

# CDPHE

## SOW Development Checklist

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### How to use this Checklist

This checklist contains the requirements for developing performance-based work plans using CDPHE's standardized methodology and SOW Work Plan tables.

### Drafting Requirements

- a.  Do not reformat the SOW templates or work plan table by rearranging or adding sections.
- b.  Delete any unused rows from the work plan (such as Objectives, Primary or Sub-Activities).
- c.  Remove all instructions in the SOW template and work plan table (blue font) when the SOW is complete.
- d.  Font size ten (10) is consistent throughout the template and work plan table.
- e.  Font type in the SOW templates and work plan table is Times New Roman.
- f.  Do not use bullet points.
- g.  All activities, sub-activities, standards and requirements (when possible), and deliverables begin with "The Contractor shall..."
- h.  All CDPHE activities or requirements (when possible) begin with "CDPHE will..."
- i.  Do not use ambiguous words or phrases such as "should, could, any, either, and/or, etc., reasonable, adequate, necessary, recommend, may include but not limited to," or any other word or phrase that can be interpreted in more than one way.

### Entity Name and Contract Term

- a.  List the Contractor's business name as registered with the Secretary of State's Office.
- b.  The Contractor's name must be stated exactly the same throughout the Contract document.

### Project Description

- a.  The first sentence of this section begins with "This project serves to..." Ensure that description is about the project and not the Contractor.
- b.  The description should consist of no more than three or four paragraphs containing well-defined statements.
- c.  The description should include what the project is about, why the project is beneficial to the State of Colorado, who benefits from the project, where activities will be performed and summarizes the types of activities to be performed.
- d.  Do not list the names of entities that the Contractor may collaborate with during the project.
- e.  Do not include extensive history and background information unless absolutely necessary for the reader to understand the project.

### Definitions

- a.  All acronyms, technical, industry or program specific terms or phrases that are not easily understood by the common reader are listed here.
- b.  Alphabetize the definitions.
- c.  Number each definition.

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### Work Plan

#### 1. Project Goal and Objective(s)

- a.  Determine the goal of the project. The goal indicates the intentions of the project and is stated in broad terms. It is the ultimate target to be reached. The goal statement typically *does not* include a date for achievement. Often the program's overarching goal serves as the project goal. An example of a goal statement is, "Communicable diseases will be eliminated in the state of Colorado".
- b.  Determine the objective(s) of the project. Objective(s) should be stated in specific terms and begin with the phrase "No later than the expiration date of the contract..." This eliminates the need to revise the date if the expiration date should change. The objective(s) is the focus of the project; it is stated in precise concrete terms and is a step taken to meet the goal.
- c.  If there is more than one goal for the project, a separate work plan table is required for each goal. Number each goal.
- d.  There can be multiple objectives for a single goal within a work plan table. Number each objective.

#### 2. Activities (Performance)

Activities are the core of the agreement between the contractor and CDPHE. Once completed they provide the outcome (expected result) needed to meet the objective(s).

- a.  List key primary activities that must be performed. These are critical or essential activities needed to ensure the success of the project.
- b.  List key sub-activities, if any, of the primary activity that must be performed. These are critical or essential activities that must be completed as part of the primary activity. It is understood that there may be many tasks related to the completion of primary activities, but it is not necessary to list all of them.
- c.  All activities address the objective(s).
- d.  Include time lines for completion of primary and sub-activities if applicable. List in chronological order if applicable.
- e.  Number each activity within the text box provided.

#### 3. Standards

Standards establish quality for activities. They can be proposed by the contractor or CDPHE and may relate to specific activities or the entire project. Most standards can be negotiated.

- a.  Identify standards to be followed in the performance of activities, to include program, industry, funding, governing rules and regulations or other associated requirements that affect how the activities are conducted or completed.
- b.  Number each standard within the text box provided.

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### 4. Requirements

Requirements are non-negotiable. They typically come from the funding source, statute, industry, or state and local authorities that enact rules or regulations that govern certain activities.

- a.  Number each requirement within the text box provided.
- b.  When electronic documents or information located on web pages is incorporated, the inclusion of the following provision is required. "The content of electronic documents located on CDPHE and non-CDPHE websites and information contained on CDPHE and non-CDPHE websites may be updated periodically during the Contract term. The contractor shall monitor documents and website content for updates and comply with all updates."
- c.  **Incorporation** - When standards or requirements exist that govern the performance or completion of activities and are located in a document (hard copy or electronic) or are found in the content on a website, they must be incorporated into the Contract to legally obligate the contractor to comply with the content. Utilize the applicable incorporation language as described below.

### 5. Expected Result & Measure

- a.  Identify what you expect the outcome to be as a result of completed activities. If multiple results are expected, number each one.
- b.  Determine how you will measure the achievement of the result. If multiple measurements have been identified, number each one.

### 6. Deliverables

Deliverables are typically tangible and serve as evidence of activity progress or completion in compliance with standards and requirements. Deliverables are a critical component of contract monitoring and provide a mechanism for contractor reimbursement request reconciliation.

- a.  Identify deliverables that will be submitted to CDPHE as evidence of progress or completion of activities and compliance with applicable standards and requirements. Not every activity or sub-activity may require a deliverable.
- b.  List one deliverable per row.
- c.  Number each row.
- d.  List deliverables in chronological order by completion date.
- e.  Deliverables are drafted to start with "The Contractor shall submit..." and state what is to be submitted, method of submission (mail, fax, email, other), to who it is submitted (position title of the CDPHE person receiving the submission) and format. Do not use individual names or individual email addresses in deliverables. An example is "The Contractor shall submit a weekly report summarizing employee wellness status using a CDPHE provided report form. The report shall be submitted via e-mail to the CDPHE Oral Health Program Coordinator."
- f.  Deliverable completion dates or time lines are drafted to start with "No later than..." followed by a clearly stated date or timeline. (ex. "No later than November 13, 2013" OR "No later than 10 business days following the last day of each month.") The completion date is listed in the work plan column titled "Completion Date". Do not list it in the body of the deliverable.
- g.  Progress reporting is a required deliverable. Reporting must occur **at a minimum**, once during a 12 month period of time between the 5th and 8th month, however more frequent reporting is recommended. A report or other document generated in an electronic data

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collection system as a result of data entered by the contractor can also serve as a progress report.

- h.  One or more Deliverables contains information to measure the expected result.

### 7. Key Personnel Requirements--**OPTIONAL**

Only key personnel information is listed in this section. Key personnel have unique knowledge, skills, experience or resources that make the project possible. They are identified as *critical* to the project to the extent that if they leave the project, the project will be delayed or terminated.