

Developing a High-Performing Statement of Work

Jake Smithwick, PhD, MPA
Jake.Smithwick@charlotte.edu



Agenda

- **Overview**
- **Workshop**
- **Content & Structure of a High-Performing SOW**
- **The Importance of Current Conditions**
- **Summary & SOW Assessment Handout**

RFP

Request for Proposal



Information Technology (IT)
Software Implementation Template

RFP Number: #####

RFP Release Date: MM/DD/YYYY

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*What is the
Goal
of the Solicitation?*

Goals of the Solicitation?

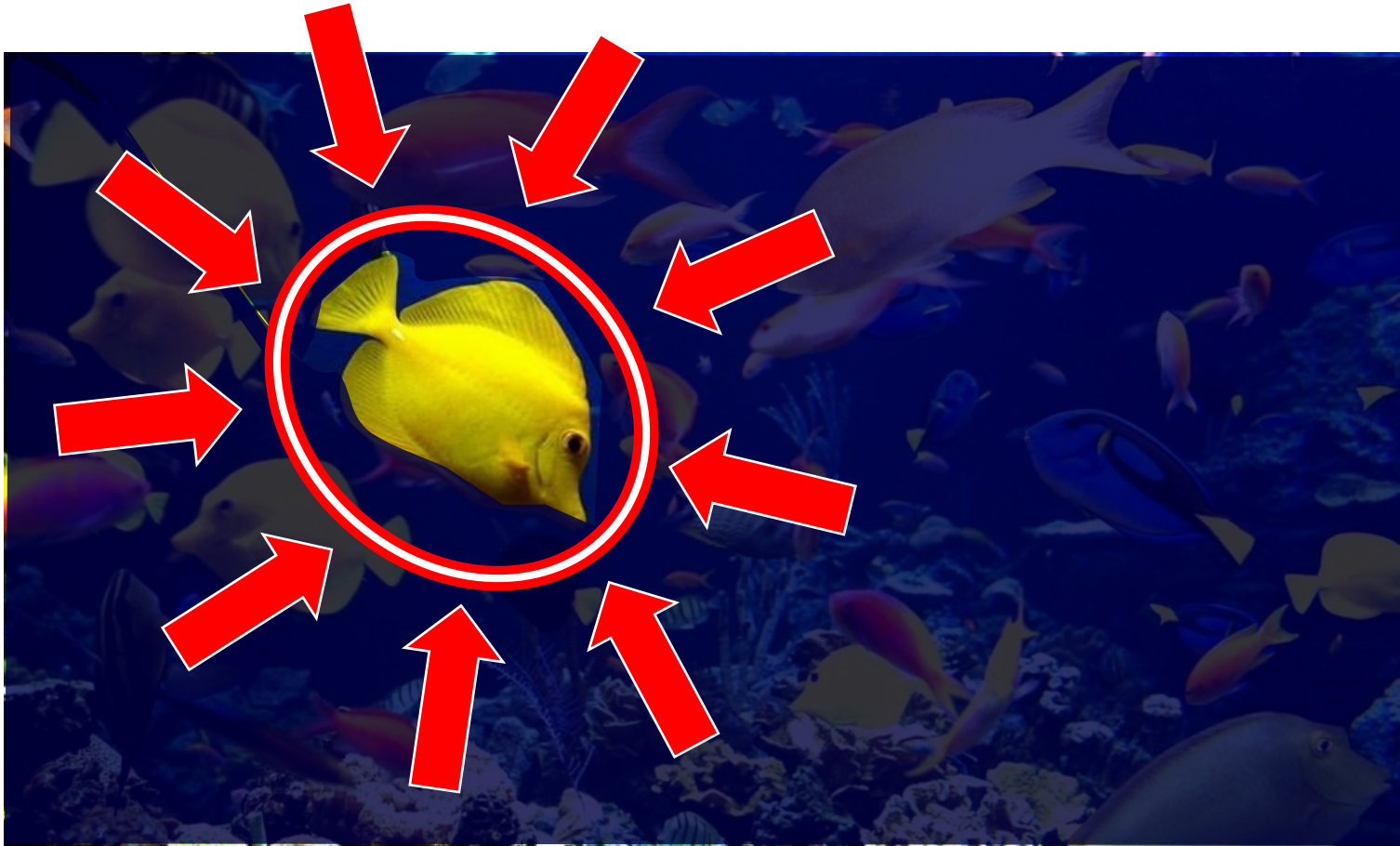
- **Make it difficult to determine your needs?**
- **Confuse vendors?**
- **Frustrate vendors?**
- **Increase the odds of missing a requirement?**



Always Remember...Vendors Have Options!



You Want To Look More Attractive Than All Other Current Owners!!!



If You Look Dangerous....



So how do we attract more
High-Performing Vendors?

Starts With Your Solicitation!



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Terminology

All are Included...

- Statement of Work (SOW)
- Scope of Work (SOW)
- Specifications or Minimum Specifications
- Requirements or Minimum Requirements
 - Business Requirements
 - Technical Requirements
 - Functional Requirements
- Minimum Qualifications



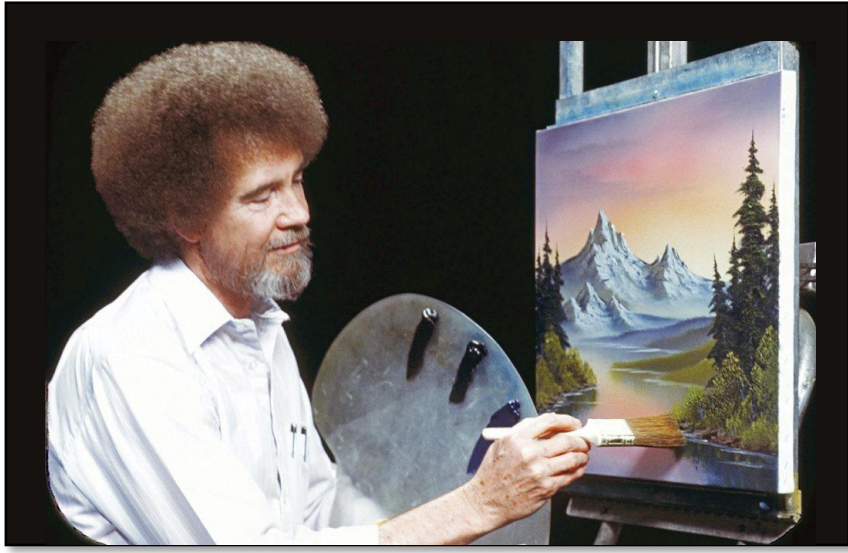
**SOW =
What you are
Hiring the
Vendor to do**

