Appendix C
STATEMENT OF WORK (SOW)
(Agile)

Project Name

Technology Category

Agency Name

Date

Table of Contents

1. Introduction 3
2. Background 3
3. Scope 3
4. Deliverables 4
   4.1. Sample Content 4
   4.2. Sample Delivery Schedule 4
5. Reports and Meetings 5
6. Service Level Agreement 5
7. Period of Performance 6
8. Invoices 6
9. Agency/Vendor-Furnished Equipment and Work Space 6
10. Additional Agency Terms and Conditions 6
11. Vendor Response 6
   11.1. Staff Capabilities 6
   11.2. Service Capabilities 6
   11.3. Project Work Plan 7
   11.4. Additional Considerations 7
   11.5. Pricing 8
12. Schedule of Events and Response Guidelines: 8
   12.1. Question and Answers: 9
   12.2. Point of Contact: 9
13. Response Evaluation Criteria 9
14. Response Submission Requirements 10

1. Introduction

Describe the deliverables-based services to be delivered and the characteristics of the deliverables at a summary level. The statement of work (SOW) is unique and distinct for each project. The vendor shall develop or configure, test, stage, and release business applications by applying iterative processes utilizing the proposed Agile methodology and a frequent release cycle.

2. Background

Explain why the Agency is contracting for this deliverables-based service. Provide useful information regarding the Agency organization, project history, future plans or any other relevant information regarding the work to be performed.

3. Scope

(Example language)

The vendor will work in a team-based Agile environment. The Agency will create and maintain system roadmaps, project plans, and product and release backlogs that will be the basis for the vendor's work. The Product Owner will specify high-level requirements to the Agile team. As in typical Scrum-based Agile processes, the Agency Product Owner will work together with the team to develop and estimate user stories and establish acceptance criteria. These acceptance criteria will specify expected functionality for a user story, as well as any non-functional requirements that must be met in the development of the story. The Agency Product Owner, supported by SMEs and business analysts, will determine whether acceptance criteria have been satisfied.

The goal of this SOW is (agency should create a high-level list of what the SOW will accomplish). The scope may include, but not limited to, the following activities:

- Scope of work (or services to be delivered)
- Project risks, assumptions and constraints
- Roles and responsibilities
- Description of Services (high-level)
- Acceptance criteria
- Project completion criteria
- Project schedules to be achieved by vendor
- Service-level objectives Key performance indicators
- Service-level agreements (SLAs)
- Service-level management
- Relevant quality processes that will apply, such as change management, acceptance, and risk and issue management

4. Deliverables

4.1. Sample Content

(Example content– at a minimum, Agency should consider the following items when developing their SOW)

- Create Baselining effort. Implement proposed methodology; Operate team under proposed method through several iterations; define and agree to mutually agreed sprint capacity.
- The vendor shall develop or configure, test, stage, and release business applications by applying iterative processes utilizing the proposed Agile methodology and a frequent release cycle.
- Deliverables must be provided on the dates specified. Any changes to the delivery date must have prior approval (in writing) by the Agency contract manager or designate.
- All deliverables must be submitted in a format approved by the Agency contract manager.
- If the deliverable cannot be provided within the scheduled timeframe, the Vendor is required to contact the Agency contract manager in writing with a reason for the delay and the proposed revised schedule. The request for a revised schedule must include the impact on related tasks and the overall project.
- A request for a revised schedule must be reviewed and approved by the Agency contract manager before placed in effect. Contract Terms and Conditions may dictate remedies, costs, and other actions based on the facts related to the request for a revised schedule.
- The Agency will complete a review of each submitted deliverable within specified working days for the date of receipt.
- A kickoff meeting will be held at a location and time selected by the Agency where the Vendor and its staff will be introduced to the Agency.

4.2. Sample Delivery Schedule

Deliverable No.	Deliverable Description	SOW Reference Paragraph	Estimated Due Date
1			
2			
3			
4			
5			
6			
7			
8			
9			

5. Reports and Meetings

(Example content– at a minimum, Agency should consider the following items when developing their SOW)

- The Vendor is required to provide the Agency contract manager with weekly written progress reports of this project. These are due to the Agency contract manager by the close of business on the *specify day* each week throughout the life of the project
- The progress reports shall cover all work performed and completed during the week for which the progress report is provided and shall present the work to be performed during the subsequent week.
- The progress report shall identify any problems encountered or still outstanding with an explanation of the cause and resolution of the problem or how the problem will be resolved.
- The Vendor will be responsible for conducting weekly status meetings with the Agency contract manager. The meetings will be held on *specify day* of each week - at a time and place so designated by the Agency contract manager - unless revised by the Agency contract manager. The meetings can be in person or over the phone at the discretion of the Agency contract manager.

