

Wisconsin Society of Architects  
September 1987

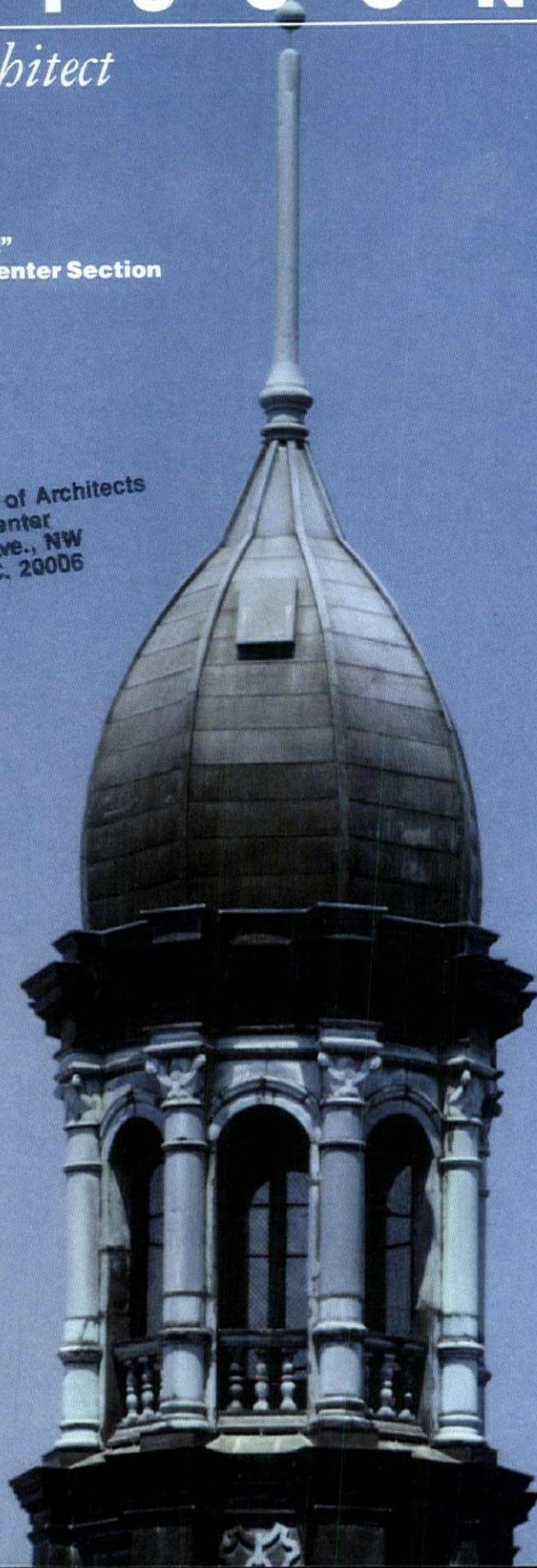
# W I S C O N S I N

*Architect*

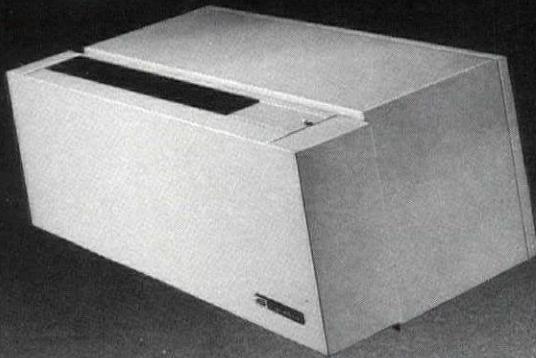
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# W I S C O N S I N

## Architect

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Cover: North Tower, Milwaukee City Hall  
(as seen from the Bell Tower)

Photographer: Eric Oxendorf

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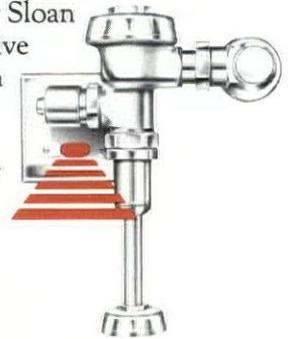
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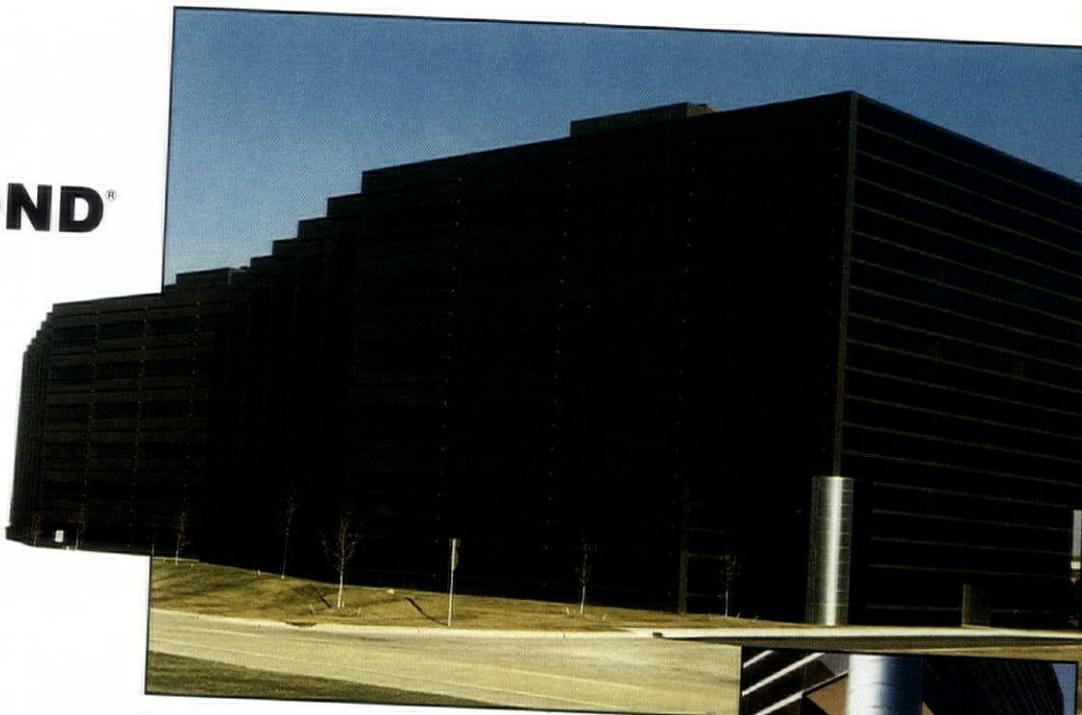




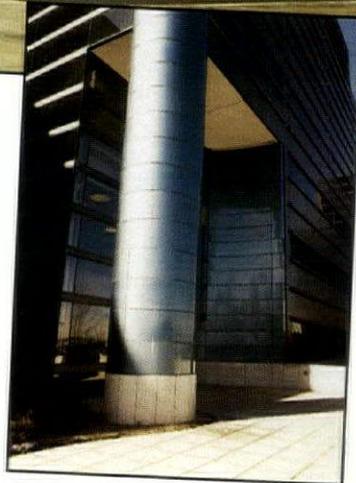
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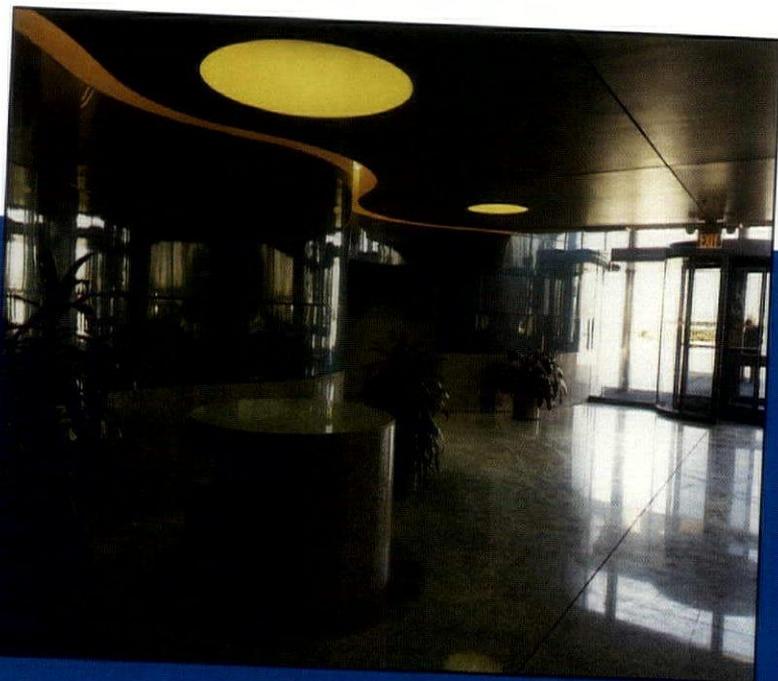
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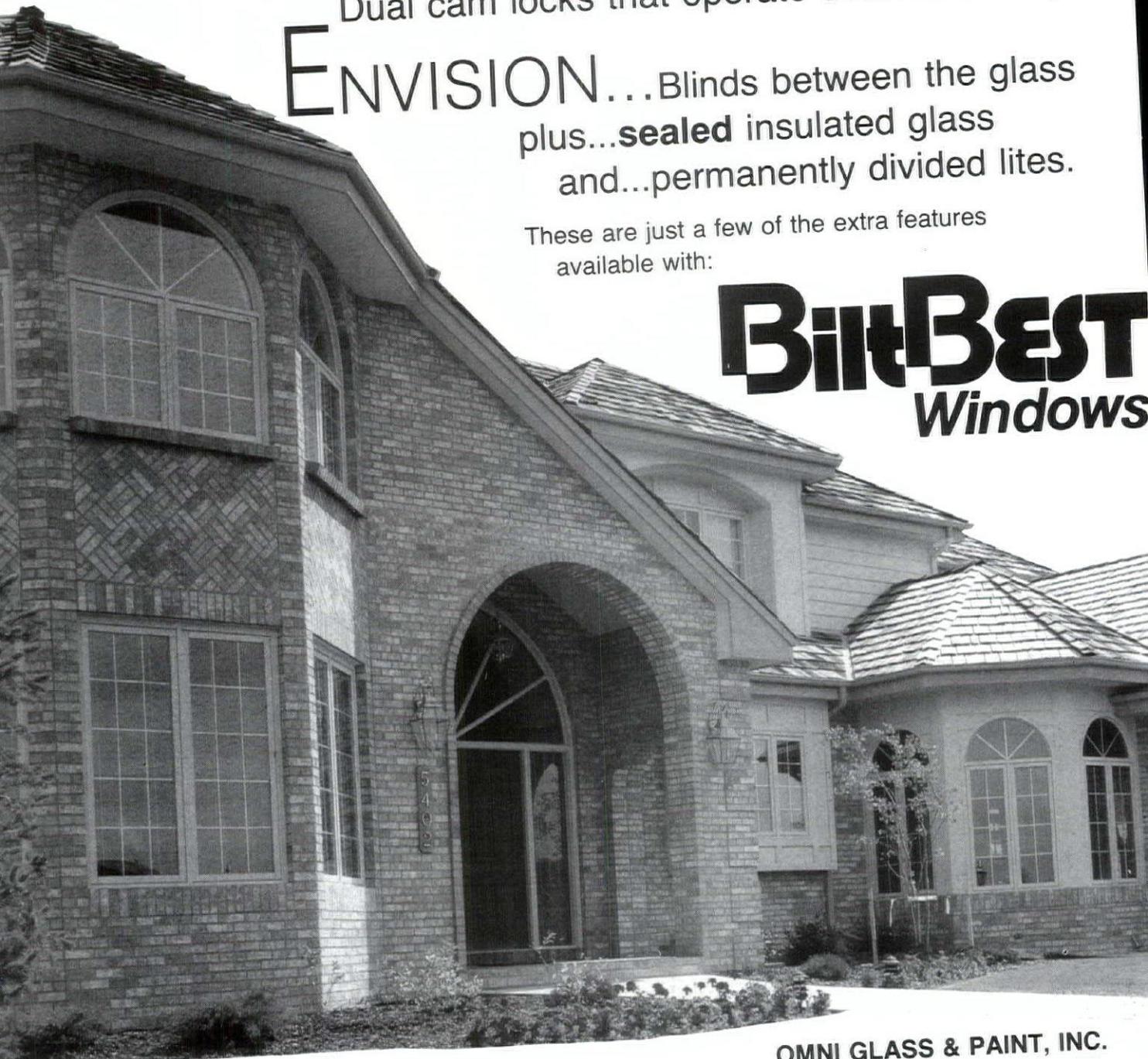
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### **The QBS process has**