ITB
RFQ
SOI
RFP
SOQ
RFT
IFB
RFSQ

Solicitation	
Contents	
Section 1	Scope of Work
Section 2	Evaluation Criteria and Procedures
Section 3	Administrative Requirements
Section 4	Submittal Forms & Exhibits

*Whatever
Type of
Solicitation
You Issue...
... A High-
Performing
SOW is
Crucial!*

The Goal of the SOW



- Paint the picture of what success looks like
- Describe what it will take to make you 100% satisfied (what are the outcomes & achievements)
- A good SOW assures that all of the vendors propose a proper solution (that meets your needs)

A hand holding a car key, with a blurred background showing a car and a building. The image has a blue overlay.

Workshop

Purchasing a Vehicle

Summary of Objectives

- You will play the role of a **salesperson** for a Car Dealership.
- Your task will be to identify the **‘best’ vehicle** for a customer based on your current inventory of vehicles.



SCENARIO #1

- I need to purchase a vehicle.
- What is the best deal that you can offer me?
- I will be back at the end of the week to purchase the vehicle!

Feedback?

- **Versatile – check all the boxes**
- **Low Price – lowest responsive and responsible**
- **Don't know my budget**
- **Low price doesn't = best value**

What do you want to know???

- Budget
- Use / Purpose
- New or Used
- # of people
- How far
- Warranty/extras/options
- Longevity

Clarify Assumptions...

- The Salesperson can only offer **1 vehicle**
(**cannot** offer multiple options)
- The Salesperson really wants to make the deal
 - (**would rather not 'lose' the deal** or see client purchase a vehicle from the dealer across the street)

SCENARIO #2

- **Here are my expectations:**
 - **Need a new vehicle, not used**
 - **Need 5-star safety rating**
 - **Would like it to be black or silver**
 - **Would like Back-Up Camera**
 - **Probably an SUV (3 kids plus 2 adults)**

CATEGORY	MAKE		TYPE	MILEAGE	COLOR				SEATS	OPTIONS			SAFETY	MSRP
					W	B	R	S		BACKUP CAMERA	REMOVABLE SEATS	TOW PACKAGE		
SEDAN	1	Kia	Used	59,000		☒	☒		4				5 Stars	\$14,000
	2	Honda	Used	66,000	☒	☒	☒	☒	4				5 Stars	\$16,000
	3	Ford	New	11	☒	☒	☒	☒	4			☒	5 Stars	\$21,000
	4	Chevy	New	13	☒	☒	☒	☒	4	☒			5 Stars	\$23,000
SUV	5	Honda	Used	39,000	☒	☒		☒	5	☒	☒	☒	5 Stars	\$19,000
	6	Toyota	New	8		☒	☒		5	☒		☒	5 Stars	\$29,000
	7	Dodge	New	12	☒			☒	7	☒	☒	☒	5 Stars	\$29,000
	8	Chevy	New	6	☒	☒		☒	7	☒	☒	☒	5 Stars	\$38,000
LUXURY	9	Audi	New	11	☒	☒	☒	☒	4	☒	☒	☒	5 Stars	\$35,000
	10	BMW	New	12	☒	☒	☒	☒	4	☒	☒		5 Stars	\$60,000
	11	Porsche	New	7	☒	☒	☒		2				5 Stars	\$105,000
	12	Ferrari	New	2			☒		2				5 Stars	\$125,000
TRUCK	13	Toyota	Used	74,000	☒	☒		☒	3	☒		☒	5 Stars	\$18,000
	14	Dodge	New	11	☒	☒		☒	5	☒		☒	5 Stars	\$22,000
	15	Ford	Used	98,000	☒	☒		☒	5			☒	5 Stars	\$15,000
	16	Chevy	New	24	☒	☒	☒	☒	5	☒		☒	5 Stars	\$28,000
VAN	17	Kia	Used	47,000	☒		☒		7	☒	☒	☒	5 Stars	\$22,000
	18	Dodge	New	23	☒	☒	☒	☒	7	☒			5 Stars	\$24,000
	19	Chrysler	New	17	☒	☒	☒	☒	7	☒	☒	☒	5 Stars	\$25,000
	20	Honda	New	19	☒	☒		☒	7	☒	☒	☒	5 Stars	\$35,000

Feedback...

- **Most Common:**
 - SUV Dodge @ \$29k
 - SUV Chevy @ \$38k
 - VAN: Dodge @ \$24k
 - VAN Chrysler @ \$25k
- Which cost option **should** the dealer pick (if you can only pick one)?
- It was clearly helpful to have **more** information?
- What was **missing**?

Feedback...

- **Be clear on your expectations:**

- Need a new vehicle, not used

- Need 5-star safety rating

- Would like it to be black or silver

- Would like Back-Up Camera

- Probably an SUV (3 kids plus 2 adults)

Mandatory Requirements?

Desired Items?

SCENARIO #3

- Here are some of my expectations:
 - Need a new vehicle, not used
 - Need 5-star safety rating
 - Do not want a red-colored vehicle
 - Would like Back-Up Camera
 - Need at least 5 seats (3 kids plus 2 adults)
 - Must be able to go/take it camping in the forest
 - My maximum budget is \$27,000

Discussion

- Was it helpful to have the budget?
- Was it helpful to know the purpose/goals/objectives of the vehicle?

