Drafting Requirements

a. Do not reformat the SOW templates by rearranging or adding sections.
b. Delete any unused rows from the work plan (such as Objectives, Primary or Sub-Activities, Deliverables).
c. Remove all instructions in the SOW template (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 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. Entity business name as registered with the Secretary of State's Office.
b. Entity 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.

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 (to be determined with CDPHE staff). Number each goal.
d. There can be multiple objectives for a single goal within the SOW. Number each objective.

2. **Activities (Performance)**

Activities are the core of the agreement between the entity 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.

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, however more frequent reporting is recommended. A report or other document generated in an electronic data 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.

General Budget Guidance

This budget section is intended to provide best practices related to the development and drafting of a cost-reimbursable project budget.

- Please use the budget template that is provided by Colorado Department of Public Health and Environment (CDPHE) staff through a Request for Applications or an annual or periodic request for information. The budget template is a document that will capture both financial and budget justification/narrative information.

- The information provided in the budget should explain how your agency plans to use funds to achieve the deliverables in the proposed Scope of Work (SOW). All costs should tie directly to activities that appear in the SOW.

- Information provided in the budget should provide a logical picture of what is to be accomplished, by whom and the associated costs consistent with the SOW. All costs should be necessary, reasonable and allocable.

- Make sure that specific costs that have been identified as unallowable in the original Request for Applications or subsequent program guidance are not included.

Budget Drafting Tips

1. The budget templates are divided into major budget categories – Personal Services, Supplies & Operating Expenses, Travel, Contractual and Indirect.

Personal Services

a. Personal Services expenses that are included in the budget should be commensurate with the level of effort necessary to accomplish the goals and objectives of the project. Be reasonable in relation to the anticipated results.
b. The Personal Services section should include information for agency employees only. Services provided by individuals that are not employees of the agency should be listed in the Contractual section.
c. All columns should be filled out completely.
d. In general, Position Title should be listed. Names should not be included in this section unless a specific individual has been identified as “Key Personnel.”
e. The Description of Work should briefly and concisely identify how the position supports the work being done. Do not include pronouns (he, she, they) and do not provide statements related to the deliverables in the SOW.
f. Make sure that accurate Percent of Time on Project is included. This percentage is used to track time spent working on the project and should be consistent with an employee’s time records and subsequent payroll expenses.

Supplies & Operating Expenses

a. List Item clearly. Similar items may be grouped together if logical, such as “telephone/fax line” or “meeting supplies/materials/handouts.”
b. Use the Description of Item column to describe the rationale for the budgeted cost, and how the cost was calculated. An example of a description might be, “Visual displays will be used to provide education to community members by illustrating the health effects of cardiovascular disease. 10 different displays with a different health focus are needed. Approximate unit cost per display is $50.”
c. Using the example above, the Rate information would be $50 and the Quantity would be 10.

Travel

a. List Item costs clearly.
b. Include item information, which individuals will be traveling, and a clear and understandable basis for costs in the Description of Item field. An example of a clear description might be, "Program Manager will make one site visit to XYZ Health Center to evaluate contract compliance. Costs include round-trip mileage of 25 miles x agency reimbursement rate of $.50/mile."
c. Make sure to include anticipated costs for mandatory program meetings.
d. Agencies are expected to follow their own established travel policies and procedures. For example, an agency should follow their own established mileage reimbursement rate. In the event that an agency does not have established policies, CDPHE's policies may be followed.

Contractual

a. Costs in the Contractual section should non-employee costs that are necessary to complete the SOW. Subcontractor Name should be provided if known.
b. Description of Item should specify the need for the subcontractor, selection process, work to be performed, a logical basis of costs, and what expected deliverables or final products will be. An example of a clear description might be, "Contractor will be hired to determine community perceptions and needs related to obesity and chronic disease using participatory research strategies. The contractor will develop and implement a survey, conduct focus groups (minimum of 3), analyze data, and report on the results. This research is critical for achieving the proposed objectives and will guide remaining work in years two and three. Hiring a contractor is necessary as program staff do not possess the specialized research skills necessary to complete this phase of the work plan and is more cost effective than hiring a full-time employee. A Request for Proposal will be used to select the contractor."
c. A formal agreement is expected between agencies and subcontractors. A copy of contractual agreements may be requested by CDPHE.

Indirect

a. Unless specifically identified as unallowable in a Request for Applications, Indirect Costs may be requested. Indirect Costs are defined as costs incurred for a common or joint purpose that benefit more than one cost objective or program, but are not readily assignable to a specific cost objective or program.
b. Costs classified as "indirect" can differ depending upon your organizational structure and accounting practices, but some common examples include depreciation on buildings and equipment, operating and maintenance costs of facilities, and general administrative expenses such as the salaries and expenses of executive officers and accounting or legal staff.
c. Agencies may request costs that reflect an agency's current approved indirect cost rate. Allowable indirect cost rates include the following types:
    i. Federally-negotiated indirect cost rate. Agencies that receive funding directly from the federal government are eligible to negotiate an indirect cost rate with their federal cognizant agency. A copy of the approved rate may be requested.
    ii. CDPHE- approved indirect cost rate. Agencies who do not receive direct federal funding can recover indirect costs by negotiating an agreement directly with CDPHE's Internal Audit Unit. To request this option please contact the fiscal or program contact as soon as possible to begin the process.
    iii. De minimis indirect cost rate. Organizations that have never received a negotiated indirect cost rate can adopt a de minimis rate of 10% of modified total direct costs.
d. Regardless of the option chosen, CDPHE requires all indirect rates to comply with generally accepted accounting principles and be fully supported by actual costs.

2. It is requested that budgets are submitted that follow general formatting guidance, including:
    a. Ensure the top section of budget, including project title and contact information, is accurate.
    b. Be concise and clear in narrative sections. Do not use the term "partner" or "partnership."
    c. Provide same color, same-size font.

d. Delete unused budget lines.
e. Provide a document in Excel format that is “print ready.” In other words, make sure that cell borders are in place and that all words are visible in narrative sections. A hard copy of each budget will be incorporated into the contract. So legibility is important.
f. Make sure that all unnecessary tabs, including the Sample Budget tab, have been deleted.