*Through its Qualification Based Selection or "QBS" program, the Wisconsin Society of Architects*  
**proved to save time and**

*(WSA) has provided assistance to over 200 public owners in establishing a process for selecting a*  
**money for both the owner**

*qualified, competent and compatible architect to provide the professional services required. These*  
**and the architect.**

*services include feasibility studies, programming, site analysis, design services, construction documents and construction administration.*

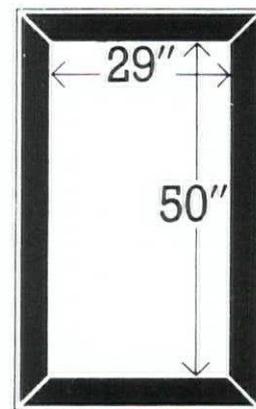
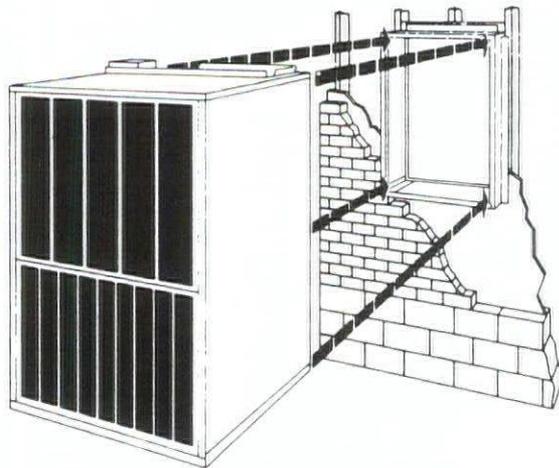
*The WSA has an experienced individual on staff whose specific responsibility is to serve as an independent facilitator and assist owners in establishing a rational selection process based on qualifications and competence. This service is provided at no charge to the owner. The QBS process has proved to save time and money for both the owner and the architect.*

*It is recommended that public owners review and retain the booklet "Selecting Your Architect" found in the centerfold of this issue of the magazine. It outlines the QBS process recommended by the WSA for selecting an architect. Contact the WSA for any assistance. This public service is provided in a timely manner, with enthusiasm and a sincere desire to assist public owners in obtaining the best possible architectural services for their building projects.*

*The pages that follow demonstrate the type of work that Wisconsin architects have provided for school districts, cities, villages, towns, counties and other public owners. These projects are presented with pride in the product and respect for the owners.*

*William M. Babcock  
Executive Director, WSA*

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*Project*

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*Location*

**Madison Area Technical College**

**Flad & Associates**

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**Madison, Wisconsin**

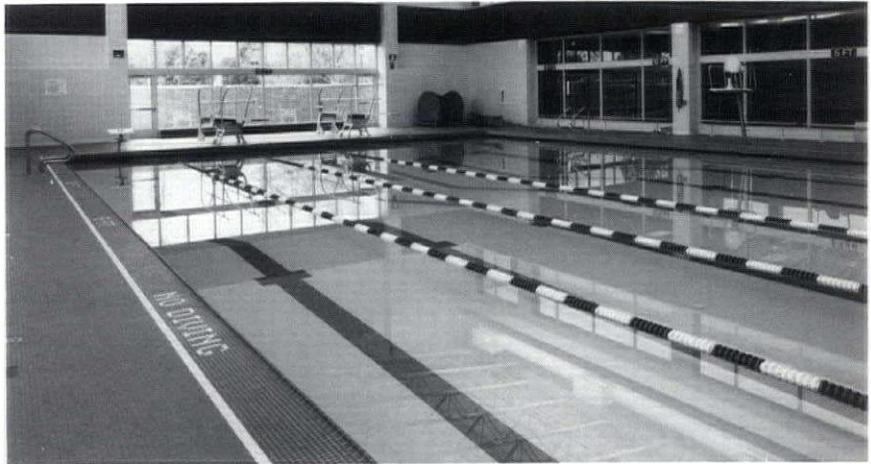
Flad began working with MATC in site selection and completed a long-range master plan for the school. The campus serves as the central educational facility for a multi-county area in south central Wisconsin. More than 25,000 students attend classes annually.

The 790,000 square foot Madison Area Technical College (MATC) was completed in the fall of 1987. Design and construction of the new campus was accomplished under an accelerated fast-track schedule. The project was completed six months ahead of schedule and under budget. Early in the planning process, MATC expressed the desire to house all of the diverse educational activities of eight major departments under one roof — everything from music and the arts to diesel mechanics. Typically, technical

colleges have many separate buildings that house the different trades and disciplines offered as part of the curriculum. As a result, a flexible building was designed, one in which spaces would accommodate different functions, not become obsolete with the development of new technologies and accommodate expansion at a later time.

Few technical schools offer the athletic and recreational facilities provided at the new MATC campus. The MATC site was generously landscaped and designed to encourage outdoor activities. The site includes large courtyards, walkways, benches, and outdoor terrace areas.

*Photography: Joe Paskus*





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*Project*

*Architect*

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*Location*

**Havenwoods Environmental Awareness Center**

**Donohue, Engineers & Architects**

**Platt Construction**

**Milwaukee, Wisconsin**



At the Havenwoods Environmental Awareness Center, form and function mesh to create a warm and inviting learning laboratory. The 9,600-square-foot facility is located in the Havenwoods Forest Preserve and Nature Center in Milwaukee.

Donohue's passive solar design, chosen in a design competition sponsored by the Department of Natural Resources, integrates functional spaces for people with maximum use of sunlight through passive solar heating, daylighting, and other environmentally sound technologies. Earth sheltering is another distinctive feature. Visitors to the center can see how each of these techniques relates to the whole facility.

The building received the Governor's Energy Award from the Wisconsin Department of State Energy for its innovative energy use.

Completed in early 1987, the Center houses exhibit areas, an auditorium, classrooms, administrative offices, work spaces, indoor and outdoor eating areas, and a library.

*Photography: Ed Putnam*

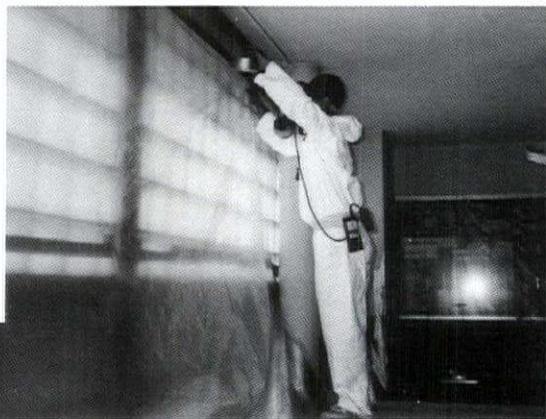
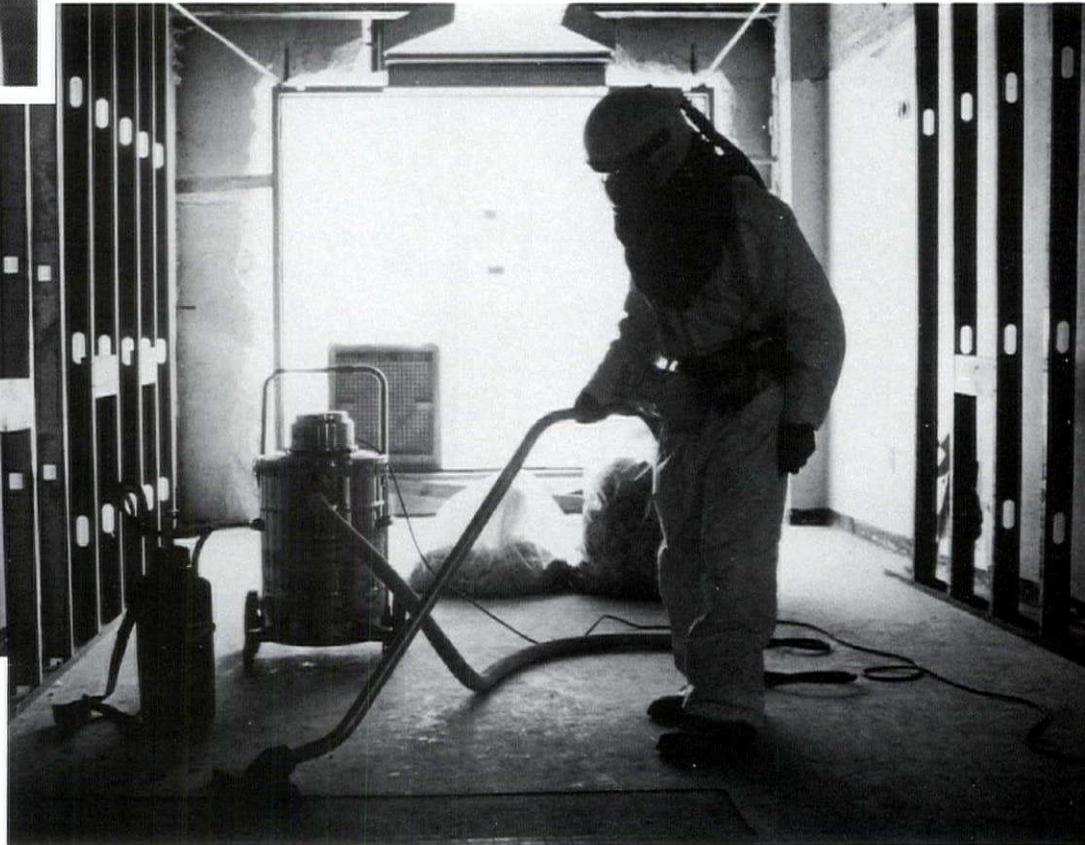
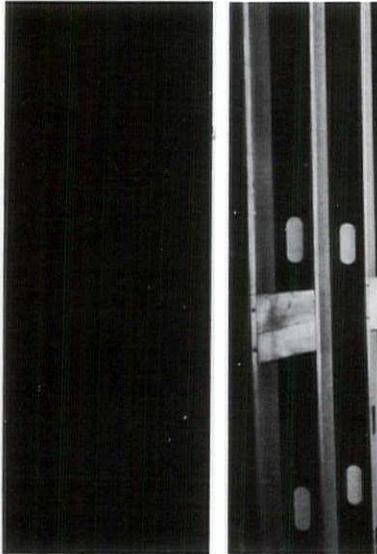
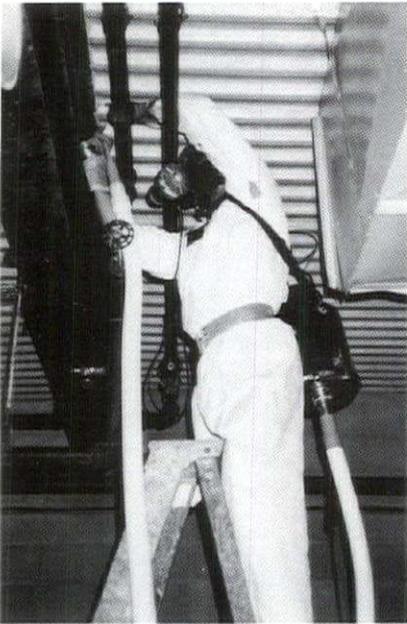


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*Project*

**Boyceville Community Center**

*Architect*

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**Len Stephan Construction**

*Location*

**Boyceville, Wisconsin**

Boyceville's Young at Heart Club, a group of active senior citizens, had been meeting in the basement of the Village Hall.