Need a new vehicle, not used

Need 5-star safety rating

Do not want a red-colored vehicle

Would like Back-Up Camera

Need at least 5 seats (3 kids plus 2 adults)

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My maximum budget is \$27,000

SCENARIO #5

- **Here are some of my expectations:**
 - **Need a truck**
 - **Must be a new vehicle (not used)**
 - **I will be using this to tow my construction trailer**
 - **Must have back-up camera**
 - **Would prefer a lighter color (white or silver)**
 - **I have a maximum budget of \$20,000**

SCENARIO #6

- **Here are some of my expectations:**
 - Must be a Nissan Truck
 - Must have a tow package
 - Must have back-up camera
 - Must be white
 - I have a maximum budget of \$30,000

SCENARIO #7

• I need to purchase a vehicle. I would like you to identify the best deal you can provide for a vehicle? Here are some of my expectations:

- The vehicle must come with synthetic engine oil
- The vehicle must have windshield wipers
- I was born in May
- I have 3 younger brothers
- My brothers live in the same State
- I work for an IT company
- I would like a new car, not used
- I generally work 40-45 hours per week
- I really like my current vehicle
- I get headaches from the smell of cigarettes
- Do you think I need a tow package
- My house has really cool carpet
- I do not want a red or yellow vehicle
- I have set aside extra funds for the 'right' vehicle
- Vehicle must have a 4-speed automatic or better
- The vehicle should get great MPG
- I really like Thai food, but not sushi
- My maximum budget is \$29,000
- Would like the vehicle to have tinted windows
- The vehicle must have great lights for night driving
- Would like to purchase by end of the week
- Vehicle must come with 2 sets of keys
- Vehicle must come with full tank of gas
- How do you take a shower in the forest?
- If I get a vehicle, is 5-star better than 4?
- The vehicle must have Firestone tires
- The vehicle should have chrome wheels
- Would really like a luxury sedan
- I am open to any color vehicle
- I've never been camping
- I think SUV's are really cool
- I currently drive a 4-door sedan

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Content & Structure of a High-Performing Statement of Work

**A successful
project outcome**

Legal

*what are the rules,
paperwork, regulations,
needed stay out of the
newspaper?*

**Scope of
Work**

*what do we need to buy?
what are our frustrations
and pain points?*

**Hire the
Right Firm**

who do we pick?

Organizing a High-Performing RFP

RFP

Request for Proposal



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1 Statement of Work

2 Current Conditions

3 Proposal
Requirements

4 Evaluation
Procedures

5 Administrative
Requirements

6 Proposal Forms

7 Attachments
& Exhibits

What the Client
is Purchasing

Content & Structure of a High-Performing SOW

Statement of Work

- 1 Overview & Purpose
- 2 Future State
- 3 Itemized Requirements
- 4 Schedule & Budget
- 5 Unique Considerations

Content & Structure of a High-Performing SOW

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**Concisely Describe
“What” & “Why”**

Content & Structure of a High-Performing SOW

Overview & Purpose

- **Project Overview:** high-level summary that is easily understandable (**1-2 sentences up to 1-2 paragraphs max**)

Content & Structure of a High-Performing SOW

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- **Project Overview:** high-level summary that is easily understandable (**1-2 sentences up to 1-2 paragraphs max**)
 - **Avoid technical language, jargon, details, or specifics.**

1. Bid Form.....	3
2. Statement of Work.....	11
3. Part 2 – General Conditions of the Contract.....	13
4. Part 3 – Special Conditions of the Contract.....	69
5. Forms and Attachments	
➤ Affidavit of Payment and Claims	
➤ City of Richmond Bid Bond	
➤ Sample Contract	
➤ City of Richmond Performance Bond	
➤ City of Richmond Labor and Material Payment Bond	
➤ Field Change Order Directive (FCOD)	
➤ Proposed Change Order Form (PCO Form)	
➤ Construction Change Order Summary	
➤ ACH-Direct Deposit Form	
➤ EDI Payment Agreement for Contractors	
➤ Construction Contractor Performance Evaluation	
➤ MBE/ESB Participation Form (MBE-2)	
➤ Monthly Compliance Report (MBE-3)	
6. Technical Specifications	
7. Drawings	
8. Exhibit A – Contract Inserts for the VA Clean Water Revolving Loan Fund	
9. Davis Bacon – Federal Wage Rates	

Content & Structure of a High-Performing SOW

Overview & Purpose

- **Project Overview:** high-level summary that is easily understandable (**1-2 sentences up to 1-2 paragraphs max**)
 - **Avoid technical language, jargon, details, or specifics.**

- **Goals, Objectives & Motivation:** primary business drivers and purpose

Backwash Waste Pump Station Upgrades

Description of Work

The Work to be done under this Contract includes:

1. Removal and replacement of four Backwash waste pumps, valves, and associated header piping.
2. Installation of a new vacuum priming system.
3. Installation of a flow and level control instruments.
4. Removal of existing electrical MCC and installation of new electrical MCC and soft starters.
5. Miscellaneous structural modification and improvement to the men's locker and shower room in plant 2 to accommodate the installation of the new MCC
5. Installation of new RVSS motor controllers for four new pumps
6. Install new motor control center fed from existing switchboard
7. Installation of the new HVAC system in the backwash waste pump room
7. Installation of new Modicon PLC control cabinet for the new Backwash waste pumps and integration with the existing WTP SCADA system

Better

1.1. Purpose

The City of Richmond, Virginia (the “City”), on behalf of the Department of Public Utilities ("DPU"), seeks bids from qualified firms to provide general contracting services for the Backwash Waste Pump Station Upgrade project (the “Project”). [The services required includes but is not limited to replacement of four (4) backwash waste pumping units and motor soft starters, replacement of electrical Motor Control Center (“MCC”), installation of a new vacuum priming system, installation of a new PLC system and associated instrumentations, installation of the new HVAC system, and miscellaneous associated valve and piping work (the Work).

DPU owns and operates the 132 MGD Richmond Water Treatment Plant ("WTP"). The conventional treatment filtration plant filters are backwashed at regular intervals. The backwash wastewater is collected in the wastewater drain system and pumped to a discharge lagoon west of the WTP. The backwash waste pump system is located in the West Head House adjacent to the existing flood wall. The existing pump station is near the end of their design life and requires the upgrades contemplated in this Solicitation.

Best

The Backwash Waste Pump Station at the Richmond Water Treatment Plant is past its design life. The pumps, controls, and support systems are outdated, with maintenance costs increasing by nearly 30% over the last five years and unplanned downtime occurring twice as often as it did a decade ago. Without upgrades, the risk of service disruptions and regulatory non-compliance will only grow.

