# Attachment C, Scope of Work

## Overview

*Provide a clear, concise, and easily understandable overview of the services and/or goods being requested. This section should answer the question: who is trying to buy what? This should be 1-2 paragraphs at a maximum.*

## Goals and Objectives

*The agency goals and objectives for this project or RFP solution should be defined here. The goals should explain what the agency hopes to achieve. The objectives should be specific, measureable, attainable, realistic and time limited. Examples may include expected outcome(s) or efficiencies, expected interface capabilities, primary business drivers, etc. This section is not written as “Proposer shall” or “Contractor shall”. Instead it focuses on the end product or service and not the steps taken to get there. For example, “The agency desires a solution that reduces transaction time”.*

## Background

*This section is used to provide the Proposers with an understanding of the agency’s mission as it relates to this procurement, including: current and prior history with the services and/or goods being requested, reasons for development of the RFP, budget, agency(ies) that will use the services and/or goods, and past usage or other relevant statistics. This section should describe the agency’s past and current state.*

*(Note: past state is not always needed, particularly for a new service. Section 4.0 Detailed Requirements will be used to describe the agency’s desired future state.)*

## Deliverables

*List the tangible products or outcomes (outputs) the Contractor will be required to provide. Deliverables can include equipment, reports, plans, software (if not the main purpose for the RFP), supplies, services, systems, databases, training programs, etc.. Invoices are NOT considered deliverables. Provide the deliverable name, description, format, method of delivery, due date, and acceptance process. Deliverables may be outlined by tasks or phases.*

* 1. **Reporting**

*This subsection is not needed in every RFP. If it is not applicable or reports are included in 3.0 Deliverables, delete this section. If there are many required reports, include this separate section for reporting. Detail the content, format, frequency, recipient, and, as applicable, the approval process and correction process for any reports the Contractor will provide.*

## Detailed Requirements

*Provide a clear, concise, and easily understandable description of the desired services and/or goods being requested. The focus should be on the future state. This section and subsequent subsections are to describe the inputs needed to successfully provide the services and/or goods. This section should focus on WHAT must be done/happen rather than HOW to do it. The focus should be on performance and function rather than solely technical and design requirements. Proposers are experts, let them tell you how their offer will solve the agency’s problem/need.*

*Note: Depending on the RFP, it may make sense to swap Section 3.0 Deliverables and Section 4.0 Detailed Requirements.*

* 1. **Technical Requirements**

*This subsection is not needed in every RFP. If it is not applicable, delete the section.*

*In this section, include a description of the programs, systems, and infrastructure the Contractor will have to work with once the Contract begins.*

* 1. **Project Requirements**

*This subsection is not needed in every RFP. If it is not applicable, delete the section.*

*In this section, include the agency’s requirements as they relate to how the project is structured and managed. Detail the Contractor responsibilities related to the project, such as coordination with other contractors, any equipment or office space the Contractor must provide, compliance with state or federal regulations, or translation and interpretation requirements. Detail State furnished resources that will be available to the Contractor, such as staff, equipment or office space. Include information on project management responsibility, progress and time reporting including timelines, and issue management and control.*

* 1. **Personnel Qualifications**

*This subsection is not needed in every RFP. If it is not applicable, delete the section.*

*In this section, detail the required skill sets for successful contract performance. Skill sets may be required for individual defined positions, such as a Project Manager with three (3) years’ of experience managing projects of the same type, or the skill set may be required of the company at an overall level, such as “all Contractor staff shall be proficient in Microsoft Office applications.”*

*The qualifications listed should be only those actually needed to successfully meet the scope of work.*

* 1. **Communication**

*This subsection is not needed in every RFP. If it is not applicable, delete the section.*

*In this section, provide a schedule of anticipated meetings with the Contractor. Include the topic and list the State and Contractor attendees as well as the format and location of the meeting (such as in person, conference call, or webinar) if known.*

*If you know meetings will occur, but don’t have all the details yet, include any details you do know, such as the frequency of the meetings (monthly, quarterly).*

* 1. **Timelines**

*This subsection is not needed in every RFP. If it is not applicable, delete the section.*

*In this section, provide a project schedule, if one exists. Also, provide any project deadlines or due dates. For example, if work is to be completed in three (3) phases that occur at specific times of the year, include that information in this section.*

## Location/Hours of Operation

*In this section include the location from which the Contractor will be required to perform the work or delivery address if goods are to be provided.*

*Location should be included in every RFP. Hours of Operation are not always needed and can be omitted if not applicable to the RFP.*

*Specify the hours and days the Contractor will be required to work. List the standard operating hours and days for the program office or agency, if relevant.*

## Performance Requirements

*In this section detail the factors that will demonstrate successful contractual performance. Performance Requirements include any expectation the agency has on how or when the Contractor is to provide the services and/or goods. The performance requirements must be measurable and will set the parameters for any Service Level Agreements (SLAs), monetary penalties, or liquidated damages.*

* 1. **Performance Measurements**

*This section is needed in every RFP, but can be combined with Performance Requirements.*

*In this section detail how the requirements listed in Section 6.0-Performance Requirements will be measured. Identify the baseline level of service and/or compliance standard. Describe any penalties associated with failure to meet the performance requirements. If SLAs are desired, they should be included in this section.*