The location had several inherent problems. Some seniors had difficulty negotiating the steps. Parking was limited. The need for more room served as the impetus for the construction of the new Boyceville Community Center.

It has become the focal point of community activities. Youth groups, organizations, school and private groups use the building for meetings, instruction, and events.

The Center was constructed on Village property. An above-ground reinforced concrete structure within the wood frame, brick veneer building serves as a storm shelter.

In response to the Village's concern, the building exterior is maintenance free. Construction details include a heavily insulated roof and other features to make the building as energy efficient as possible while staying within the design/construction budget.

*Photography: Cedar Corporation*



*Project*

*Architect*

*General Contractor*

*Location*

**Medford K-5 Elementary School**

**Bray Associates - Architects, Inc.**

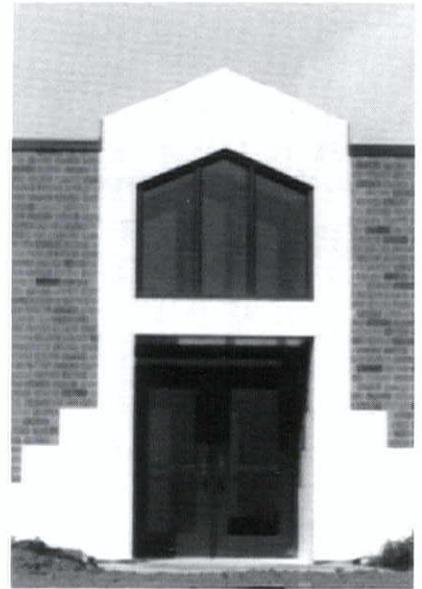
**Steel Structures, Inc.**

**Medford, Wisconsin**

The new school is an L-shaped structure with offices, commons-cafeteria and gymnasium located in the central core for easy access and utilization by all students. The commons-kitchen and varsity-sized gymnasium are segregated to provide access for dual educational and public use. Primary grades (K-2) are located in one academic section with special education and media room forming core area. The other academic section accommodates grades 3-5 with instructional materials center, art and other specialized areas located at the core. All core areas are air-conditioned. The facility includes a full service production kitchen which handles the baking needs for the entire district's lunch program.

The interior features quality materials throughout with a generous use of natural oak in the IMC and commons areas, interior brick corridors with colorful acoustic carpet over the lockers, earth tone terrazzo corridor floors, carpeted classrooms and parabolic light fixtures. The use of exterior stone trim at windows and pitched roof entrances — reminiscent of school design in the past — becomes a significant symbol for the children beginning their educational experience.

Building costs totaled \$3.3 million or \$35.65 per square foot.





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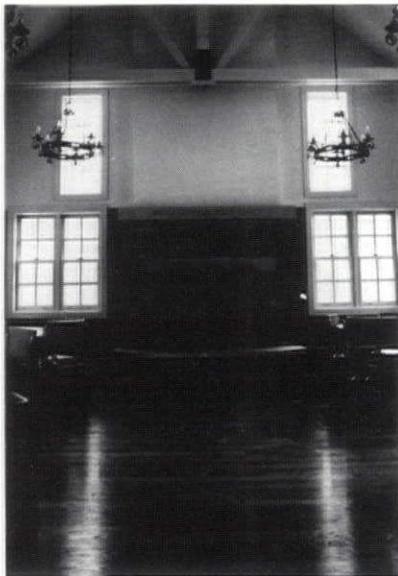
*Project*

*Architect*

*Contractor*

*Location*

**Ross Lodge, Whitnall Park**  
**Hoeh Schroeder Piwoni, Inc.**  
**Maier Construction, Inc.**  
**Greendale, Wisconsin**



The Park People of Milwaukee County sought to improve a turn of the century farmhouse in Whitnall Park to better facilitate youth organizations who use it as an overnight lodge. They raised the necessary funds for the project, the majority of which was contributed by the Ross Foundation. Symbolic recognition of this generous gift was requested.

The building shares a beautiful wooded site at the crest of a hill with another small farm outbuilding. The architect advised the client that much could be accomplished within the existing footprints of the two structures.

Relocating interior walls provided larger, naturally lit rooms functionally and symbolically appropriate for a small public Lodge. In the new Great Room the social atmosphere is enhanced by the two story open trussed volume and natural fieldstone fireplace.

The new ceremonial public entrance court is defined by rustic totem like poles where a perched golden eagle welcomes visitors. The building opened in November of 1986.

*Photography: James Piwoni, AIA*



*Project*

*Architect*

*Contractor*

*Location*

**Howe School**

**Foth & Van Dyke**

**George Hougard & Sons**

**Green Bay, Wisconsin**



Built in 1912, Howe School was a definite asset to Green Bay's prominent Astor neighborhood but the school had deteriorated over time and needed to be upgraded.

Extensive renovation of the 42,585-square-foot school with 25 classrooms took place while the 700 students were enjoying their 1986 summer vacation. With energy conservation and building comfort an important focus of the project, renovation included replacing the 200 original windows with new, smaller energy-efficient windows. The

windows, new heating and ventilating systems and new insulation have dramatically reduced the school's energy bills by 50 percent.

Lightweight concrete floors replaced the original wooden floors and were covered with carpet or vinyl. Renovation cost \$921,500, or \$21.64 per square foot, about half the cost of new school construction in the area, and added 50 years to the school's lifetime.

*Photography: Paul Mickle*





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Project

Architect

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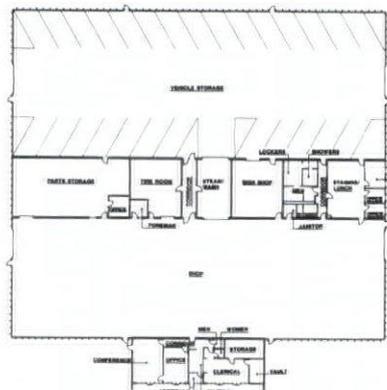
Location

**Dunn County Highway Shop**

**Seymour Davis Seymour Architects-Engineers, Inc.**

**R. J. Jurowski Construction, Inc.**

**Menomonie, Wisconsin**



The need to replace existing outdated buildings and to centralize highway department functions into a single facility served as the key reasons for Dunn County's decision to build a new highway shop facility.

Prior to the building program, the Dunn County Highway Department's administrative operations were housed in the County Courthouse several blocks away from the crews and equipment.

The design solution was a 45,000 square foot facility located on a spacious site at the outskirts of the City of Menomonie. The new building includes a 43,000 square foot shop and

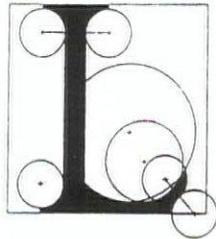
a 2,000 square foot highway department office area. The shop consists of a large equipment maintenance and vehicle storage areas separated by facilities such as the employee lunch and locker rooms, parts department, tire department, and foremen offices.

The design of the pre-cast concrete and masonry building was "fast tracked" over a short ten week period to take advantage of an early construction market and to assure an early summer construction start.

*Photography: Christoffersen Photography*



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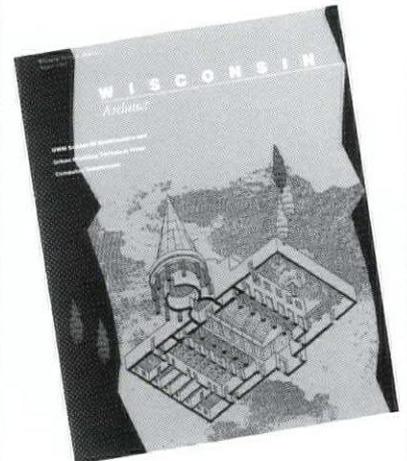


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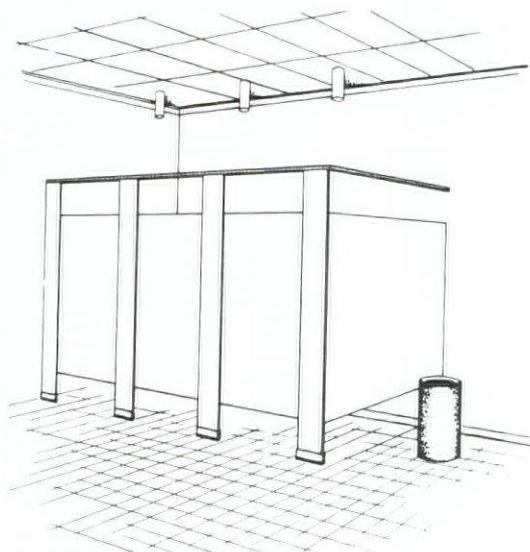


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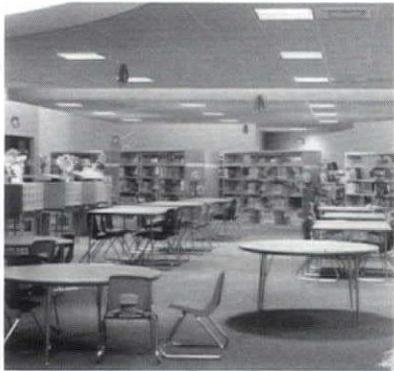
*Project*

