

The APWA logo is located in the top left corner, featuring the letters 'APWA' in a bold, blue, sans-serif font with a stylized underline.The PWX logo is located in the top right corner, featuring the letters 'PWX' in a bold, blue, sans-serif font with a stylized underline. The 'X' is composed of two overlapping shapes, one orange and one blue.

PUBLIC WORKS EXPO
SAN DIEGO

**Developing an Effective Statement
of Work (SOW) for
Operations and Service Contracts**

CONNECTING
THE
WORLD
THROUGH PUBLIC WORKS

LEARNING OBJECTIVES

At the end of this learning experience, I will be better able to...



- 1 Evaluate Statements of Work using the provided checklist.
- 2 Apply best practices in writing, refining, and engaging industry partners
- 3 Attract high-performance contractors and service providers to propose



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2. **Open** the “2023 PWX” app on your device.
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#PWX2023

EDUCATION SESSION EVALUATIONS

Please fill out an evaluation for each session you attend using the PWX Conference Mobile App. Each submitted evaluation counts as an entry to the 2023 PWX Free Gift Card Drawing. This year's prize will be a \$10 gift card to Amazon. Don't miss your chance to receive a free gift card on us! Winners will be announced Monday and Tuesday morning via the mobile app!

1

Press the **"Schedule"** option on the app home screen

2

Find your **education session** on the calendar

3

Scroll down and press the **"Session Evaluation"** option



Terminology

All are Included...

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



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

What is the Relationship Between the SOW and the RFP?

SOW vs. RFP: How are they Related?

RFP

Request for Proposal



Construction and FM
Operations & Maintenance
Template

RFP Number: #####

RFP Release Date: MM/DD/YYYY

RFP Due Date: MM/DD/YYYY

Organizing a High-Performing RFP

RFP

Request for Proposal



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- 1 Administrative Requirements
- 2 Statement of Work & Current Conditions
- 3 Proposal Requirements
- 4 Evaluation Procedures
- 5 Submittal Forms
- 6 Attachments & Exhibits

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2 Statement of Work & Current Conditions

What the Client is Purchasing

3 Proposal Requirements

4 Evaluation Procedures

5 Submittal Forms

6 Attachments & Exhibits



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What the Client is Purchasing

How the Client will Evaluate and Select the Supplier & Software System

Content & Structure of a High-Performing SOW

SOW

Statement of Work

Construction and FM
Operations & Maintenance
Template

simplar.com

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

Content & Structure of a High-Performing SOW

SOW

Statement of Work

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simplar.com

1

Overview
& Purpose

Concisely Describe “What” & “Why”

2

Current Conditions

3

Future State

4

Itemized
Requirements

5

Schedule
& Budget

6

Unique
Considerations

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3 Future State **Departures from Current Conditions**

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Mandatory & Desired Items

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Time & Financial Constraints

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Supplemental Information

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2	Current Conditions	Current State Starting Point
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4	Itemized Requirements	Mandatory & Desired Items
5	Schedule & Budget	Time & Financial Constraints
6	Unique Considerations	Supplemental Information



How Important is the SOW?

Impact of a Poor SOW

Perceptions of Owner SOWs

- **Unclear**
- **Information is missing**
- **Overly prescriptive**
- **Unrealistic**
- **Discourages innovation**
- **The owner is “fishing”**
- **Misunderstands Needs**

- *Procurement is Not Fair*



Impact

- **Fewer proposals**
- **Low quality proposals**
- **Less qualified teams**
- **Less competitive pricing**
- **Less consistent pricing**
- **Open to interpretation**
- **Have to believe the supplier**

- *Brings Risk to the Project*

Balancing Act:

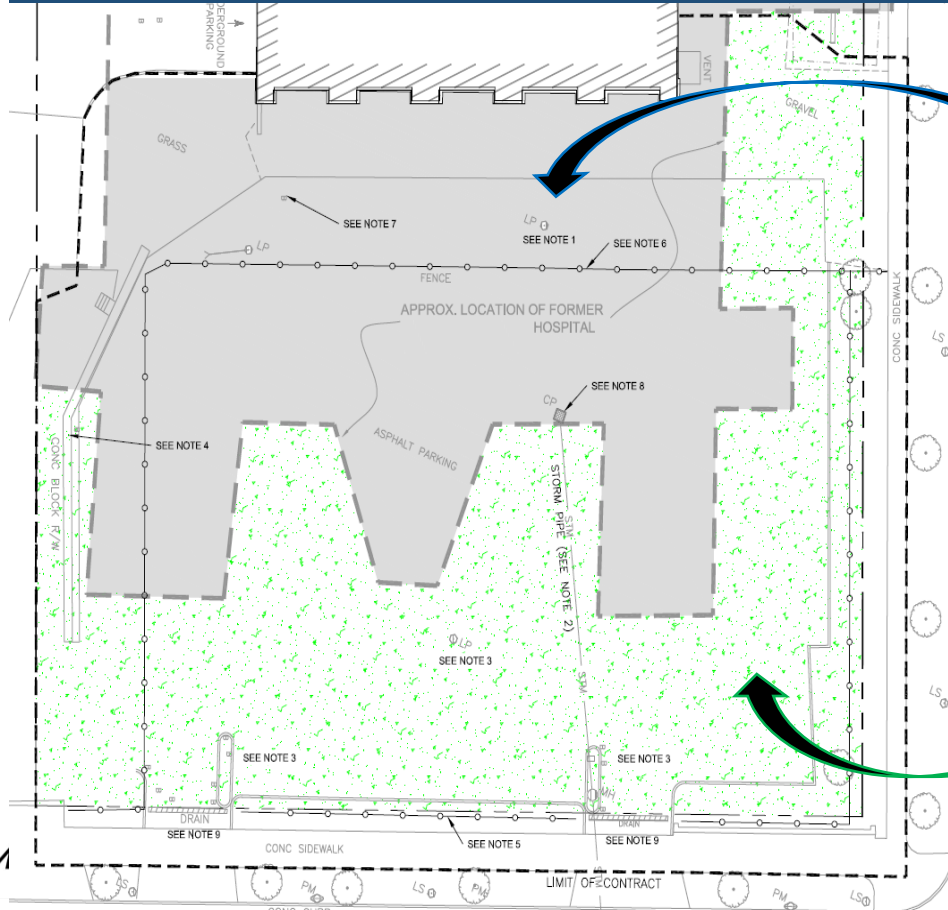
**Too Open-Ended
vs.
Overly Prescriptive**

Major Utility Group

Full Technical Specification: "Pls dig a hol"



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.”

No benchmark to bid to!

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

Impact of Open-Ended / Unclear Specs on supplier Proposals

- Have to believe the supplier
 - Open to interpretation
 - Encourages the minimum
 - Less consistency in pricing (*wide range*)
 - Less competitive pricing (*increased contingency*)
 - Discourages suppliers from submitting
- **Brings Risk to the Project!**

Waste Hauling SOW



5,000+ tons of waste collection across a city

- “An adequate fleet of collection vehicles should be used and maintained by the Proponent...”
- 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 a city

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

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Content & Structure of a High-Performing SOW

Overview & Purpose

- **Project Overview:** clear, concise, & easily understandable (1-2 paragraphs max)
- **Goals, Objectives & Motivation:** primary business drivers and purpose
- **Key Measures of Success:** top 3-5 quantifiable metrics (cost, time, quality, functionality)

Content & Structure of a High-Performing SOW

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Current Conditions



- Easiest to document
- Often skipped, ignored, missed
- **Most common request from suppliers!**

Content & Structure of a High-Performing SOW

Current Conditions

- **Overview:** clear, concise, easily understandable description of current state
- **Figures, Diagrams, & References:** supporting explanation
- **Pain Points:** biggest dislikes, problems, challenges that must be fixed
- **Strengths:** aspects that should remain or be built upon
- **Volumes/Quantities:** describe the level of current operations
- **Other:** other miscellaneous information to paint the picture of current state

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Content & Structure of a High-Performing SOW

Future State

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

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Mandatory & Desired Items

Content & Structure of a High-Performing SOW

Itemized Requirements

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

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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

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Supplemental Information

Content & Structure of a High-Performing SOW

Unique Considerations

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

Content & Structure of a High-Performing SOW

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Free Resource!