This project will replace aging equipment with modern pumps, controls, and HVAC systems that improve safety, reduce maintenance burdens, and restore reliable capacity. These upgrades are essential to protect water quality, support daily operations, and ensure the community continues to receive dependable service for years to come.

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Content & Structure of a High-Performing SOW

Overview & Purpose

- **Project Overview:** high-level summary that is easily understandable (**1-2 sentences up to 1-2 paragraphs max**)
 - **Avoid technical language, jargon, details, or specifics.**
- **Goals, Objectives & Motivation:** primary business drivers and purpose
- **Key Measures of Success:** top 3-5 quantifiable metrics (cost, time, quality, functionality)

Key Measures of Success

- **Key Measures of Success:** top 3-5 quantifiable metrics (cost, time, quality, functionality)
- **Difficult for Business Units to do!**
 - They often focus on activities rather than outcomes.
 - Takes intense questioning.

Organizing a High-Performing RFP

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What the Client
is Purchasing

Overview &
Purpose are right
up front, so must
be easy to find &
understand!

Content & Structure of a High-Performing SOW

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**Departures from
Current Conditions**

Content & Structure of a High-Performing SOW

Future State

- **Describe each of the deliverables/services to be provided by the selected vendor for this Statement of work**
- **Describe the minimum requirements that must be performed to achieve a 100% satisfaction**
- **Attach exhibits to make this easier to follow (i.e. drawings, specs, pictures, site plans, etc.)**

Content & Structure of a High-Performing SOW

Future State

- **Overview:** clear, concise, & easily understandable description
- **Project Deliverables:** tangible outcomes to be produced by vendor
- **Figures, Diagrams, & References:** supporting explanation
- **Transition/Migration:** efforts to bring legacy data forward

1.2.4. Summary of Work.

The General Contractor (“GC”) shall perform all labor and provide all material, required by this Solicitation, to facilitate the Work on the Project. The Work includes furnishing and installing all appurtenant and incidental materials and equipment, complete and in-place, fully operational, and in accordance with the Contract Documents.

The Work also includes:

- A. Replacement of four Backwash waste pumps, valves, and associated header piping.
- B. Installation of a new vacuum priming system.
- C. Installation of a flow and level control instruments.
- D. Removal of existing electrical MCC and installation of new electrical MCC fed from existing switchboard.
- E. Miscellaneous structural modification and improvement to the men’s locker and shower room in Plant 2, to accommodate the installation of the new MCC.
- F. Installation of new RVSS motor controllers for four (4) new pumps.
- G. Installation of the new HVAC system in the backwash waste pump room.
- H. Installation of new Modicon PLC control cabinet for the new Backwash waste pumps and integration with the existing WWTP SCADA system.
- I. Coordinating final inspection, testing, and acceptance by the City and independent inspectors, as required when returning to service.

**Good! But
seems
duplicative?**

Scope

1.2.6. Construction Coordination and Meetings.

- A. In accordance with the requirements of Specifications **Section 01325** (Progress Schedule), the Contractor shall prepare and submit a comprehensive schedule of its proposed sequence of construction, for review by the Construction Manager.
- B. Pursuant to Specifications **Section 01310** (Coordination and Meetings), the Contractor shall coordinate scheduling and submittals to ensure efficient and orderly sequence of delivery of the Work.
- C. The schedule shall be arranged to complete the work in phases and permit operation by the Owner of completed phases or parts thereof.
- D. The Contractor shall attend, participate in, and perform the tasks enumerated in Specifications **Section 01310**, Subsection 1.3 (Preconstruction Conference) and Subsection 1.4 (Progress Meetings).

1.2.7. Contractor Personnel.

- A. The Contractor shall submit a list of key personnel that will be assigned to the Project/Project areas. The list shall comprise of the following:

1. Name of Individual
2. Company Title/Position
3. Contact Numbers – Office and Mobile
4. E-mail Address

- B. If personnel are removed from the Project, the Contractor shall immediately notify the PM of the personnel change. Newly assigned personnel shall be discussed and approved by the PM prior to the Contractor assigning new personnel to key positions to oversee the Project.

- C. The Contractor shall provide at minimum five (5) business days' notice as to the change in the assigned personnel. In accordance with this change, the Contractor shall reissue a revised key personnel chart to the PM.

1.2.8. Quality Control.

- A. The Contractor shall provide all submittals, inspection services, and inspection of materials as required by **Section 01450** (Submittals).
- B. The Contractor shall perform all quality control testing and reporting as directed in **Section 01450**, Subsection 1.6 (Quality Control).

Proposal

Scope

Content & Structure of a High-Performing SOW

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**Mandatory & Desired
Items**