*Architect*

*General Contractor*

*Location*

**Horizons Elementary School**  
**The Stubenrauch Associates, Inc.**  
**Howard Immel, Inc.**  
**Appleton, Wisconsin**



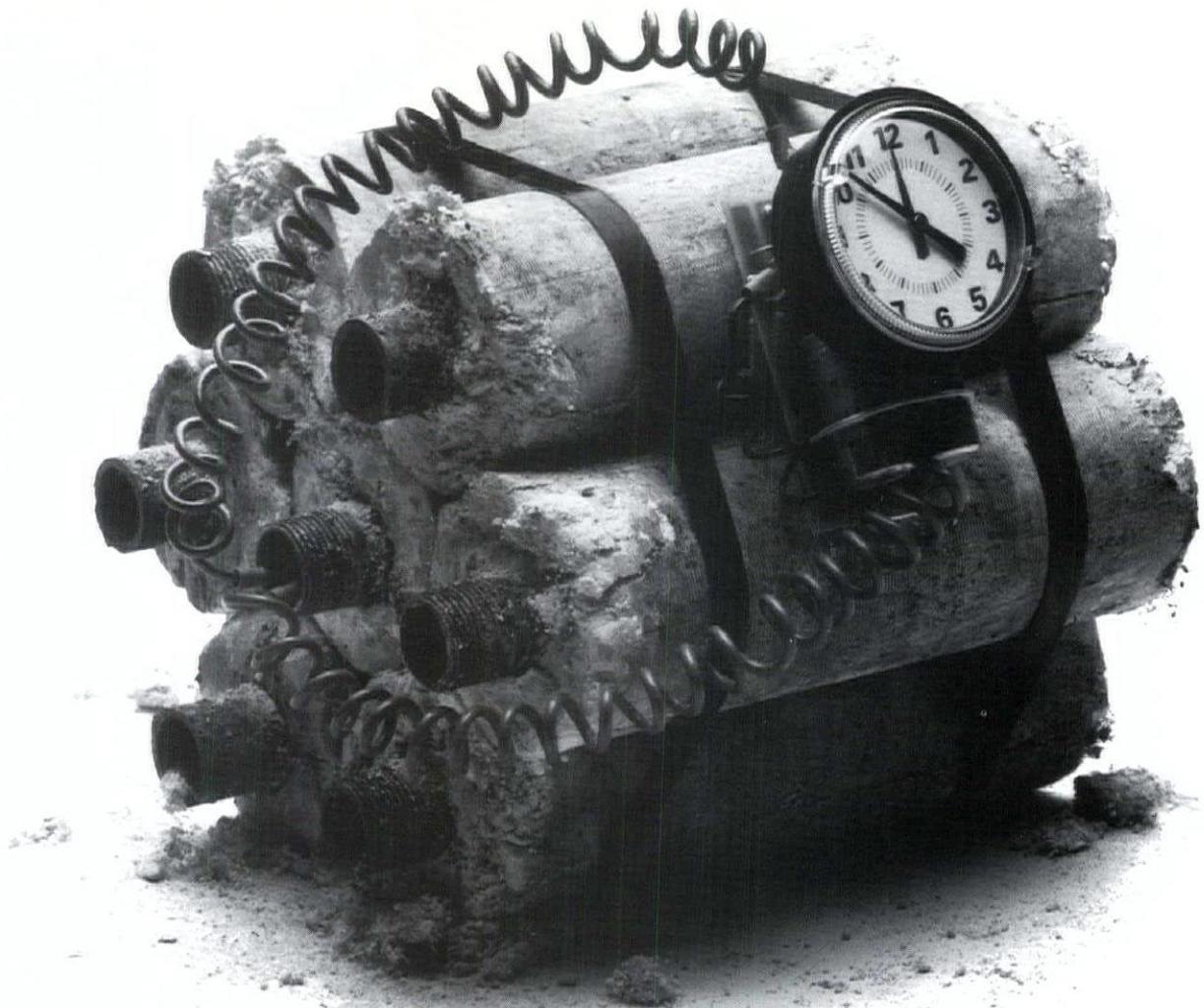
The wooded site for the new school is part of a city park which allows for the shared use of facilities. Physical education facilities were designed to accommodate an active adult recreation program in the evenings and yet have the remainder of the building secure.

The layout has isolated the noisier physical education and music activities from the academic areas. The I.M.C. is the heart of school and is located at a mid level between the 1st and 2nd floor classrooms which wrap around the I.M.C. The facility was designed

to incorporate an IGE educational program and still be flexible enough to allow conventional teaching methods.

The school is designed as a model of applied solar technology, combining the use of solar attics and modified trombe walls to collect solar energy and transfer it to the interior for space heating. The systems provide a living lab which exposes the students to valuable technology which will be part of their future.





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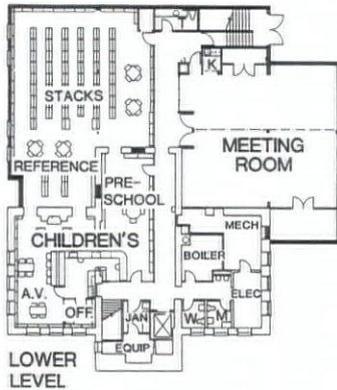
*Location*

**Baraboo Public Library Expansion**

**Strang Partners, Inc.**

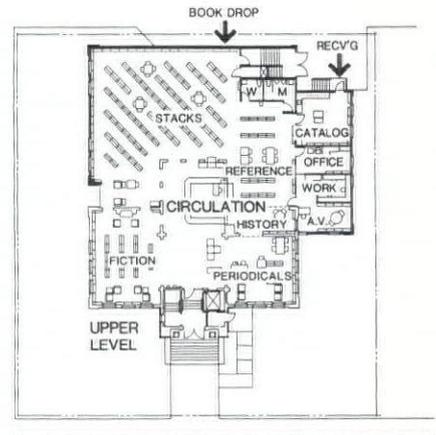
**Construction Concepts, Inc.**

**Baraboo, Wisconsin**



One of Wisconsin's most beautiful Carnegie libraries was transformed into a modern facility geared toward the library needs of the 21st century through a major remodeling and addition program. Almost tripling in size, the library features full integration of existing and new spaces into a single, highly functional plan.

The design completely integrates the new addition to the existing building through careful material selection and detailing. It creates a warm and inviting interior while providing for a highly centralized circulation desk with visual control over the main entry, the general/special collection areas, reading areas, restroom facilities and the new elevator. Particular attention was paid to replicating (wherever economically practical) exterior and interior details. Matching the existing brick's unusual size, color and texture characteristics was a challenge.



*Photography: Charles McEniry*



# ARCHITECTURAL PHOTOGRAPHY



**ERIC OXENDORF**

1442 N. FRANKLIN STREET  
MILWAUKEE  
414-273-0654

*Project*

*Architect*

*General Contractor*

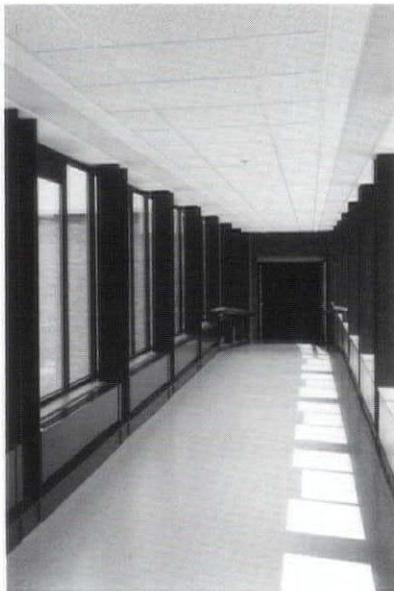
*Location*

**UW Center - Manitowoc County**

**Somerville Associates**

**Jim Pankow, Inc.**

**Manitowoc, Wisconsin**



The addition to the existing facilities at the UW Center - Manitowoc County is a two-story structure of 34,000 square feet.

The addition is designed as a separate building set into the hillside and connected to the existing building by a second-level pedestrian bridge. This configuration was chosen for both aesthetic and economic reasons. The design gave the campus a more collegiate atmosphere with pleasant pedestrian circulation and it reduced site reconstruction costs for utilities and roads.

The exterior of the addition blends with the existing building in color and composition. The vertical window treatment reflects the vertical slot windows used as a design element in the existing buildings. The total complex, linked by the connecting bridge, presents an image of low horizontal buildings that reaches from the hillside toward Lake Michigan.

*Photography: Photodynamix*



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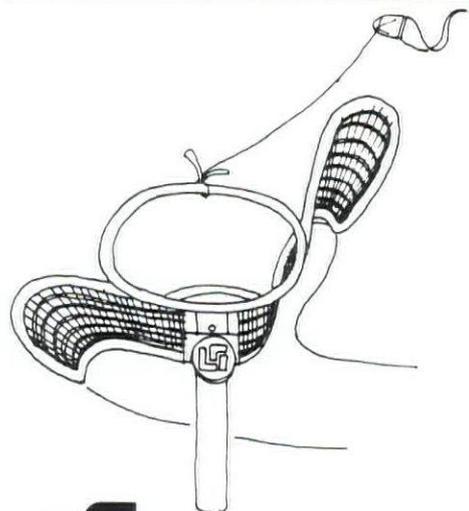
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# YOUR BUILDING PROJECT

When public officials undertake a building project, whether it's erecting a new building, remodeling or expanding an existing building, creating a city park, or any number of other public improvements - the selection of an architectural firm is one of the most important events in the process. That's because the architect's performance influences the entire course of the project - financial, feasibility, appropriate public response, design, functional efficiency, construction costs, operating costs, and maintenance costs during the facility's life.

Many public owners struggle with the method that should be used in identifying and hiring an architect. While there are several, one basic difference between selection methods is whether or not the fee charged by the architectural firm should be the primary criteria for selection as opposed to the compensation being one consideration along with other factors such as competence, qualifications, experience, staff, location, and compatibility. Public and private owners have found that choosing an architect on the basis of qualifications, and not solely on the basis of fee, best suits their needs and enhances the relationship and team effort. Why? Read on!

This booklet is meant to assist you, the public owner, in understanding why Qualification Based Selection of architects is in your best interest and that of the public you represent!

As a public service the Wisconsin Society of Architects (WSA) offers the services of its QBS Facilitator at no cost to you the owner. The Facilitator is available as a resource to you regarding information on establishing a selection process and providing general information on what an architect can do to assist you with your specific project requirements.

# FINDING THE BEST ARCHITECT

Choosing the right architect for your project is as important as choosing the right doctor, lawyer or accountant, maybe more so.

For many owners, the investment in their buildings is the largest investment they will make. Selecting the proper architect, who will guide that building from concept to completion, is crucial and should be made with time and care.

The following is the method endorsed by many public and private owners and recommended by the Wisconsin Society of Architects (WSA).

## 1 IDENTIFICATION AND REQUEST FOR QUALIFICATIONS

Directories of architectural firms are available from the WSA office to help you identify compatible firms. In addition, the announcement of the proposed project should be made in an official publication and in the general press. A Request for Qualifications (RFQ) typically includes an indication of the type of project to be designed; the scope of services required; budget and time constraints; evaluation criteria; the form in which statement of interest and qualifications are to be submitted; and the submittal deadline. Samples are available from the WSA office.

## 2 SUBMITTALS

Receipt of submittals made by interested firms is the next step in the process. To simplify the task of comparing the relative qualifications and experience of various firms, many owners have adopted the use of a standard form for architects to use in providing this information. Copies of this form are available through the Wisconsin Society of Architects in Madison.

These forms provide an overall profile of the firm including size, experience, volume of business and area of specialization, if any. Forms submitted in response to the RFQ for a specific project, generally describe the firm's experience with projects of similar type and scope, and the special expertise of personnel who would be assigned to the project. The owner may request the architect to provide additional detailed information in specific response to the request for proposal, including references.

## 3 EVALUATION

Evaluation of submittals is the next step in the selection process. Evaluation criteria generally include relevant experience and specific expertise; performance references on previous projects; qualifications of consultants and staff; availability of key personnel; and, current and projected workloads that would affect the firm's ability to perform the required work on schedule.

The purpose of this preliminary evaluation is to select a manageable number of firms for personal interviews. The number of firms to be interviewed depends in part on the size, scope and complexity of the project, the number of qualified submittals and also on the time available to complete the selection process.

Great care should be taken to insure the ability of prescreening panels to select the best firms to be interviewed for specific projects. The final selection can only be as good as the original screening.

Since each firm should be given sufficient time – usually 45 to 60 minutes – to present its qualifications and since interviews may represent a considerable investment in travel and/or the commitment of time for the firm's personnel, only those that appear qualified to take on the project should be interviewed. Prescreening to limit the number of interviews to five or fewer is clearly to the advantage of the client as well.

Those firms invited to interview should be given as much advance information as possible about the project, the size and makeup of the interviewing panel, allocation of time for presentation and for a question/answer period, which is very useful to both the owner and the architects.

#### **4 SITE VISITATION**

It is recommended that for the short listed firms a site/facility visitation be scheduled. This should take place at least two weeks prior to the interviews to allow the architects to observe the situation and ask questions before they finalize their presentation for the interview.

#### **5 INTERVIEWS**

Interviews are conducted after the evaluation process has identified those firms (3-5) with the appropriate experience and qualifications for the project. The interviews provide an opportunity to compare the different approaches to the design process and interpretations of the specific program, but do not expect sketches of your project. Preconceived designs are not applicable to most building programs. Interviews also allow for the comparison of the personal styles of each firm's managers and key personnel — an important consideration, since the firm selected will be closely associated with the client's staff over a period of months or years. For that reason, clients frequently request that key personnel who would actually be assigned to the project appear at the interview.