6. Service Level Agreement

The items listed below are suggestions for areas to be considered for service levels and incorporated into the SOW service level agreement.

- Achievement of Budget Goals (total and subtotals)
- Achievement of Schedule Goals (final and interim)
- Security (as defined by customer)
- Quality (as defined by customer)
- Availability (data, system, and components)
- Performance (transmission, response, or completion times)
- Meantime to Resolution (MTR)
- Business Continuity
- ISO/ANSI standards
- IEEE standards
- Required communications (meetings, reports, calls, emails)
- Required documents (plans, estimates, schedules, analyses)
- Degree of accuracy of estimates (schedule, budget, resources, total)
- Effective risk management and response (adherence to plans)
- Effective scope management and change control (adherence to plans)
- Data quality (fitness for use, accuracy, precision, completeness)
- Ad hoc query response (usually written in terms of averages)
- Reliability (queries generate same valid results)
- Consistency (calculations and definitions are consistent regardless of source or function)
- Acceptable usage (query controls)

- Correct mapping of old to new (no functions or data lost that were not planned to retire)
- Previous software, system, or service retired on time

7. Period of Performance

Specify the period of performance in which the Vendor will conduct and complete the work associated with the SOW.

8. Invoices

Describe the Vendor's responsibilities for invoicing Agency including invoice content, frequency/schedule and instructions for submitting invoices. Payments will be made in accordance with Appendix A of the Contract.

9. Agency/Vendor-Furnished Equipment and Work Space

Specify what equipment and/or work space the Agency will provide or the expectations of what the Vendor will provide.

10. Additional Agency Terms and Conditions

List any additional terms and conditions required by the Agency. Note: Agencies may negotiate the terms and conditions of a SOW to suit their business needs so long as the SOW terms and conditions do not conflict or weaken the DIR master contract.

11. Vendor Response

(Example content– at a minimum, the Agency should consider the following items when developing their SOW)

The Agency will select the Vendor(s) that offers the best value as determined by the information provided in the Vendor's Response. The following information shall be provided in the Vendor's Response:

11.1. Staff Capabilities

Vendor staff capabilities specific to this SOW:

- Organization chart
- Management team resumes
- Key personnel resumes, illustrating the qualifications of each to perform the services described in this SOW including expertise in Agile development methodology and processes.

11.2. Service Capabilities

Vendor shall provide evidence of its services capabilities, including but not limited to:

- Description of three (3) projects of similar size and scope that Vendor has conducted within the past five (5) years;

- Description of experience providing similar deliverables in public sector, specifically state and local government;
- Vendor shall include an outline of its capability to deliver the required services, including process, functional and technical expertise.
- Vendor may also include the types of information that it anticipates providing as part of each deliverable.

11.3. Project Work Plan

Vendor shall provide a draft high-level project work plan addressing the tasks specified in the SOW, which shall include:

- A description of key activities and milestones.
- A detailed methodology description of the Vendor's approach to analyze, assess, validate, document and complete each sprint/iteration.
- A description of the resources necessary from Agency to support the process, including estimates of time needed from Agency's subject matter experts and high-level analysis of data gathering requirements.
- Any assumptions and dependencies of the project.

Deliverable No.	Deliverable Description	SOW Reference Paragraph	Sprints (Iterations)	Estimated Due Date
1			0	
1			1	
1			2	
1			3	
2			4	
2			5	
2			6	
3			7	
3			9	
4				
5				
6				
7				
8				
9				

11.4. Additional Considerations

- Vendor shall indicate their agreement to comply with the confidentiality and non-disclosure requirements stated in this SOW.
- All written deliverables must be phrased in terms and language that can be easily understood by non-technical personnel (e.g., laypersons without subject matter expertise)

- All items of this agreement shall be done in accordance with the Service Level Agreement.
- Agency may request oral presentations.

11.5. Pricing

The main purpose of this section is to detail the pricing for the deliverables-based services. Vendor should also provide a summary of any assumptions and exclusions. The Vendor must provide a separate cost for each Deliverable (or sprint as applicable) in this SOW. Vendor shall provide firm fixed pricing.