Content & Structure of a High-Performing SOW

Itemized Requirements

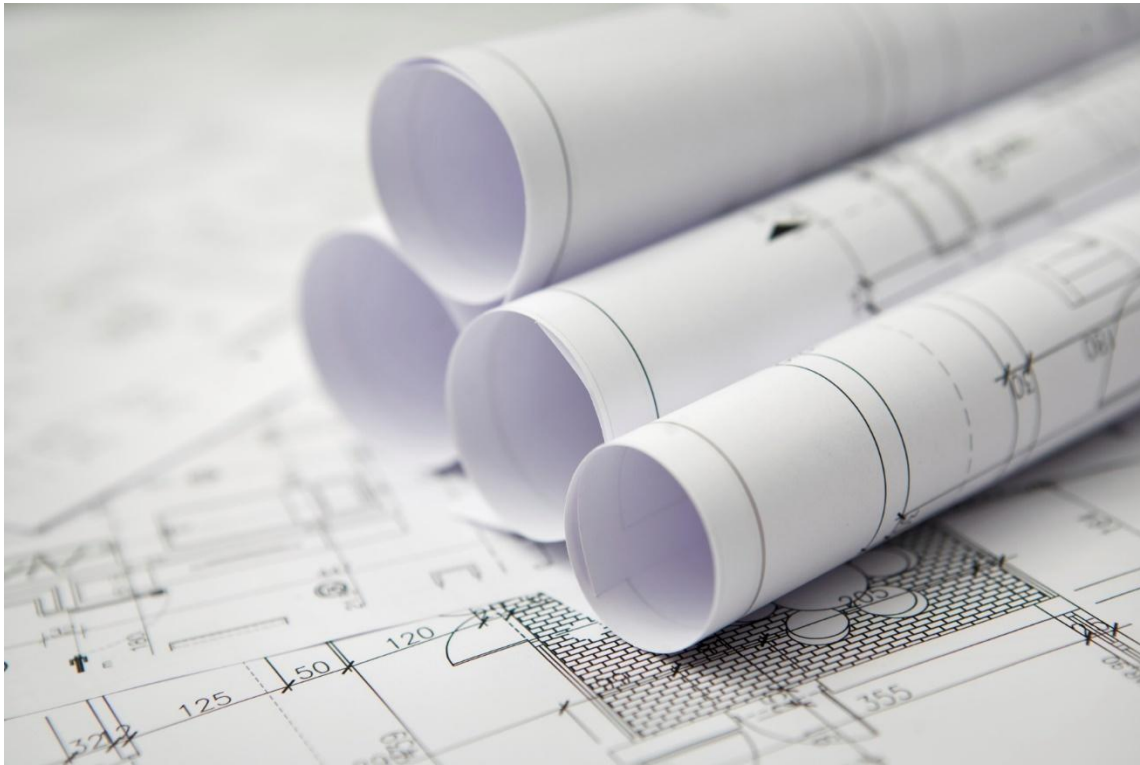
Organization:

- Itemized
- Organized into major categories
- Attach (and reference) Exhibits to make this easier to follow (i.e. drawings, specs, pictures, diagrams, site plans, reference files, etc.)
- Do NOT need a written commentary for each requirement

Content & Structure of a High-Performing SOW

Itemized Requirements

- Drawings & Specs (Construction)



- Requirements (IT/Software)

ID Num	Requirement Area	Requirement Subcategory	Requirement Name	Requirement
5402	System and Technical	Workflow	Approval / Denial	System shall provide ability to define multiple approval levels for electronic transactions / documents / business events processing.
5403	System and Technical	Workflow	Approval / Denial	System shall provide ability to restrict processing of electronic transactions / documents / business events until they pass all required approval levels.
5404	System and Technical	Workflow	Approval / Denial	System shall provide ability to set up Approver Groups associated with electronic transaction / document / business event processing.
5405	System and Technical	Workflow	Approval / Denial	System shall provide the ability to define a unique approval process for each user and type of document/business event.
5406	System and Technical	Workflow	Approval / Denial	System shall provide the ability to specify multiple approvers for a document/business event where only one of the approvers listed must approve the document in order to consider the document approved.
5407	System and Technical	Workflow	Audit Trail	System shall provide an audit trail of all adds, changes, and deletes to workflow rules.
5408	System and Technical	Workflow	General	System shall ensure that any transaction, document or business event entered into the on-line system is reviewable prior to its saving / processing / commitment.
5409	System and Technical	Workflow	General	System shall provide the ability to reverse / unwind processed transactions, documents and business events.
5410	System and Technical	Workflow	General	System shall permit a minimum of 10 levels of approval that may be established for each type of electronic document/business event.
5411	System and Technical	Workflow	General	System shall allow all authorized users to see the approval status of a document/business event.
5412	System and Technical	Workflow	General	System shall assure that an employee is removed from and added to the workflow process based on qualifying events (e.g., termination from or appointment to agency, or transfer to another organization entity within the agency).
5413	System and Technical	Workflow	General	If a user modifies an electronic document/business event, the system shall allow approvals to be reprocessed in accordance with business rules.
5414	System and Technical	Workflow	General	System shall provide the ability to search/retrieve documents/records based upon user defined criteria.
5415	System and Technical	Workflow	Notification	System shall include a workflow process, with notification options, for business events and documents.
5416	System and Technical	Workflow	Notification	System shall provide the ability to re-route transaction/document/business event for approval based upon user defined criteria such as dollar thresholds or random selection for statistical sampling purposes.
5417	System and Technical	Workflow	Notification	System electronic document management function shall be integrated with the State's electronic mail system or provide other means to alert "reviewer" of documents awaiting approval.
5418	System and Technical	Workflow	Tracking Document(s)	System shall provide ability to track (e.g., identify, record, inquire, report) the progress of electronic transactions / documents / business events.

Content & Structure of a High-Performing SOW

Itemized Requirements

- **Mandatory Requirements (minimum, pass/fail):**
 - vendors **MUST** meet these or be disqualified.
 - itemized, organized, and categorized
- **Desired Requirements (value proposition):**
 - vendors **NOT disqualified** for missing any individual item.
 - But the Client's goal is to achieve as many as possible.
 - itemized, organized, and categorized

Shortlisting Evaluation Criteria	Reference	Points
Mandatory Requirements	Submittal Form B	Pass / Fail
Desired Requirements	Submittal Form C	65
Qualifications & Experience	Submittal Form D	15
Alternatives, Opportunities &	Submittal Form F	20
Total		100

**Think really hard
about what the
TRUE mandatory
requirements are**

#	NAME	DESCRIPTION
MD 1.01	Security and Permissions	Ability to support system administration for end-user management to assign role based security access rights (e.g., add, delete, change, modify access levels and groups), including but not limited to: ▫ Row/field level on data elements in databases. ▫ Access to system modules or functionality. ▫ Access to specific fields, work flow, screens or reports in the user interfaces.
MD 1.02	Mobile	Native mobile application available for iOS and Android devices
MD 1.03	Mobile	Ability to support remote display of GIS maps on a mobile device with
MD 1.04	GIS Compatibility	Integrate seamlessly, without custom code, within the Client's current