#### **6 RANKING**

Ranking of the top firms to identify the best qualified firm is the next step. Ranking criteria might include such items as design ability and experience of the firm, demonstrated interest in your project, conveyed understanding of the unique requirements of your project, relevance of previous projects presented during the interview, availability of key personnel, schedule and budget performance on previous projects.

Discussions with the top-ranked firm then follow to confirm its ability to perform the necessary work, on time, within budget and at the expected level of quality and further refine performance requirements.

#### **7 ARCHITECT COMPENSATION**

Some owners mandate the method of compensation such as a percentage of construction costs, hourly rates, lump sum or some other formula. However, it is important to understand that design professionals base their compensation on their anticipated direct and indirect costs for providing the anticipated services, plus a normal profit margin. Thus, if the fee requested by the top-ranked firm is higher than the amount the client can or will pay, it is reasonable and proper to review the scope of services to determine whether all the services requested are in fact necessary. If agreement on the scope of services and compensation cannot be reached, negotiations with the first-ranked firm are formally terminated, and the owner enters into negotiations with the firm that was ranked second and repeats the process.

#### **SUMMARY**

The procedure outlined above is typical of the selection methods that have been adopted by many government agencies and local jurisdictions. We recommend that all public owners adopt a formal selection procedure.

# ARCHITECT SELECTION FOR PUBLIC CONSTRUCTION PROJECT

by Anders C. Dahlgren

Public Library Construction and Planning Consultant  
Wisconsin Department of Public Instruction

The selection of an architect is a crucial decision in any construction project. For a public construction project, the choice can become a highly charged issue. The board or committee charged with the authority to make that decision, after all, is obligating public funds and there will certainly be pressure to make that decision responsibly. Political pressures may become a factor as well. How should a board select an architect?

There are three basic methods for choosing an architect: direct selection, design competitions, and comparative selection.

**Direct selection** can be as simple as it sounds. An architect is identified and a contract signed. This method is more often used for small or private projects. On the other hand, the municipality may retain an architect or have an architect on staff to design municipal projects, and in that case there may be little choice but to work with that individual.

**A design competition** is a much more complex selection method. In brief, a client invites a limited number of architects (or may open the competition to any interested firm) to prepare a design based on a written building program statement. A qualified jury selects the design from among the submittals. A design competition may appear to remove the client from the selection of a design, and it may be a more costly selection method, but a well-managed competition can produce a wider variety of design solutions than any other method. This does not even begin to describe the complexities of a well-run competition. Further information can be obtained from the American Institute of Architects.

**Comparative selection** is the most common means of architect selection for public construction projects. This process begins with the identification of a number of firms that may be capable of completing the commission and progressively narrows the field until one primary candidate remains.

The first step is the identification of potential candidates. Look at other buildings of similar size and type in the vicinity. If a police building is being planned, look to other police buildings in the area. Identify those that appear to be especially successful. Find out what firms designed those buildings.

Don't necessarily limit this search to structures of the same type. It may be worthwhile to consider the designer of a nearby office building if that structure represents a creative design solution for a challenging site, or if it creates an ambiance appropriate to the project at hand, and so on.

Contact area professional organizations for assistance. The Wisconsin Division for Library Services, for instance, maintains a non-selective, non-comprehensive list of architectural firms with library design experience in Wisconsin.

When several candidates for the commission have been identified, a questionnaire is sent to each firm. It should ask for a list of recently completed projects and projects in progress. Each firm should specify the number of staff they employ and their areas of specialization and expertise. Each firm should be asked to describe their perception of the architect/client relationship and how they approach their role in monitoring construction progress. In addition, firms can be asked to relate their performance and accuracy in estimating construction costs.

The responses should be evaluated and the field narrowed to five to seven firms. Visits to these firm's recently completed projects

or discussions with their clients may serve to narrow the field further.

The next step is to schedule interviews. The finalists are invited to make a presentation of their qualifications to the board or the selection committee. If a written building program statement has been prepared, it can be helpful to forward a copy to each firm and ask them to identify what they perceive to be major design concerns.

The interview can be used to continue to explore each architect's approach to design, each firm's performance in terms of bringing projects in on time and within budget. Verify which individuals in the firm will bear what responsibilities at different stages of the project. Take the opportunity to define just how the architect's fee is determined, and what services are included in the fee. Discuss other pertinent experience, focusing on prior work for public clients, and experience with the law relating to public bidding.

Allow about one hour for each interview. Leave plenty of time for questions following the initial presentation. Provide a screen and a projector in case an audiovisual presentation is made. Schedule 15 to 20 minutes between interviews to compensate for the possibility of extended questioning and to allow the next candidate time to set up.

As each interview is evaluated, consider the architect's communications skills. Like many professional relationships, the success of the architect/client relationship relies on the ability of both parties to communicate clearly, directly and perceptively. Also consider the architect's demonstrated design ability.

Both of these elements should be placed before consideration of an architect's fee. The fee should not become an overriding factor in the selection process. Under routine circumstances, the range of fees among candidates should be relatively limited, and certainly when taken as a percentage of the overall project cost the differential between the lowest fee and the highest fee is likely to be negligible. The board or selection committee is far better off paying a higher fee to secure the services of a firm they have confidence in, rather than trying to save a few dollars on professional fees.

Similarly, exercise caution if a firm offers to perform any services at no charge or at a highly reduced rate. Here, as in so many other matters, the buyer must beware, because too often you do get what you pay for.

Based on the information gathered, the selection committee should then come to a consensus about its primary choice and negotiate a contract with that firm. The American Institute of Architects can provide a sample form of contract between architect and client. The contract should be examined and approved by the municipality's legal counsel before it is signed.

As an aside, it can be useful to include in the contract a provision that requires that architect to return one year after the new building has been occupied to conduct a post-occupancy evaluation of the structure. Both architect and client can learn from that review.

With a contract in hand, the architect and the client are able to sit down to the challenge and rewards of designing a new building and watching those hopes, dreams and wishes become a reality.

# ARCHITECT SELECTION BY WISCONSIN SCHOOLS

by Richard D. Peterson

School Administration Consultant  
Wisconsin Department of Public Instruction

It would be difficult to find a more naive building owner than an elected school board. This is not to demean Wisconsin school board members, who are truly sincere and dedicated people, but to recognize that they come from all walks of life for an often short term of service as a board member.

Drawn to board membership by an interest in the education of our young people, it should not be surprising to find these citizens more conversant with matters of curriculum and methodology than with bricks, mortar and contracts. Nevertheless, Wisconsin code (ILHR 50.07) requires that school buildings be designed by an architect, and Wisconsin Statute (s. 120.13) assigns to the school board the power to select and employ design professionals.

The process of providing new or altered school facilities is discussed at length in texts and professional journals. Covering the time from recognition of need to building dedication, these articles support a surprisingly consistent series of steps. A survey/study to determine the need and alternate methods of satisfying that need is the common first step. While architects may be employed to provide support information, most of the literature stresses the educational nature of this step.

Probably the most misunderstood step in the whole process is that of drawing up an educational specification for the work to be done. Prepared by the school administration and staff, this document sets forth the **educational** requirements to be met by the physical changes to be made. Answering the questions of **what** is to be taught (curriculum) and **how** it is to be taught and to **how many at a time** (methodology), the educational specification should be the document used by the architect in developing the building program.

Properly done, the educational specification should contain no references to the physical size of any teaching space. Any mention of "square feet" should be stricken from the report. Even mention of the shape of a teaching space should be restricted to the minimum necessary for the desired methodology.

Enter the architect! It will be the responsibility of the design professional to translate the educational specification (whether written or verbal) into a workable physical design and to direct the building program through its entire course to the end of the warranty period.

During the entire association, the architect must be, and must be **seen as** the representative of the school board. This relationship can only exist in an atmosphere of mutual understanding and trust. The architectural selection process and the resulting contract will both play a large part in determining whether or not there is to be a good working partnership.

The architect's relationship to the board of education ranges somewhere on the board spectrum from "AGENT OF" to "VENDOR

TO" and the basis of the architect's selection will range somewhere on the equally-broad spectrum from "QUALIFICATIONS" to "PRICE".

If both sides are truly interested in the architect as agent, they will both recognize the necessity of selection being made on the basis of qualifications. Every inch that the selection criteria moves toward price makes the architect a little bit more of a vendor and less an agent.

The process of architectural selection should then follow a fairly simple outline:

**Expression of mutual interest.** This may include a public announcement by the board soliciting contact from design firms.

**Preliminary screening.** This is usually accomplished by mail, with the board narrowing its choices to a few (3?) architects by use of a screening questionnaire or by examination of general data sent by the architect.

**Final selection interview.** It is important at this critical point that both sides must be careful to avoid any semblance of a bidding competition. It is here that the school board's lack of previous experience in such matters may well make them lose sight of the long range value of a trusting agent relationship in favor of a relatively few dollars saved on the professional fee.

**Fee negotiation.** At this time, the board meets with its first choice to decide on the fee basis and size. Only if the board cannot come to an agreement with its first choice does it break off that negotiation and turn to the second choice.

The fee basis for school architectural services in Wisconsin has traditionally been a percentage-of-contract. While this is easy to determine and should compensate the architect in proportion to the work required, it is also the cause of the most common complaint made against architects by school administrators, school boards, and taxpayers in general.

Percentage-of-contract fees leave the architect open to suspicion (and sometimes open accusation) that the choices of design, construction method and materials were made to enhance the fee rather than to the benefit of the school district.

While neither side is well acquainted with a fixed-dollar fee, it would be well to investigate this fee base at the time the scope of the project becomes clear.

We can probably never get away from the truism that "In business, the level of ethics is directly proportional to the square of the economic well-being of the parties involved." When money and work are scarce, school boards will invite, and architects will offer, cut-rate deals.

An understanding of the nature of the agent role of the architect should, however, reduce price bidding to a minimum.

# ONE ON ONE

## A WSA PUBLIC SERVICE PROGRAM

Since this booklet was first published in September of 1985, the WSA has had over 200 responses to its offer of assistance, advice and counsel from owners who wanted help in establishing an objective, sane, and competent method for selecting an architect. While there are many similarities in the desires of these owners, the WSA has found that each owner has unique needs and particular concerns which must be integrated into the selection process that the owner evolves in attempting to find the architect who can best serve the owner's requirements.

Recognizing the uniqueness of each owner's situation, the WSA has developed a variety of useful documents and, more important, has engaged the services of an experienced and qualified facilitator/counselor to assist owners in developing their individualized selection methodology. This service is offered, without charge, to any owner interested in developing a selection methodology for their professional design needs.

What does this service entail? The WSA's QBS Facilitator will work with you over the telephone, through the mail, and by meeting with you "one on one." The Facilitator will provide information, answer questions and actually develop a draft set of selection materials based on your specific needs.

Give us a call to see if we can help. If you want the names of schools, counties, towns, churches, or other groups that we have successfully worked with . . . we'll be happy to supply them.

Let us go "one on one" with you in developing a competent selection process for your building needs.

For more information call the office of the Wisconsin Society of Architects (608) 257-8477 or 1-800-272-4483.

# CASE STUDIES

## Comments from Public Owners on Qualification Based Selection

Over the past two years, the Wisconsin Society of Architects has assisted many Wisconsin school districts and local governments in establishing a rational and objective process for selecting an architect for their building projects on the basis of qualifications, competence and compatibility. The WSA has received very positive feedback from these public owners who have utilized our Qualification Based Selection (QBS) process.

