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Successful Procurements Through Effective Scope Writing

May 4 & 5, 2022

Agenda

- I. Introductions
- II. The Basics: How to Think About Scope
- III. Writing: The Components of Scope
- IV. Feedback: Releasing Your Scope into the World
- V. Wrap Up and Questions

Introductions

Erin Boyce

Assistant Director, Data Analytics and eCommerce

Shannon Prica-Kast

Contract Management Specialist 2



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The Basics: How to Think About Scope

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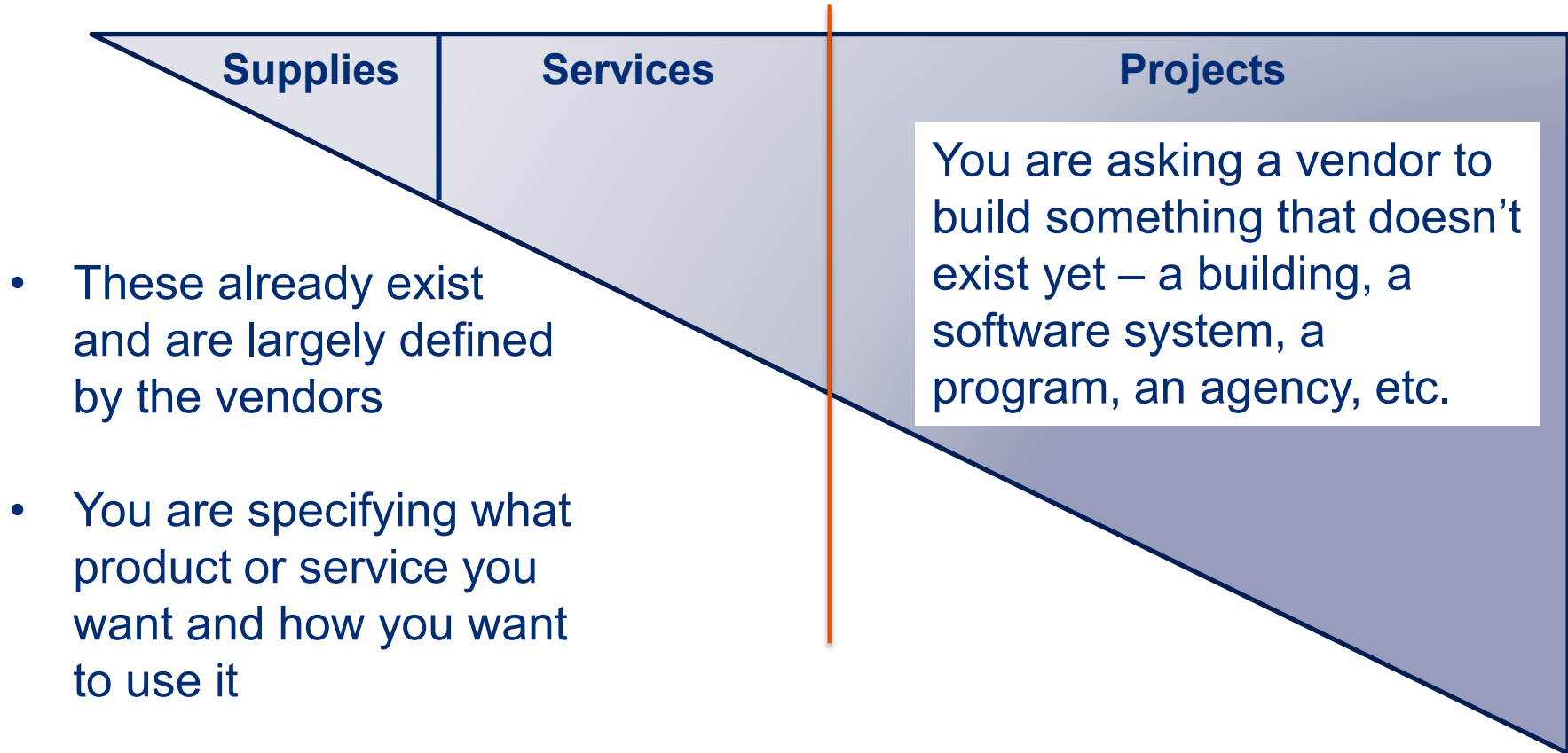
What is a Scope of Work?