>
Instructions
Mandatory Requirements
+
⋮
◀
▶

#	DESIRED REQUIREMENT	
1) GENERAL		
1.01	Existing customer base using software specifically for park and recreation applications	
1.02	Ability to be offered as Software-As-A-Service (SaaS).	
1.03	If offered as a SaaS, data backups must occur no less frequently than weekly.	
1.04	Database language is Microsoft SQL based	
1.05	Cross-browser compliant (Microsoft Edge, Chrome, etc.)	
1.06	GIS-centric design that allows for two-way integration to other systems	
1.07	Easy-to-use user interface with persistence technology built in	
1.08	Open API for integration to third party systems.	
1.09	Easy to access Technical Support, which means Technical Support can be reached via email, phone, or chat.	
1.10	Centralized knowledge base with help topics, training videos, and FAQs	
1.11	Detailed content and resources are made available for easy access	
1.12	Provide the capabilities to build configured help files specific to user roles	
1.13	Provide the ability for customers to offer product enhancements	
1.14	Provide service packages for system expansion, implementation, and support	
1.15	System Administrator driven access and configuration of system	
1.16	Offer a service-level agreement for system up-time of not less than 99.9%	
1.17	Use multifactor authentication as part of safeguarding system	
1.18	Maps within system should be comprised of ArcGIS Server or MPRB's ArcGIS Online Hosted Feature Set	
1.19	Ability to integrate with Single Sign On (SSO) and directory services	
1.20	System supports asset tagging (barcode/QR Codes) and software licenses	
2) INTEGRATION		
2.01	View information within the EAM system on trees and plantings	
2.02	View of asset locations/information layers within TreeKeeper	
2.03	The ability to integrate with PowerBI to produce real-time reports	
2.04	Integrate seamlessly without custom code within our current system	
3) COMMUNICATION, VISUALIZATION & REPORTING		
3.01	Ability to create Reports and Dashboards on real-time work orders	
3.02	Ability to break down work request status reporting by asset types, such as wood vs. metal bench, tennis vs. pickleball courts, etc.	
3.03	Ability to break down work request status reporting by work order types	
3.04	Ability to create, customize and display person-specific asset lists	
3.05	Ability to create and publish live dashboards to the public	
3.06	Ability to provide public facing citizen engagement tools	
3.07	Ability for the public to track submitted requests/issues	
3.08	Ability to update operational status with the system and create reports	
3.09	Ability to create reports and dashboards on asset condition	
3.10	The ability to create custom reports and report, sort and filter	
3.11	All assigned activities can be shown on an interactive map	
3.12	Configurable dashboard with various types of information	
6) WORK MANAGEMENT & TRACKING		
6.01	Simple, clean and user-friendly requester page available for employees to submit	
6.02	Ability to create both WO's and SR's on assets and non-assets	
6.03	Ability to create customized and automated approval/review processes for both SR's and WO's	
6.04	Ability to customize approval processes based on asset, request type and requester.	
6.05	Ability to submit WO's/ SR's without logging into the system thru a simple user interface	
6.06	Ability for submitter to assign a priority to SR's and WO's	
6.07	Ability for priority to be updated or a new priority created through the system	
6.08	Ability for the original requester or assigner to receive email updates	
6.09	Ability for the original requester or assignee to see the status of the work order	
6.10	Each individual WO/SR to have a running comments section where reviewers and work assigned staff can add comments and communicate	
6.11	Ability to assign SR/WO to individuals, multiple people or pre-designated groups	
6.12	Ability to schedule SR/WO's and communicate schedules to both staff and requester	
6.13	Ability to create work orders with multiple tasks	
6.14	Ability to manually or automatically calculate estimated activity costs	
6.15	Labor, Equipment and Materials can be associated to any work activity	
6.16	Ability to report or create dashboards to display costs/resources expended	
6.17	Ability to set up pre-populated financial coding based on work task	
6.18	Ability to prevent, catch and/or combine duplicate work orders.	
6.19	Allow users without a license to submit work orders in the system.	
6.20	Ability to amend and adjust open and issued work orders to reflect changes	
6.21	Ability to have interdependent multi trade/skill steps in a work order	
6.22	Ability to create additional attached work orders for additional or related work	
6.23	Electronic notification when new request is received.	
6.24	Notification to requester when request is received and closed.	
6.25	Notifications when new work has been assigned to staff.	
6.26	Ability to receive status updates for work requests and orders.	
6.27	Flag actions that may require a response, such as removing an asset from the system	
4) INFORMATION & DOCUMENT STORAGE		
4.01	Ingest and store capital project information at the conclusion of a project including as-built drawings, warranties, pictures, specifications and other relevant documents	
4.02	Attach relevant asset documentation to individual assets	
4.03	Attach relevant property information to individual properties/parcels	
4.04	Allow information to be organized in a consistent way through the use of folder structure	
4.05	Information should be accessible via the mobile app	
4.06	Ability to automatically create folder structures based on asset or asset type	
4.07	Ability to search for information or documentation through a search function that allows for filtered searches by document type, asset type or asset attribute.	
5) ASSET MANAGEMENT		
5.01	Ability to track parks in a hierarchical fashion, including nested assets within a park (playgrounds, trails, fields, etc.). Assets, work activities and costs should have roll-up	
5.02	Ability to track storm water network assets, including but not limited to storm basins, storm inlets, storm manholes, storm pipes, storm outfall structures, storm channels, etc.	
5.03	Ability to track transportation network assets, including but not limited to pavement	
5.04	Ability to track facilities in a hierarchical fashion, including nested assets within a facility (HVAC units, fire suppression assets, generators, lighting, roofing, etc.). Assets, work activities and costs should have roll-up	
5.05	Facilities have ability to track and visualize floors and floorplans.	
5.06	Work activities must be able to be configured for any type of asset.	
5.07	Every asset type can have their own configurable attributes that can be tracked.	
5.08	Ability to see a roll up cost of every work activity performed against an asset.	
5.09	Ability to create lifecycle models for specific assets	
5.10	Ability for lifecycle models to create preventative maintenance plans	
5.11	Ability for lifecycle models to create Work Orders (WO's) based on preventative maintenance plans	
5.12	Ability for lifecycle plans and asset depreciation to be visualized graphically	
5.13	Ability to track Warranty information of assets	
7) ASSESSMENT & RECORDS		
7.01	Ability for condition, status, compliance, or other assessments to be recorded	
7.02	Ability to assign assessments to individuals, multiple individuals and groups	
7.03	Ability for assigned assessments to be separated or distinguished from other work	
7.04	Ability to sort, display and interact with assigned assessments via a map	
7.05	Ability to record a 'record of event' on an asset without a SR/WO. E.g. tree removal	
7.06	Ability to allow for multiple inspections per asset and store inspection history	
8) MOBILE		
8.01	Ability to create and edit assets in the field.	
8.02	Asset creation able to take the form of points, lines, or polygons.	
8.03	Ability to create, edit, and schedule work in the field and assign labor, equipment, and materials	