With the assistance offered as a public service by the WSA, public owners in Wisconsin have found that the QBS process saved them time and money in the selection of an architect and, perhaps more importantly, resulted in the selection of the most qualified and capable architect for their particular building project. The following excerpts from recent letters received by the WSA are illustrative of the positive results public owners have had by utilizing the QBS process and the unique implementation assistance provided at no cost by the WSA.

### LARGE SCHOOL DISTRICT

"This letter is a brief review of the selection process that the Wausau School District used to employ an architectural firm for the Grant Elementary School remodeling project. We followed your recommendations very closely and were extremely satisfied with the results. The steps of the selection process were as follows:

- Identification of the original list of 12 firms from previous district interviews, recommendations from the Department of Public Instruction, and other local sources.
- Telephone interviews with the references from the firms on the original list to narrow the field to four firms.
- Narrowed the field to four firms through the use of telephone interviews with references, analysis of the firm's statement of qualifications, and information from other sources knowledgeable of the firm's capabilities.
- The firms to be interviewed were given a schedule of interviews and a list of the interview criteria to assist them in preparing for the interview.
- The four interviews were held the same evening with each firm given a 45 minute time allotment.
- The Board members reviewed the interviews and selected the firm the same evening while the interview information was still fresh in their minds.

The Board of Education members were very pleased with the four firms interviewed and felt that the process was very successful. They are extremely pleased with the firm selected and have a very positive attitude toward working on the project with the new firm.

I personally would like to thank [the WSA] for spending the time and effort to develop the process for us and we recommend that any school district faced with employing an architectural firm follow the same procedures."

John W. Sandberg  
Assistant Superintendent for Business Services  
Wausau School District

### COUNTY BUILDING COMMITTEE

". . . thank you for your very valuable assistance in the preliminary work of choosing an architect.

You have changed the concepts of architects held for years by the County Supervisors on the Committee. Committee members have told me they had always received bids by architects for a specific project, and then picked the lowest bidder.

Hopefully, the educating you did will be used in future projects and architects will be chosen on the basis of qualifications rather than [solely on] cost.

Thank you again for your willingness to give time, patience and humor in assisting us to choose a suitable architect. We would not have done any of the preparation as intelligently without you."

Charlotte J. Williams, Chair  
Human Services Building Committee  
Sheboygan County

### SMALL SCHOOL DISTRICT

"Just a brief note to let you know how pleased we are with the Architect Selection Process which you supplied. By following your guidance, the process went smoothly and did, we feel, afford us an excellent procedure for the selection of an architectural firm which will most adequately meet our needs.

I would not hesitate to recommend this method of selection to anyone."

Raphael L. Artz  
District Administrator  
Lena Public School District

## **COOPERATING ORGANIZATIONS AND INDIVIDUALS TO CONTACT IN WISCONSIN**

### **STATE OF WISCONSIN**

#### **SCHOOLS:**

Richard D. Peterson  
School Administration Consultant  
Department of Public Instruction  
125 S. Webster Street, Box 7841  
Madison, WI 53707  
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#### **LIBRARIES:**

Anders C. Dahlgren  
Consultant for Public Library  
Construction and Planning  
Dept. of Public Instruction  
125 S. Webster Street, Box 7841  
Madison, WI 53707  
(608) 266-3874

#### **PUBLIC PROJECTS:**

Harlyn Verhage  
Director of Bureau of Administrative Services  
Division of State Facilities Management  
8th Floor, 101 S. Webster Street  
Madison, WI 53703  
(608) 266-3620

### **WISCONSIN ASSOCIATION OF SCHOOL BOARDS**

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### **WISCONSIN LIBRARY ASSOCIATION**

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Administrator  
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## NEED MORE INFORMATION?

If you would like to receive more information on Qualification Based Selection (QBS) and how the Wisconsin Society of Architects can assist you in establishing a QBS process for selecting an architect for your building projects, the WSA office can provide you with the following materials . . . and more:

- Directories of architectural firms who can do your work.
- Samples of requests for qualifications (RFQs) seeking qualified firms.
- A qualifications questionnaire for architects.
- A score sheet to use in interviewing architects.
- An architectural services procurement guide.

For more information contact:

Darius Van Fossen  
QBS Facilitator  
Wisconsin Society of Architects  
321 South Hamilton Street  
Madison, WI 53703  
(608) 257-8477  
1-800-272-4483

William M. Babcock  
Executive Director  
Wisconsin Society of Architects  
321 South Hamilton Street  
Madison, WI 53703  
(608) 257-8477  
1-800-272-4483

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**WISCONSIN SOCIETY OF ARCHITECTS  
AMERICAN INSTITUTE OF ARCHITECTS  
321 South Hamilton Street, Madison, WI 53703  
(608) 257-8477  
1-800-272-4483**



*Project*

*Architect*

*General Contractor*

*Location*

**Educational Support Center**

**Ayres Associates**

**Camosy Construction Co., Inc.**

**Kenosha, Wisconsin**



Consolidating the district administration and operational services from five separate locations required a structure of some size. This, and budget constraints, favored rehabilitating an existing centrally located building, the former Montgomery Wards Department Store.

Originally constructed in 1964, the brick structure required exterior cladding and a new roof and insulation to increase thermal performance from an R value of 2 to 12.5 in the walls, and from 7.5 to 21 in the roof.

Plans were designed to remodel 90,000 square feet, including offices for administration and operations, and areas for centralized data processing, food service, maintenance, stores, and an instructional materials center. Occupied since November, 1985, the district staff is particularly pleased with performance of the Metal Halide Indirect Lighting System, and sophisticated Audio and Annunciated Recognition Systems in the board room.

*Photography: Doug Green*



## Schooled in Design



Thanks Sheboygan! Steve Schmitt (Joseph Schmitt & Sons Construction).  
Erik Jensen AIA (Linde Jensen Mercheske Architects, Inc.) — quality gentlemen.  
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*Paul Rand*

Steven Quinn Design  
Graphic Design consultation  
for the architect.  
2612 North Maryland  
Milwaukee, Wisconsin 53211  
414 332 2483

*Project*

*Architect*

*General Contractor*

*Location*

**Beaver Dam Community Library**

**Architecture 360, Inc.**

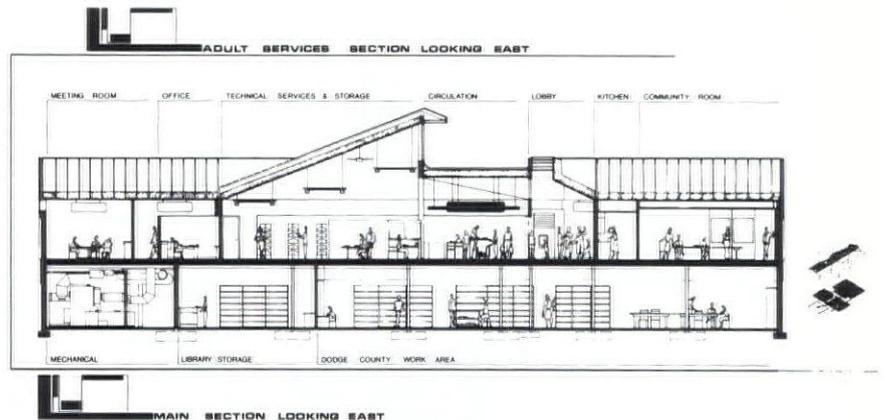
**Westra Construction, Inc.**

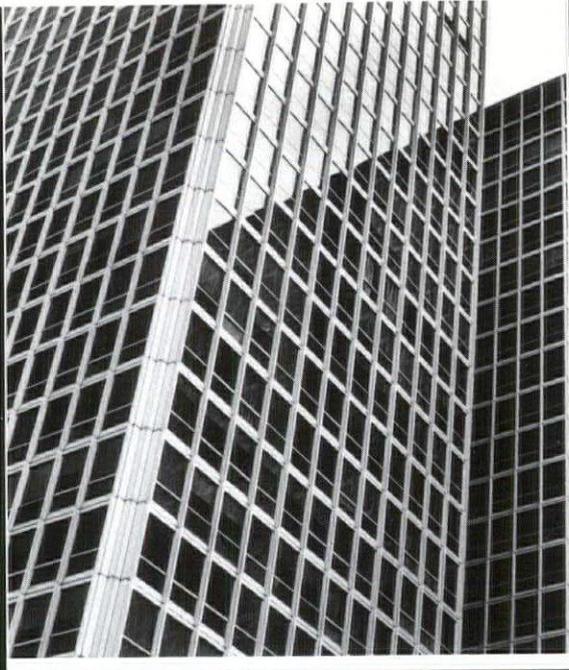
**Beaver Dam, Wisconsin**

Located on a busy thoroughfare in downtown Beaver Dam, the library is well situated to serve all its citizens. Two entrances provide access from the parking lot as well as from the street. The roof slopes up to form a south-facing clerestory to take advantage of natural light. Sunlight is deflected by louvers inside the building and transformed into soft diffused light, reducing energy expense. Automatic controls turn off the light fixtures when a certain brightness is registered, saving even more. The entrances provide separate access to the community room and library, allowing use of the former when the latter is closed.



*Photography: Architecture 360, Inc.*





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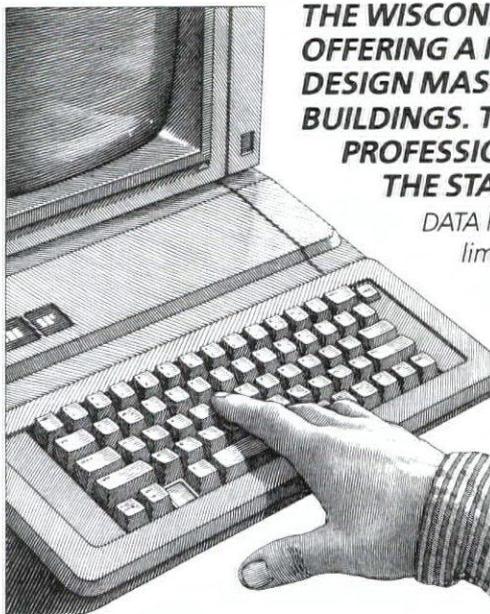
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*Project*

*Architect*

*General Contractor*

*Location*

**Waukesha County Huber Facility**

**the Zimmerman Design Group**

**Mark Zimmerman**

**Waukesha, Wisconsin**

In 1985, the Waukesha County Sheriff Department was faced with a rising population of inmates with work release privileges. As crowded conditions in the former county jail became stressed, the Sheriff and Facilities Departments investigated ways to double the inmate population capacity from 48 to 96, update the antiquated incarceration concept in favor of a state-of-the-art work release environment, and not compromise existing programmed needs.

The legal process, however, could not tolerate postponement of work release sentences in order that the facility could be shut down for remodeling. It was a challenge for the design team, the general contractor, and the Sheriff Department to sequence the remodeling such that the facility could function day to day.

With a total project budget of approximately \$600,000, the construction materials and finishes were kept utilitarian and economical. The projected abuse the facility would encounter over time was also criteria in selecting durable finish materials.

Some amenities that improved the quality and operation of the facility are an updated kitchen, a dining room which can handle a capacity population in two dinner shifts, a remote door locking control system, an intercom system to all floors, two high security detention cells, individual personal effects lockers, and increased toilet and shower facilities.