Deliverable No.	Deliverable Description	SOW Reference Paragraph	Sprints (Iterations)	Unit	Unit Price	Extended Amount
1			0			
2			1			
2			2			
2			3			
2			4			
2			5			
2			6			
3			7			
3			9			
4			10			
4			11			
4			12			
4			13			

11.5.1 Alternate pricing:

Item No	Services	Quantity	Unit	Unit Price	Amount
00001	Baselining effort	100	Day	$	$
00002	Sprints/Iterations	TBD	Sprint/Iterations	$	NTE $500,000

Upon completion of the Baseline effort, the Agency and Vendor(s) shall mutually agree upon the team's capacity/velocity. The final quantity of sprints will be determined based on the agreed upon capacity and compared to the available budget remaining in order to determine how many sprints will be awarded. Final decision to proceed will be determined by the Agency.

12. Schedule of Events and Response Guidelines:

The following dates represent the Agency's desired schedule of events associated with this Statement of Work inquiry. Agency reserves the right to modify these dates at any time, with appropriate notice to prospective Vendors.

Date	Activity
MM DD, YYYY	Distribute SOW to prospective Vendors
MM DD, YYYY 2:00 PM CT	Deadline for submitting questions
MM DD YYYY	Agency response to Questions
MM DD YYYY 2:00 PM CT	Deadline for submitting responses to SOW
MM DD YYYY	Anticipated award

12.1. Question and Answers:

Vendors must submit all questions regarding this SOW by email to the point of contact below. Questions regarding this SOW will be accepted by the date and time specified in the table above. The Agency will respond to questions received no later than the date and time specified above.

By submission of an inquiry, Vendor acknowledges that the applicable inquiry and official answer may be shared with other Vendors and therefore Vendors will not include any confidential or proprietary information in such inquiries. The Agency will not identify the Vendor that submitted any particular inquiry.

12.2. Point of Contact:

All communications for this SOW must be directed through the Agency Point of Contact:

Contract Manager
Agency Name
Agency Address
Agency point of contact phone
Agency point of contact e-mail

Upon issuance of this SOW, employees and representatives of the agency other than the point of contact identified in this section will not discuss the contents of this SOW with any Vendor, potential Vendor, or their representatives. **Failure of a Vendor and any of its representatives to observe this restriction may result in disqualification of any related response.** This restriction does not preclude discussions between affected parties for the purpose of conducting business unrelated to this procurement.

13. Response Evaluation Criteria

(The following criteria are examples that could be used in determining the best value.)

- Technical Approach to Agile methodology (overview of performance-based solution and quality control and performance measurement approach)
- Method for planning and sizing of work to be performed
- Project Work Plan
- Vendor History and Experience (including references)

14. Response Submission Requirements

Sample Content

- SOW schedule of events: deadline for questions, deadline for answering questions, response due date
- Address for response submission
- Number of copies
- Mandatory response contents

Appendix C

Department of Information Resources

Deliverables-Based Information Technology Services (DBITS) Contract

Sample Statement of Work

(Traditional Waterfall)

Appendix C

STATEMENT OF WORK (SOW)

FOR

DELIVERABLES-BASED INFORMATION TECHNOLOGY SERVICES

Project Name
Technology Category

DIR Customer Name

DATE

1. Introduction

Describe the deliverables-based services to be delivered and the characteristics of the deliverables at a summary level. The statement of work (SOW) is unique and distinct for each project.

2. Background

Explain why the Customer is contracting for this deliverables-based service. Provide useful information regarding the Customer organization, project history, future plans or any other relevant information regarding the work to be performed.

3. Scope

Sample Content

3.1 Project-Based Services

- Scope of work
- Project risks, assumptions and constraints
- Roles and responsibilities
- Detailed description of deliverables
- Acceptance criteria
- Project completion criteria
- Project schedules to be achieved by vendor
- Relevant quality processes that will apply, such as change management, acceptance, and risk and issue management

3.2 Outsourced Services

- Scope of services to be delivered
- Acceptance criteria
- Service-level objectives
- Key performance indicators
- Service-level agreements (SLAs)
- Service-level management

4. Deliverables

4.1 Sample Content

(Example – at a minimum, Customers should consider the following items when developing their SOW)

- Deliverables must be provided on the dates specified. Any changes to the delivery date must have prior approval (in writing) by the Customer contract manager or designate.
- All deliverables must be submitted in a format approved by the Customer contract manager.
- If the deliverable cannot be provided within the scheduled time frame, the Vendor is required to contact the Customer contract manager in writing with a reason for the delay and the proposed revised schedule. The request for a revised schedule must include the impact on related tasks and the overall project.
- A request for a revised schedule must be reviewed and approved by the Customer contract manager before placed in effect. Contract Terms and Conditions may dictate remedies, costs, and other actions based on the facts related to the request for a revised schedule.