- A detailed written description of the conceptual requirements for a project (materials, services, outcomes) contained in a competitive solicitation document
- Includes a clear description of what is required from the vendor
 - What will be done
 - When and how it will be done, potentially by whom
 - What constitutes an acceptable result

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The Increasing Complexity of Scope



A Well-Written Scope of Work

- Provides clarity and reduces confusion
- Builds consensus and understanding of roles and responsibilities between parties
- Results in better planning and coordination of resources
- Allows for easier evaluation
- Encourages competition
- Reduces risk for everyone involved

A Poorly-Written Scope of Work

- Results in outcomes that fail to meet expectations
- Can result in higher-cost, less meaningful bids
- Can discourage vendors from bidding
- Can waste time and money
- Leads to potential disagreements and even litigation

Components of a Scope of Work

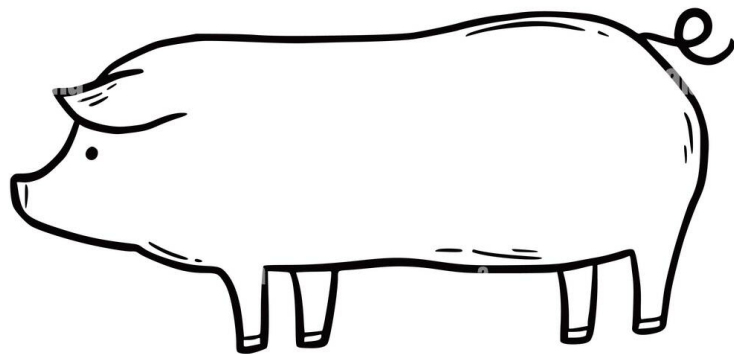
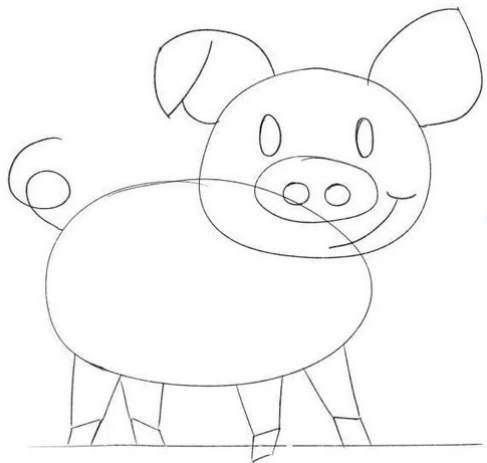
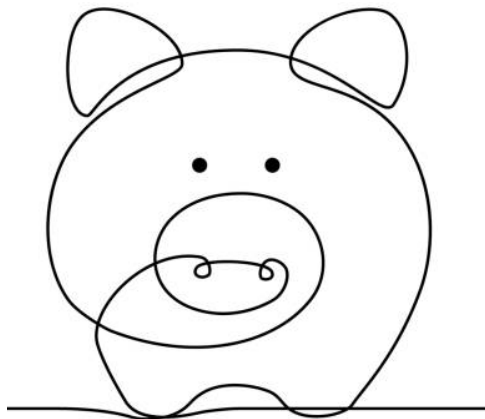
1. Project overview / main objectives
2. Requirements
3. Deliverables
4. Schedule / milestones
5. Terms and conditions
6. Acceptance and signoff

Components of a Scope of Work

1. Project overview / main objectives (**Why, What**)
2. Requirements (**What, How, Who, Where**)
3. Deliverables (**What**)
4. Schedule / milestones (**When, How**)
5. Terms and conditions (**How**)
6. Acceptance and signoff (**What, When, How**)