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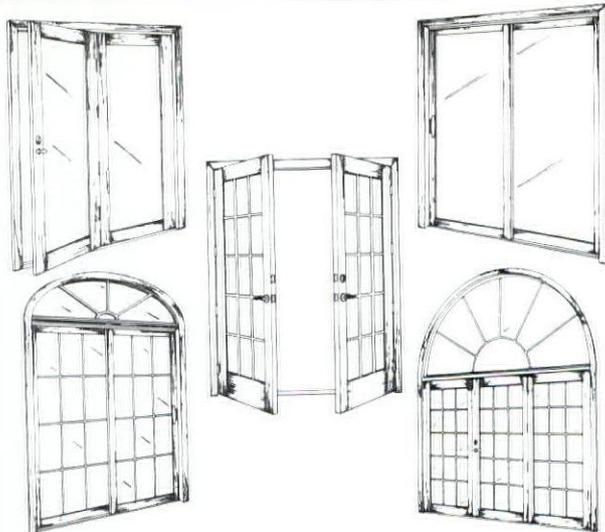


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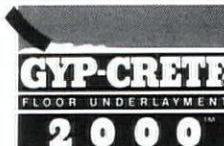
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*Project*

*Architect*

*General Contractor*

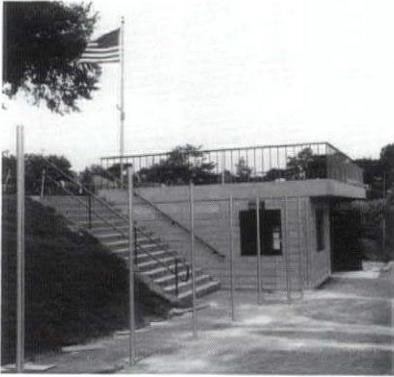
*Location*

## **Atwater Park Restroom Facility**

**Earll Design, Inc.**

**Giorgi Construction, Inc.**

**Shorewood, Wisconsin**



The scope of the project was to provide toilet facilities, an observation deck, stairway to the beach and improve an existing switch-back trail for pedestrian and emergency vehicle access.

The location of the new facility at the top of the bluff, as opposed to at the beach level, was due to the increasing

water level of Lake Michigan. Also, the new facility serves both the upper level park, as well as, the beach.

The observation deck will permit an overview of the bluff and panoramic view of Lake Michigan.

*Photography: Eric Schilder*



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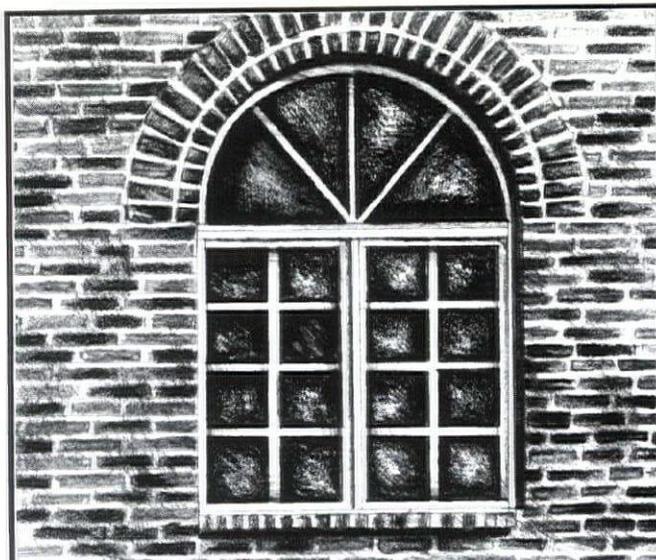
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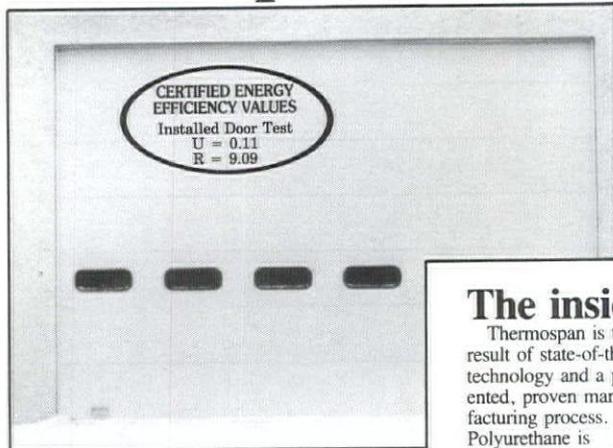
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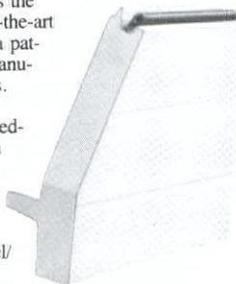
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**GEIS**  
BUILDING PRODUCTS

*Project*

**Oconomowoc Public Library**

*Architect*

**The Durrant Group, Inc.**

*General Contractor*

**Peter Schwabe, Inc.**

*Location*

**Oconomowoc, Wisconsin**



The newly completed Oconomowoc Public Library is happily situated in a transitional area between a residential area and the downtown, municipal district. Both the site and the building design — chosen to blend together these two distinct neighborhoods — make the library an inviting gathering place.

The goal of the exterior design was to be compatible with the other municipal buildings in the area. The stone base, the color and pattern of the

brick, and the repetitive gables all reflect the design of the restored City Hall and Police Station, which is on the National Register of Historic Places.

Another link between the new facility and its environs is the city's distinctive red and gray brick walkway, which extends from the downtown area, past City Hall, to the Public Library.

*Photography: Scott Weidemann*



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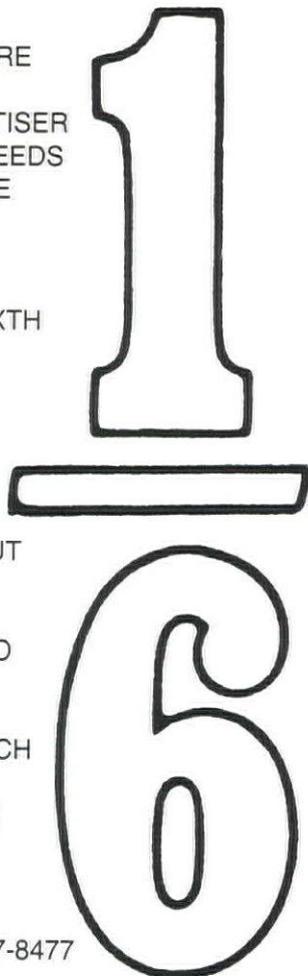
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*Project*

**DNR Ranger Station**

*Architect*

**G. W. Kortness Associates, Inc.**

*Contractor*

**Buchholtz Construction**

*Location*

**Spooner, Wisconsin**

In June of 1986 the State of Wisconsin Department of Natural Resources moved into a new Ranger Station along Highway 70 in Spooner, Wisconsin. The new 3,000 sq. ft. facility houses the offices of wildlife management, fish management, fire control and law enforcement. This new facility replaced the original ranger station built in the 1920's.

The one-story structure rests on a landscaped site within a maturing pine plantation. The main entrance faces

south, is enclosed with glass, and opens directly into the reception/lobby featuring a high ceiling paneled with cedar. The wood framed building has a pitched roof, asphalt shingles, cedar siding, quarry tile and carpeted floors, vinyl covered gypsumboard walls, suspended ceilings, and is very well insulated. The entire floor area is accessible to the handicapped with the exception of the full basement which is used for storage and mechanical equipment.

*Photography: G. W. Kortness Assoc.*



Project

Architect

General Contractor

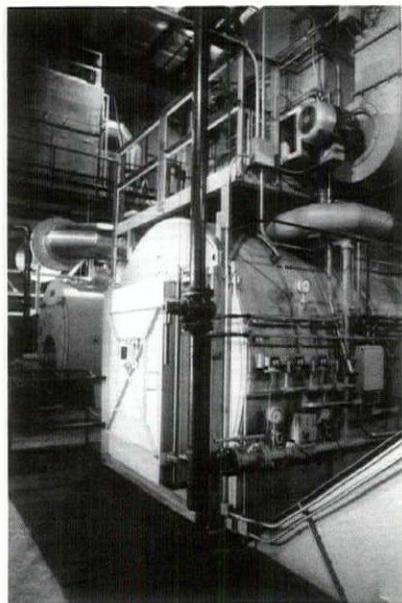
Location

## Four Hospital Incinerator Facility

Strang Partners, Inc.

Joe Daniels Construction

Madison, Wisconsin



This project made it quite clear that the use of high-tech, multi-chambered incinerators is one of the few feasible options to cure disposal problems presented by infectious, solid, and other hazardous wastes.

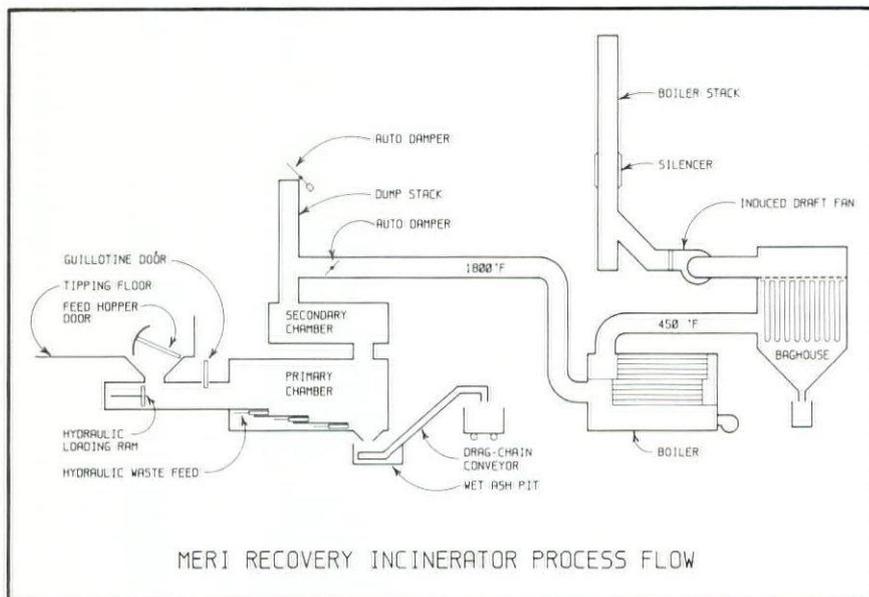
In late 1984 Strang Partners, Inc. was commissioned by Madison Energy Recovery, Inc. (MERI) to design and construct an energy recovery incinerator facility. MERI was formed to find an economical solution to the infectious and solid waste disposal problem of four hospitals in the City of Madison.

The original study provided the data to determine equipment capacity requirements along with the potential fuel energy contents of the combined waste.

The resulting incinerator enclosure includes a tipping floor containing storage area for 32 tons (200 cubic yards) all waste in addition to an area for contaminated (infectious) waste cart storage. Other areas include a centrally-located office, cart wash area, maintenance shop, toilet facilities and space for a standby incinerator.

The actual weekly consumption of total waste averages 100,000 pounds with approximately 22,000 pounds of red bag (infectious) waste. MERI sells about 160,000 pounds of steam to the laundry per week.