- The Customer will complete a review of each submitted deliverable within specified working days for the date of receipt
- A kickoff meeting will be held at a location and time selected by the Customer where the Vendor and its staff will be introduced to the Customer.

4.2 Sample Delivery Schedule

No.	Item	SOW Paragraph	Due Date	Recipient
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				

5. Reports and Meetings

Sample Content (Example – at a minimum, Customers should consider the following items when developing their SOW)

- The Vendor is required to provide the Customer contract manager with weekly written progress reports of this project. These are due to the Customer contract manager by the close of business on the *specify day* each week throughout the life of the project
- The progress reports shall cover all work performed and completed during the week for which the progress report is provided and shall present the work to be performed during the subsequent week.
- The progress report shall identify any problems encountered or still outstanding with an explanation of the cause and resolution of the problem or how the problem will be resolved.
- The Vendor will be responsible for conducting weekly status meetings with the Customer contract manager. The meetings will be held on *specify day* of each week - at a time and place so designated by the Customer contract manager - unless revised by the Customer contract manager. The meetings can be in person or over the phone at the discretion of the Customer contract manager.

6. Service Level Agreement

The items listed below are suggestions for areas to be considered for service levels and incorporated into the SOW service level agreement.

- Achievement of Budget Goals (total and subtotals)
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- Quality (as defined by customer)
- Availability (data, system, and components)
- Performance (transmission, response, or completion times)

- Meantime to Resolution (MTR)
- Business Continuity
- ISO/ANSI standards
- IEEE standards
- Required communications (meetings, reports, calls, emails)
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- Reliability (queries generate same valid results)
- Consistency (calculations and definitions are consistent regardless of source or function)
- Acceptable usage (query controls)
- Correct mapping of old to new (no functions or data lost that were not planned to retire)
- Previous software, system, or service retired on time

7. Period of Performance

Specify the period of performance in which the Vendor will conduct and complete the work associated with the SOW.

8. Invoices

Describe the Vendor's responsibilities for invoicing Customer including invoice content, frequency/schedule and instructions for submitting invoices. Payments will be made in accordance with Appendix A of the Contract.

9. Customer/Vendor-Furnished Equipment and Work Space

Specify what equipment and/or work space the Customer will provide or the expectations of what the Vendor will provide.

10. Additional Customer Terms and Conditions

List any additional terms and conditions required by the Customer. Customers may negotiate the terms and conditions of a SOW to suit their business needs so long as the SOW terms and conditions do not conflict or weaken the DIR master contract.

11. Vendor Response

Sample Content (Example – at a minimum, Customers should consider the following items when developing their SOW)

- All written deliverables must be phrased in terms and language that can be easily understood by non-technical personnel (e.g., laypersons without subject matter expertise)
- All document deliverables must be in formats (hard copy and electronic) as specified by the Customer - at a minimum, the formats must be in industry accepted standards (e.g., MS Word, MS PowerPoint, MS Project)
- The Vendor must demonstrate its knowledge and expertise of the environment (e.g., platforms, software, applications, network, tools, etc.) for which work is to be performed
- All items of this agreement shall be done in accordance with the Service Level Agreement.

Sample Content

- Agreement to confidentiality and legal statements
- Vendor staff capabilities specific to this SOW:
  - Organization chart
  - Management team resumes
  - Key personnel resumes
- Vendor's services capabilities:
  - Outline of capability to deliver the required services, including process, functional and technical expertise
  - Agreed-on SOW for deliverables-based services
  - Project plans for project services or transition
- Project management plan addressing the tasks specified in the SOW

12. Pricing

The main purpose of this section is to detail the pricing for the deliverables-based services. Vendors should also provide a summary of any assumptions and exclusions.

Sample Pricing Sheet

Deliverable No.	Deliverable Name	Price

13. Response Submission Requirements

Sample Content

- SOW schedule of events: deadline for questions, deadline for answering questions, response due date
- Address for response submission
- Number of copies
- Mandatory response contents