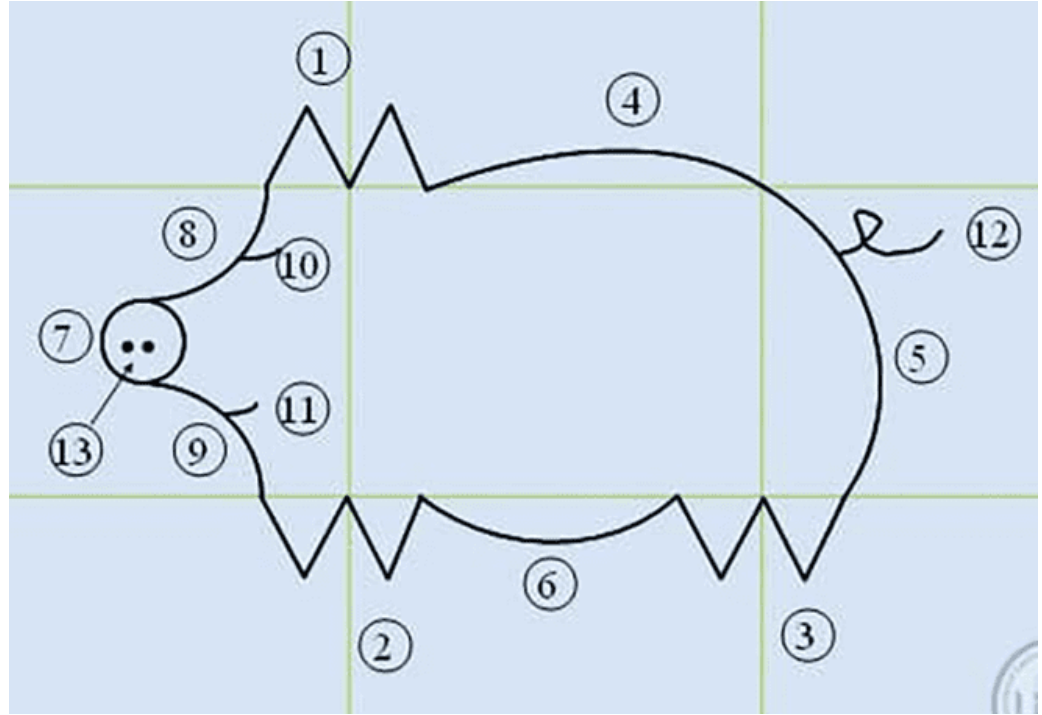
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“Draw a Pig”



“Draw a Pig”

- Clear instructions, parameters, and steps
- Everyone knows what the outcome is supposed to be
- No surprises or wild misunderstandings



**A well-considered,
well-planned,
and well-written scope
is key to a successful procurement.**



Writing: The Components of Scope

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When Do You Write a Scope of Work?

- A scope of work is prepared and written at the beginning stages of any procurement
- It becomes the basis for your procurement
- **Very important** to include subject matter experts
 - An extended team should include multiple stakeholders: procurement + subject matter experts/end users + legal + support

When is a Scope of Work Final?

- A. When the bid / RFQ is released
- B. When the contract is awarded
- C. When the work is complete, and the contract is over

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**We want it to be A
We certainly hope it's B
But more often than not, it's C**



Components of a Scope of Work

1. Project overview / main objectives (**Why, What**)
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6. Acceptance and signoff (**What, When, How**)

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1. Project Overview and Objectives

- This is the summary overview, introduction, problem statement
- Keep your explanation of the project at a high level, easy to understand
- Why are you doing this project?
- What are your overall expected outcomes or what is it you are trying to solve?