*Photography: Charles McEniry*



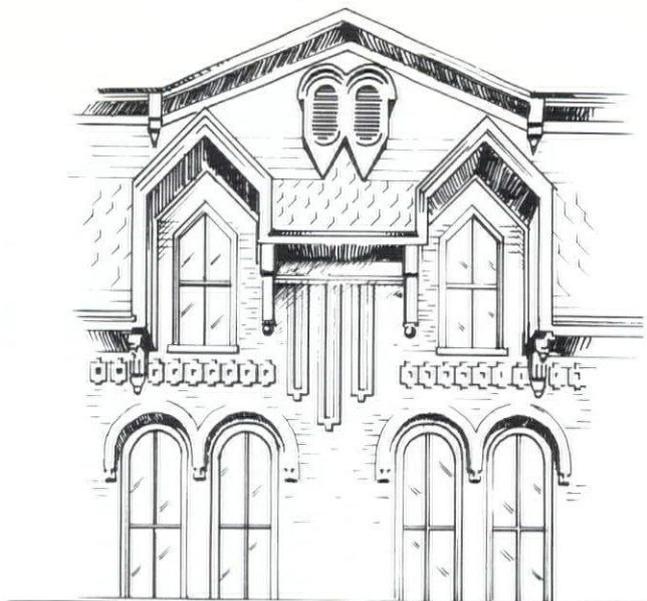
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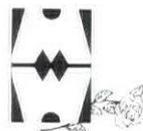


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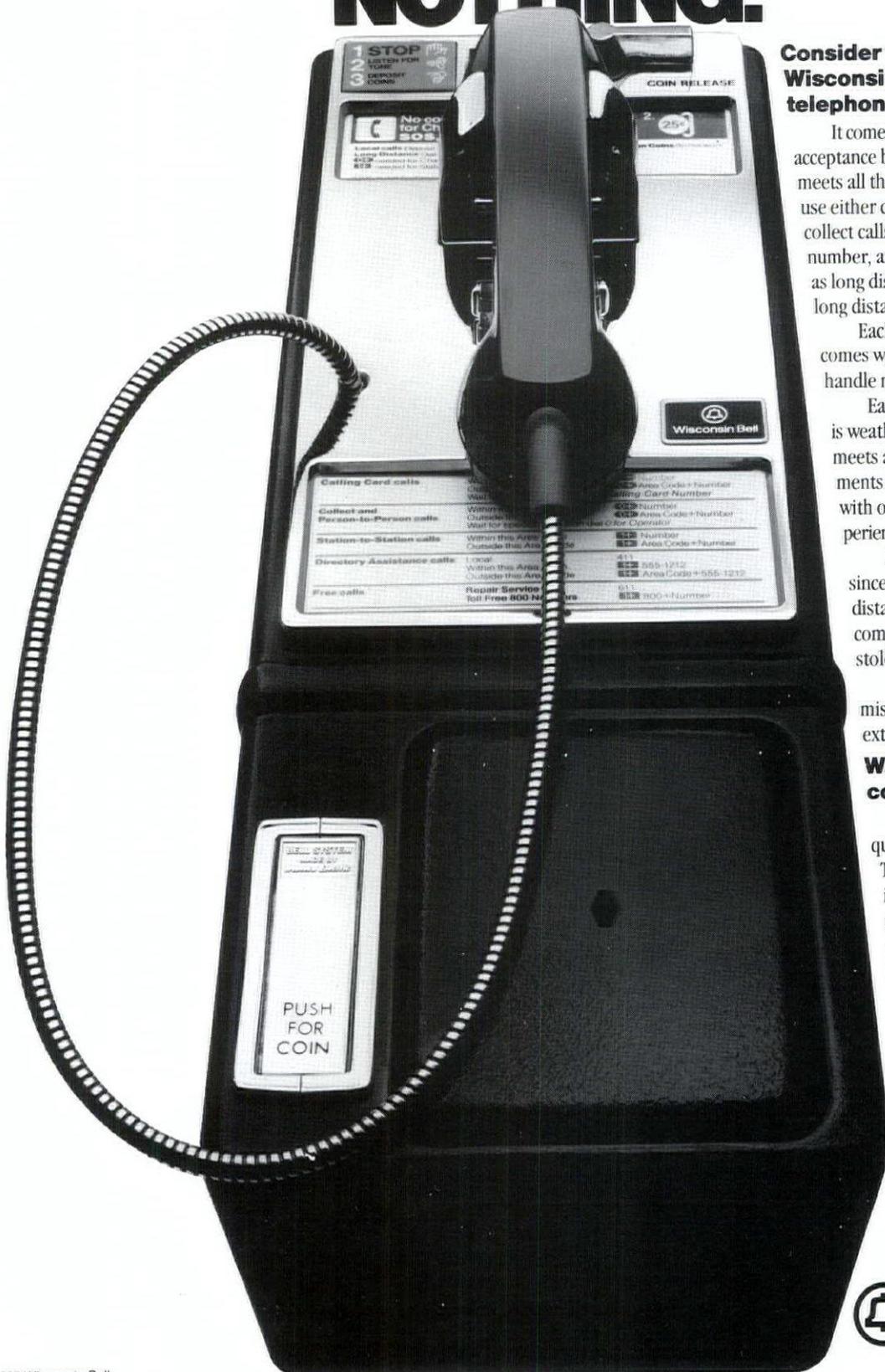
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*Project*

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*Location*

**Fairview Recreation Center**  
**Heike/Design Associates Inc.**  
**Gerald Nell, Inc.**  
**West Allis, Wisconsin**



In September 1984, the original Fairview Center in West Allis was seriously damaged by fire. Alternatives investigated ranged from doing nothing to building additional property and expanding the programs at Fairview. It was concluded that building a new facility on the existing site was the best solution.

The new \$600,000 field house, which opened in October, 1986, includes offices for the West Allis-West Milwaukee Recreation Department. It also has multipurpose rooms for classes, public meetings and games such as ping pong or pool; a kitchen to service that space; bathrooms which can be accessed from the inside, outside or both; and the unique "Survive

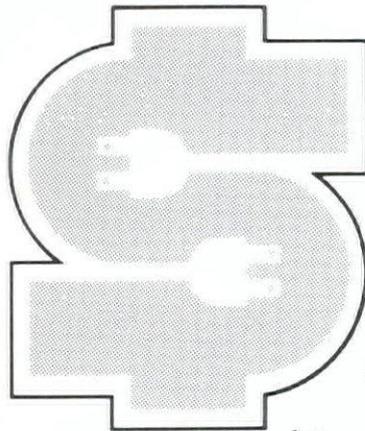
Alive" house. Survive Alive is a concept which enables school groups, as well as adults, to learn about and practice fire escape techniques and safety under conditions that simulate a real fire.

The building is designed to be utilitarian, durable, and maintenance free. It has few windows to avoid vandalism. A two-tone brick exterior was used with terra cotta color horizontal bands projecting from a background of cream color brick. A gabled roof style blends within the residential neighborhood context.

*Photography: Richard Blommer*



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*Project*

## Wastewater Treatment Plant

*Architect*

**Foth & Van Dyke**

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*Location*

**Ishpeming, Michigan**



The five buildings at the wastewater treatment plant in Ishpeming, Michigan, were designed with an eye for aesthetics, economy and efficiency.

A single 10,500-square-foot building houses offices and service areas. Exterior walls and roof structure are precast concrete and the roof is metal with batten seams. A clerestory window across the building's southern face pulls natural light into the interior and provides passive solar heating. A continuous, unpenetrated prestressed concrete wall separates the administrative area from the service area containing process equipment. A glass window allows viewing operations.

Placing offices and services in one building saves operating and heating costs, especially important where winters are long and cold.

A tunnel/pipe galley leads from the service building to the three-story, 52,000-square-foot treatment module, which is earth sheltered and extends two stories underground. Its modular concept allowed using common walls, saving considerable construction costs.

The plant also includes two 1,620-square-foot blower buildings designed to match the service building, a 3,600-square-foot garage and a 5,000-square-foot sludge storage building.

*Photography: John Shibley*





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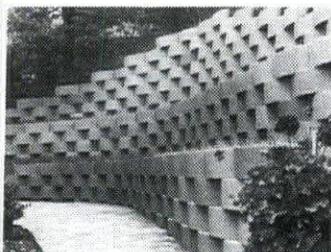
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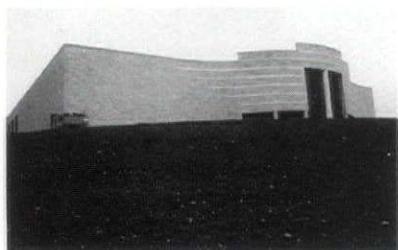
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**Selzer-Ornst Co.**  
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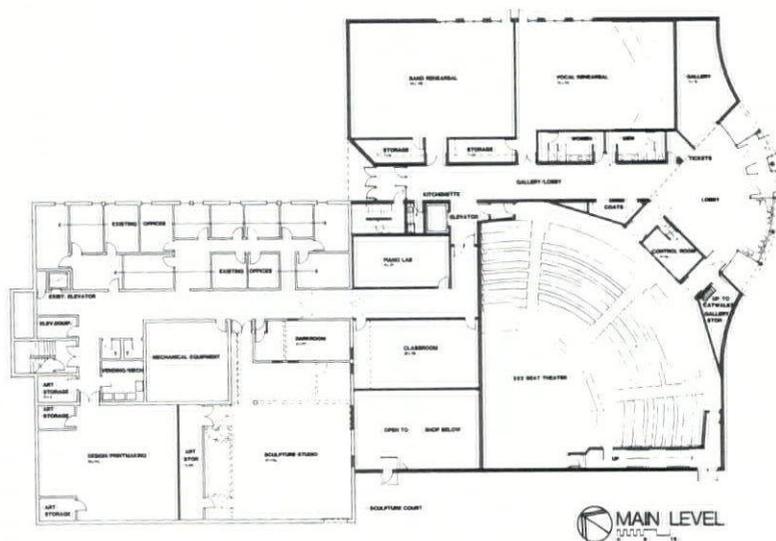


The campus, located on a hilltop overlooking the City of Waukesha to the east, is highly visible as visitors approach from Highway 18. The new building design contributes significantly to the low scale utilitarian campus architecture. Its gently curved, cream color brick front facade suggests entertainment and playfulness. As the new main entrance to a complete campus circulation corridor, the building also enables greater exposure to the fine arts for campus visitors and students.

Focusing on good acoustics, durability, circulation, ventilation, and interior organization to create an optimum teaching environment was the first goal.

A new 350-seat performance theater will house music and drama programs as well as large lectures with accommodations for sophisticated audio-visual presentations. A performance stage with sceneshop, makeup, dressing, costume, and property rooms are part of the program. The glass enclosed theater lobby will function as an art gallery for flat art while a separate gallery space off the lobby will be used to show two and three dimensional work.

*Photography: Randel Steele*



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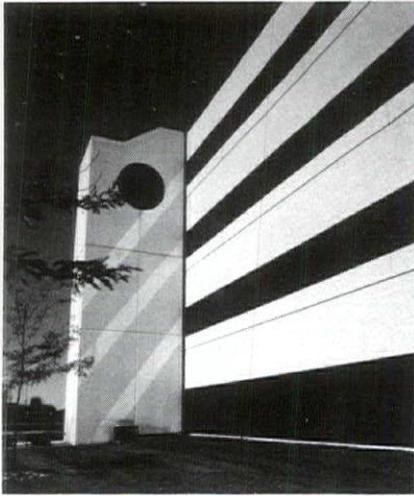
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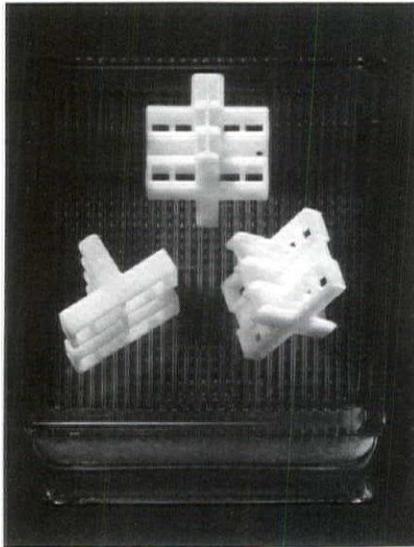
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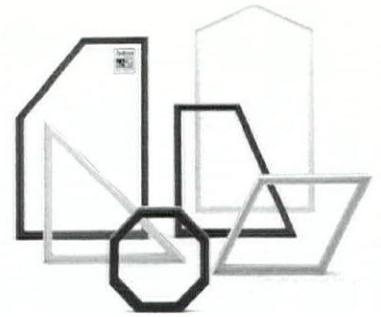
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