after the schematic design phase and the contractor assist with estimating. If the construction cost exceeds our budget when actual bids are obtained, the architect or architect and CMAR are required to redesign and get the project's scope to align with the budget.

**Selected Firms:** The City has a thorough, objective process to select the best design team for each project. PMD works with the end users to conduct this established and deliberate selection process. The results are illustrated in the variety of highly qualified firms selected for the 34 major projects, during the time of the last three bond programs. In the course of these selections, the City saw over 109 unique design teams submit a total of 315 proposals. This was an average of 9 submissions per project. Of these 109 firms, 45 teams applied multiple times. The City selected 21 different design teams, or design build teams, for these 34 projects. There are a few design teams that have received multiple projects. This reflects their skills and expertise with a particular type of project, or in the case of fire stations, design of prototype facilities. Many different talented design and design build teams have been selected to meet the various needs of the City.

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#	Year	Project	Designer	Home Office	Project Office
1	2023	Far Northwest Library	HKS	Dallas	Fort Worth
2	2023	Fire Station 16	Komatsu Architects	Fort Worth	Fort Worth
3	2023	Fire Station 26	Komatsu Architects	Fort Worth	Fort Worth
4	2023	Fire Station 37	RPGA	Fort Worth	Fort Worth
5	2022	Forest Park Pool	Brinkley Sargent Wiginton Architects	Dallas	Dallas
6	2022	Stop Six Pool & Hub Community Center	Harrison Kornberg Architects	Houston	Dallas
7	2022	FWCC Expansion	TVS Design (with Bennett Partners)	Atlanta	Atlanta
8	2021	Future City Hall	BOKA Powell	Fort Worth	Fort Worth
9	2021	Sycamore Community Center	Elements of Architecture	Fort Worth	Fort Worth
10	2021	Far Southwest Library	HKS	Fort Worth	Fort Worth
11	2020	Northside Community Center	Muckleroy & Falls, Elements of Architecture (Design Build)	Fort Worth	Fort Worth
12	2020	Diamond Hill Community Center	GFF	Fort Worth	Fort Worth
13	2019	Northwest Community Center	Brinkley Sargent Wiginton Architects	Fort Worth	Dallas
14	2019	South Patrol Division	Callahan & Freeman	Kennedale	Kennedale
15	2019	Rockwood Clubhouse and Maintenance Facility	RJM Contractors, Elements of Architecture (Design Build)	Fort Worth	Fort Worth
16	2018	Eugene McCray Community Center Expansion	GSBS Architects	Fort Worth	Fort Worth
17	2018	Handley-Meadowbrook Community Center Expansion	GSBS Architects	Fort Worth	Fort Worth
18	2018	Fire Station 45	RPGA	Fort Worth	Fort Worth
19	2018	Fire Station 43	RPGA	Fort Worth	Fort Worth
20	2017	Como Community Center	HKS	Dallas	Fort Worth
21	2017	Eastside Library (Reby Cary)	KAI Enterprises	Saint Louis	Irving
22	2017	North Animal Care and Shelter Facility	PGAL	Houston	Addison
23	2017	Park Maintenance Facility	Quorum	Fort Worth	Fort Worth
24	2016	Sixth Patrol Division (North Patrol Division)	FPI Builders, GFF Architects (Design Build)	Dallas	Fort Worth
25	2016	Far North Library (Golden Triangle)	Perkins & Will Architects	Chicago	Dallas
26	2015	Municipal Court Facility Renovation	Art Weinman	Fort Worth	Fort Worth
28	2015	Silcox Animal Care and Control Facility	Quorum	Fort Worth	Fort Worth
29	2015	Fire Station 42	RPGA	Fort Worth	Fort Worth
30	2014	Holly Service Center	O'Connor Architecture	Fort Worth	Fort Worth
31	2014	Victory Forest Community Center	RPGA	Fort Worth	Fort Worth
32	2014	North Service Center	Quorum	Fort Worth	Fort Worth
33	2013	Evans Rosedale Community Center	Komatsu Architects	Fort Worth	Fort Worth
34	2012	Meacham Terminal Building	Hahnfeld Hoffer & Stanford	Fort Worth	Fort Worth

For any questions, please contact Steve Cooke, Property Management Director, or Brian Glass, Assistant Director.

**David Cooke**  
City Manager