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Desired Requirement

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Desired Requirements

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Content & Structure of a High-Performing SOW

Statement of Work

- 1 Overview & Purpose
- 2 Future State
- 3 Itemized Requirements
- 4 Schedule & Budget**
- 5 Unique Considerations

**Time & Financial
Constraints**

Content & Structure of a High-Performing SOW

Schedule & Budget

- **Schedule:** clear & transparent identification of timing needs and constraints
- **Budget:** clear & transparent identification of financial needs and constraints

Content & Structure of a High-Performing SOW

Schedule & Budget

- The Budget is crucial (one of the most important SOW elements)
- Clarifies your technical Statement (what you can afford)
- Clearly define any financial constraints or expectations that you have (**not ranges or “fuzzy” information → don’t cause confusion!**)
- Be direct, such as:
 - The construction budget for this Project is \$150,000
 - The estimated spend for this Project is \$2 Million
 - The project budget is \$3,000,000 over 5 years, of which \$500,000 is allocated for implementation and \$500,000 for annual subscription/support.
- (same for Schedule expectations, constraints, critical dates, phasing, etc.)

Content & Structure of a High-Performing SOW

Statement of Work

- 1 Overview & Purpose
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- 3 Itemized Requirements
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- 5 Unique Considerations**

**Supplemental
Information**

Content & Structure of a High-Performing SOW

Unique Considerations

- **Unique:** what may be unusual in your environment?
(vs. the vendor's other clients)
- **Unknowns & Assumptions:** list any conditions that are unknown or assumed
- **Attachments & Exhibits:** pertinent supplemental information

ASPECTS THAT ARE “OUT-OF-SCOPE”

The following aspects should not be included in the Cost (Submittal Form E) for the purposes of the initial contract. Items that are noted as being of interest in the future may, at the Offeror’s discretion, be included in the Alternatives & Value Options (Submittal Form F).

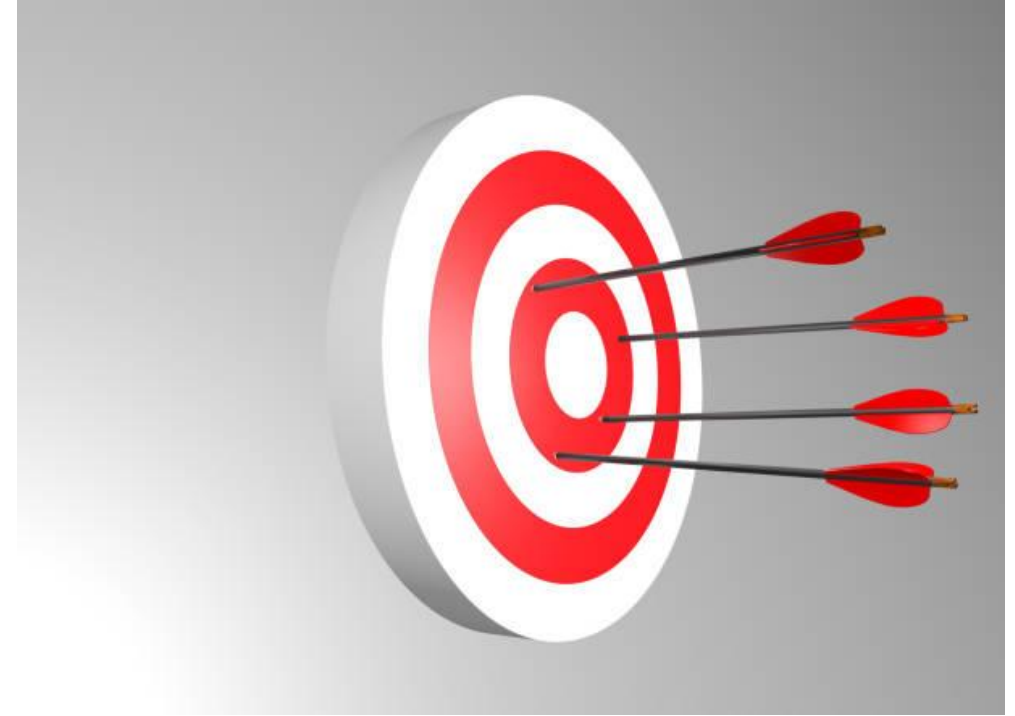
- ***Inventory Management:*** The Client does not expect inventory management to be a part of the initial implementation. *However, the Client would like to consider this in the future (outside of the initial contract) for materials inventory.*
- ***Data Migration from Legacy Systems:*** The Client does not expect the existing data from the current system to be migrated to the new system.
- ***No Integrations Beyond TreeKeeper:*** the only desired integration for the base scope is “TreeKeeper by Davy.” However, future nice-to-have integrations include:
 - ActiveNet, including the ability to view calendars and facility rentals from ActiveNet and create/manage work tasks based on rentals.
 - Fleet Management (M5)
 - PeopleSoft

Keep in Mind...

***Goal Is Not
Perfection!***



***Goal Is Not
Perfection!***



***Do Our Best
Within Resource
Constraints***



***...But We
Can't Totally
Miss The
Target!!!***

Balancing Act:

Too Open-Ended

VS.