Define Project Overview and Objective

Not-So-Good Example

- Agency X requires the purchase, implementation, and maintenance of an application that will streamline productivity

Good Example

- The purpose of this project is to obtain a complete analysis of Agency X's current database environment and multiple recommendations on how to upgrade/modernize to meet the needs identified below

2. Requirements

- What exactly needs to be done?
 - Also, what doesn't need to be done can be helpful
- How does it need to be done?
 - Manner
 - Quality
 - Platform

2. Requirements

- Who needs to do it?
 - Scope can specify job titles or skills and if they need to be part of the project from beginning to end
- Where will the work be done?
 - More and more IT work, and all work, is being done remotely

List and Explain Your Requirements

- **Complete** – Fully stated in one place with no missing information
- **Consistent** – Cannot contradict any other requirement or authoritative documentation
 - Laws
 - Statutes
 - Policy



List and Explain Your Requirements

- **Feasible** – Must be able to be implemented within constraints of the project
- **Verifiable** – Requirement can be confirmed through testing
- **Specific** – Address one and only one thing



Requirements

Not-So-Good Requirements

- Email notification must include relevant information
- It must be accessible

Good Requirements

- Email notification shall include dollar amount, date, payee name, and a unique identification number
- System shall be designed according to usability standards 13a.3

3. Deliverables

- What do you want to receive from the vendor?
- When do you want to receive deliverables from the vendor?
- In what format do you want to receive deliverables?
- Deliverables can be prescribed by you, or proposed by vendors
- Usually coincide with timeline and payment schedule
 - Can be in steps or phases, i.e., Deliverable #1 Project Plan, Phase 1 is project plan completion

Deliverable Examples

Not-So-Good Example

- Create a Project Plan for review and approval

Good Example

- Create a Project Plan that includes, but is not limited to:
 - Personnel and reporting structure
 - Meeting cadence and deliverable timeline
 - Communication and escalation plan
 - Risk management plan
 - Etc.
- Project Plan will be the first project deliverable.

4. Schedule and Milestones

- Length of project
- May include certain date requirements, constraints, etc.
- May contain schedule for deliverables/phases
 - You can allow the vendor to propose or modify these in their bid

Estimated Timeframe

Not-So-Good Example

- System and functionality is long overdue for issuer and must be completed as soon as possible

Good Example

- The project is anticipated to take no longer than six (6) months
- Successful go live of Phase 1 by X date is of paramount importance to Agency X and should be the driving goal of Phase 1

5. Terms and Conditions

- What terms and conditions (T&Cs) be accepted by vendor?
 - State agencies have standard T&Cs (Appendix A, B, etc.)
- May include payment and budget information
- May include reporting requirements
- May include what is known to you as “out of scope”
- May include some assumptions to be clarified in bid or negotiation

Terms and Conditions

Not-So-Good Example

- Reimbursement for travel is permitted

Good Example

- Travel that is approved in advance by the issuing project manager will be reimbursed
- All rules and regulations associated with travel reimbursement under this agreement can found at <http://osc.state.ny.us/agencies/travel/travel.htm>
- In no case will any travel reimbursement be paid that exceeds these rates

6. Acceptance and Sign-off

- How will you accept project deliverables?
- Who reviews and signs off?
- Should provide guidance of what constitutes successful completion
- More information provided reduces disagreements or failure to receive what you wanted to receive

Deliverable Acceptance

Not-So-Good Example

- If no written response is received by the issuer within three (3) business days, the deliverable will be assumed as accepted

Good Example

- Issuer shall have 15 business days from the date of delivery to accept any independently identifiable project deliverable(s)
- If contractor is advised that any part of the deliverable was not provided or that any delivery of the deliverable was unsatisfactory, then the contractor shall have 15 business days to provide such deliverable and complete or re-perform such deliverable until the issuer is satisfied

Scope of Work Pitfalls

Tip #1: Be sure to include enough requirement details

- Lack of details can result in continuous quality issues/problems or insufficient bids/proposals
- Items or services may not meet expectations

Scope of Work Pitfalls

Tip #2: Do not make the specifications stricter than they need to be

- Leads to higher costs
- Leads to less competition
- What you need versus prescribing how to accomplish it
- This is where you may want to leave room to rely on the expertise you are contracting for