Statement of Work Checklist

Client:

Project:

Date:

Current Effectiveness Assessment



1 = Low (poor or missing)
 5 = Average (needs improvement)
 10 = High (releasable)

OBJECTIVE
A 100% perfect Statement of Work (SOW) does not exist. The real objective is to create a [High-Performing SOW](#).

WHAT IS A HIGH-PERFORMING SOW?
A High-Performing SOW gives Expert Suppliers information needed to prepare an accurate proposal response. This checklist provides a list of minimum elements to consider when developing an Effective SOW.

SOW Element	STATUS	ASSESSMENT
SECTION 1 – OVERVIEW & PURPOSE		
Project Overview: clear, concise, & easily understandable (1-2 paragraphs max)	Complete	1 5 10
Goals, Objectives & Motivation: primary business drivers and purpose	In-Progress	1 5 10
Key Measures of Success: top 3-5 quantifiable metrics (cost, time, quality, function)	Incomplete	1 5 10
SECTION 2 – CURRENT CONDITIONS		
Overview: clear, concise, & easily understandable description of current state	Incomplete	1 5 10
Figures, Diagrams, & References: supporting explanation to describe current state	Incomplete	1 5 10
Pain Points: biggest dislikes, problems, challenges that must be fixed	Incomplete	1 5 10
Strengths: aspects that should remain or be built upon	Incomplete	1 5 10
Volumes/Quantities: describe the level of current operations	Incomplete	1 5 10
Other: other miscellaneous information to paint the picture of current state	Incomplete	1 5 10
SECTION 3 – FUTURE STATE		
Overview: clear, concise, & easily understandable description of future state	Incomplete	1 5 10
Project Deliverables: tangible outcomes to be produced by the supplier	Incomplete	1 5 10
Figures, Diagrams, & References: supporting explanation to describe future state	Incomplete	1 5 10
Transition/Migration: efforts to bring legacy data forward into new system	Incomplete	1 5 10
SECTION 4 – ITEMIZED REQUIREMENTS		
Minimum Requirements (pass/fail): itemized, organized, and categorized	Incomplete	1 5 10
Desired Requirements (value proposition): itemized, organized, and categorized	Incomplete	1 5 10
SECTION 5 – SCHEDULE & BUDGET		
Schedule: clear and transparent identification of timing needs & constraints	Incomplete	1 5 10
Budget: clear and transparent identification of financial needs & constraints	Incomplete	1 5 10
SECTION 6 – UNIQUE CONSIDERATIONS		
Unique: what may be unusual in your environment? (vs. the supplier's other clients)	Incomplete	1 5 10
Unknowns & Assumptions: list any conditions that are unknown or assumed	In-Progress	1 5 10
Attachments & Exhibits: pertinent supplemental information	In-Progress	1 5 10

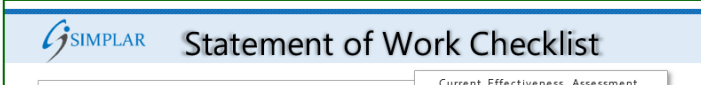
Simplar.com
 For additional information, please contact Jeff Sawyer at jeff@simplar.com



Content & Structure of a High-Performing SOW

Free Resource!

• Statement of Work Checklist



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Goal:
Become a
“Client of Choice”

Kodiak Launch Facility



Minotaur Rockets



“Mishap”





Kickoff Planning – Increasing Transparency

(Demolition & Site Prep)

- The contractor proposed an alternative procedure for removing damaged steel panels:
 - *\$1 Million cheaper than the specified process*
 - *Faster than the specified process*
 - *Safer than the specified process*



Final Result

- Finished **ahead of schedule**
- **0 change orders** or cost increases
- User saved **60% in cost** compared to the average



Update



Key Takeaways

1. Six main components to an effective scope of work

- Summary
- Current Conditions
- Detailed Requirements
- Schedule
- Budget
- Unique Considerations

2. Focus on expertise & solutions

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