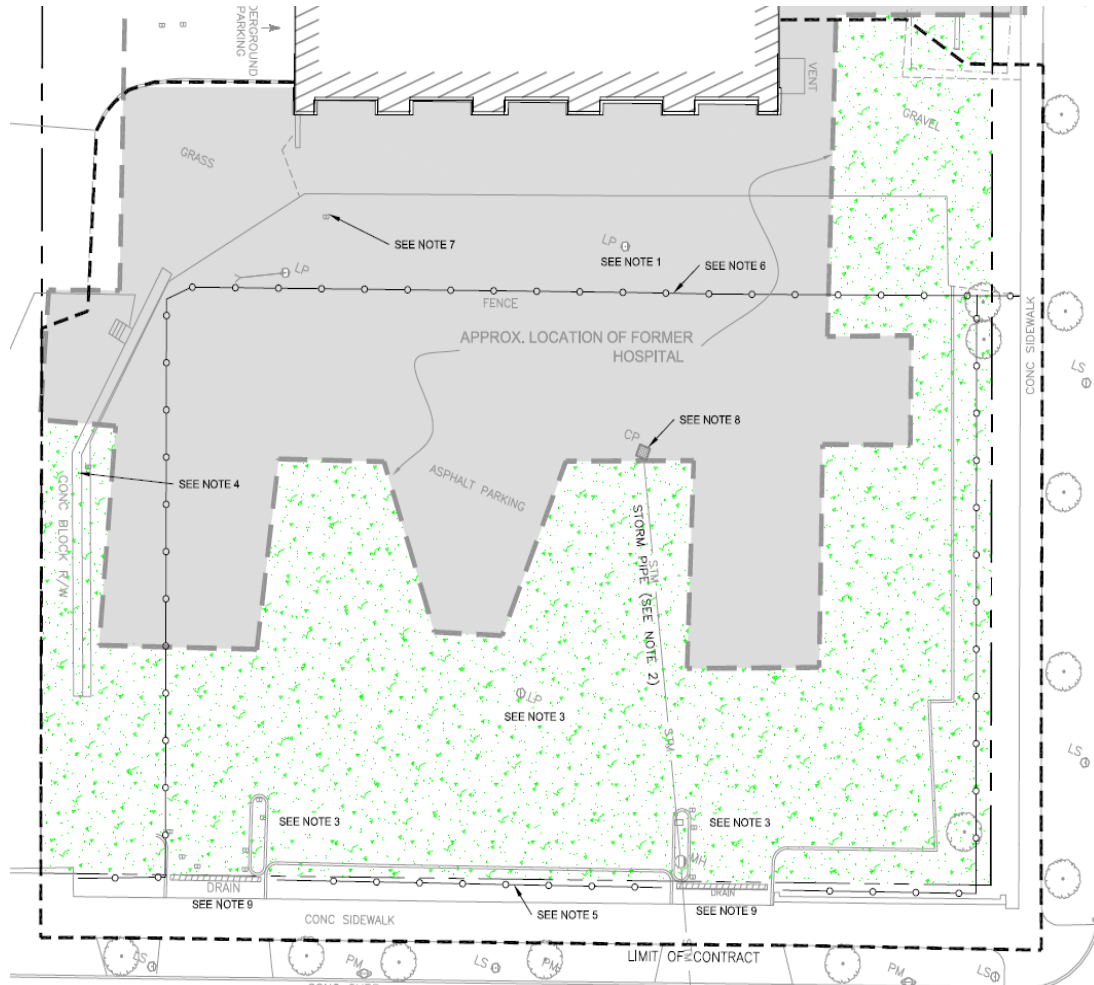
Overly Prescriptive

Public Sector Agency

- Full Technical Specification: “Pls dig a hol”



Construction Example: Site Excavation & Remediation



Construction Example: Site Excavation & Remediation



Construction Example: Site Excavation & Remediation



Construction Example: Site Excavation & Remediation



Construction Example: Site Excavation & Remediation



“Silt and sand soil, mixed with debris from the demolition of the hospital, and often underlain by a concrete slab or footings ranging from 1.8 to 3m thick.”

Contaminants: petroleum hydrocarbons, metals (arsenic, lead & iron), PAHs, & asbestos-containing materials, etc.

➤ No benchmark to propose to...
(Contractors caught between a “no bid”
or adding contingency for unknowns)

“Primarily dark brown/grey silty sand with gravel.”

Set a Benchmark to Propose to!!!!

- Ensure proposals are apples-to-apples (**as much as possible**)

Set a Benchmark to Propose to!!!!

- Ensure proposals are apples-to-apples (**as much as possible**)

EXAMPLE

Set a Benchmark to Propose to!!!!

- Ensure proposals are apples-to-apples (**as much as possible**)
- This is the answer to...
“How do I know if I am too Open-Ended?”
- *If you’ve established a solid benchmark to bid to...*
- *... you have probably provided “enough” SOW info to avoid being open-ended.*

Impact of Open-Ended or Unclear SOW

- Open to interpretation
- Encourages the minimum
- Less consistency in pricing (*wider range in cost proposals*)
- Less competitive pricing (*increased contingency*)
- Discourages vendors from submitting

➤ **Brings Risk to the Project!**

Waste Hauling SOW



5,000+ tons of waste collection across urban area

- “An adequate fleet of collection vehicles should be used and maintained by the Vendor...”
- “It is the [Owner’s] expectation that collection vehicles designated for service should at a **minimum be less than two years old at the start of the contract**”

Waste Hauling SOW



5,000+ tons of waste collection across urban area

- “In order to support accurate measurements towards the [Client’s] sustainability goals, all vehicles must be solely dedicated to [the Client] and cannot be used for other sites.”

Waste Hauling SOW



5,000+ tons of waste collection across urban area

- Average Proposal Price: **+46% over the Budget**
 - Maximum Proposal Price: **+106% Over the Budget**
 - SOW was put together with great intentions
 - Seeking high quality services & impressive sustainability goals.
- **Over-emphasis on the inputs (restricting vendor means & methods) can detract from the outcomes (results)!**

Three Key Questions

1. *Can I Provide What You Need?*

- SOW
- Budget
- Schedule

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- Perceptions of being open, fair, and transparent
- Criteria & weights

Three Key Questions

1. Can I Provide What You Need?

- SOW
- Budget
- Schedule

2. What Are The Odds That I Can Win?

- Perceptions of being open, fair, and transparent
- Criteria & weights

3. *How Much Effort Will It Take To Respond*

- Proposal contents

Key Learning Points

1. A quality scope of work helps the industry put together a better proposal
2. It doesn't need to be perfect... but can't be terrible!
3. Long-term payoffs are significant!