Scope of Work Pitfalls

Tip #3: Avoid requirements that exclude acceptable vendors

- May result in increased costs
- May not see a “good” vendor’s solution
- A request for comment (RFC) exercise can identify requirements that will unnecessarily eliminate vendors

Scope of Work Pitfalls

Tip #4: Do not include outdated or obsolete specifications

- May result in increased costs
- May not see all vendors proposed solution
- Limits your competition pool
- Another area where vendor expertise and subject matter expertise can be helpful

Feedback: Releasing Your Scope into the World

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Opportunities for Feedback and Clarification

Before bid or quote:

- **Extended team** – Include subject matter experts and end-users in drafting, reviewing, and refining scope
- **Request for information** – Conduct outreach and survey with questions about the industry and subject of your potential procurement
- **Request for comment** – Release draft scope to potential bidders for review and comment



Opportunities for Feedback and Clarification

After bid or quote:

- **Q&A period during solicitation** – Allow prospective bidders to ask questions about the released scope
- **Negotiation** – Review scope in detail with winning bidder to close any gaps in understanding
- **Rebid** – If the bids you receive are significantly out of line with what you expected, you may want to revise your scope and resolicit



Scope Changes to an Active Project

- We do our very best to avoid scope changes
 - Sometimes they happen anyway
- Have requirements in your scope for how to identify and handle scope changes
 - Procedures for documentation, costing, review, and amending
 - Contingency budget - percentage or amount
 - Be willing to consider a second phase or future improvement if the scope can't expand

Wrap Up

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Scope of Work Tips

- Be sure your requirements are clear, accurate and simple
- Be sure your bid timeline, project timeline, and deliverable schedules are realistic
- Bring all available resources to the table and get feedback
- Organize your scope and solicitation so it is clear and easy to understand in order to receive good, qualified responses from vendors
- Have a plan to deal with the unplanned

We are here to help!

Contact Us Today

(518) 474-6717

customer.services@ogs.ny.gov

Make sure to check out our
website at

www.ogs.ny.gov/procurement!



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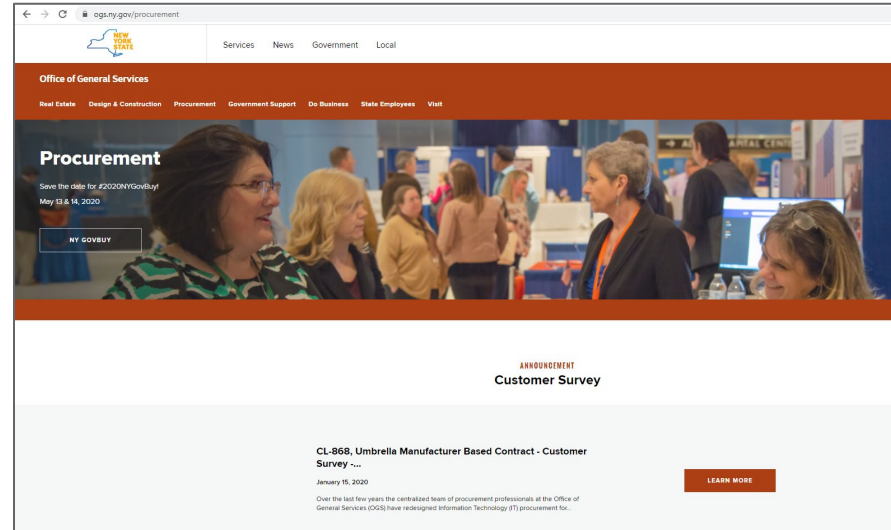
Procurement Services Website

Where to Find It:

- www.ogs.ny.gov
- www.ogs.ny.gov/procurement

What It Offers:

- Information for buyers
- Information for business
- Contracts portal
- Contact information
- Links to other websites



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Questions?

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