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The All-in-One Guide for Procuring a Digital Project Delivery Solution *(or CPMS)*

Before investing in a Digital Project Delivery solution *(also commonly referred to as Construction Project Management Solution (CPMS))*, understanding the ins and outs of the solution -- along with the product landscape -- will help you in making the best decision for your organization's specific needs.

Understanding software can be complex, sales representatives can be vague, and product capabilities can be unclear. This document aims to distill unnecessary complexities when purchasing a Digital Project Delivery solution through an RFP (Request for Proposal). Over the past 30 years, Trimble has served thousands of customers in both the owner and contractor markets. We aim to summarize the best practices we have gathered in responding to hundreds of RFPs yearly in the construction software industry.

We'll provide background on where previous customers went wrong and how to avoid the same mistakes when going to RFP. **We've condensed lessons learned to help you develop an RFP into the following key categories:**

- [Mandatory Requirements](#)
- [Digital Transformation of the Asset Lifecycle](#)
- [Onboarding \(Implementation\) & Adoption](#)
- [Technical Support & Customer Success](#)
- [Security](#)
- [Product Functionality](#)
- [Evaluation Criteria and Scoring](#)
- [Procurement and Implementation Timeline](#)

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In each category, we provide advice for: areas to ask about specifically, items to prioritize, and methods to evaluate the best product fit for your organization. This document can serve as a guide for your organization when sending out an RFP for a Digital Project Delivery solution.

Mandatory Requirements

To minimize risk and promote industry best practices, you will want to set mandatory criteria for implementing a solution that all vendors must meet. Ask vendors to verify that their proposed Digital Project Delivery solution meets the following mandatory requirements:

- The solution must be developed by, implemented by, maintained by, and supported by the same single vendor.
- The solution must be explicitly designed for Owners and the sole purpose of supporting the construction program and project management lifecycle – Planning through Closeout.
- The solution must be Software as a Service (SaaS), built on a true multi-tenant platform with an open architecture.
- The solution must include out-of-the-box, configurable, native modules specific to the construction project lifecycle.
- The solution must have at least a 15-year history of successfully supporting requirements related to a Digital Project Delivery solution as described in this RFP.
- The solution must be provided by a vendor who develops and provides a collection of add-on construction management products, such as solutions for Design, Operations, and Asset Management.

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Digital Transformation of the Asset Lifecycle

Leading owners are in the market for a toolset that holistically approaches the full design, construct, operate and maintain phases of an asset's lifecycle, thereby capturing project data for accurate reporting and better decision-making.

Recent years have shown that owners are experiencing record increases in project volume and maintenance work orders, stimulated by new funding and aging infrastructure. Antiquated technology, legacy proprietary data formats, and analog processes have created silos of “dark data” that are inaccessible (digitally or timely) to teams across the asset lifecycle – ultimately causing an incremental 8% in incurred CAPEX costs and 15% overrun in operational costs ([per Deloitte](#)). As organizations face record labor shortages, public agencies must do more with less and seek greater efficiencies. And this is where the integration of construction and asset delivery technology makes a profound amount of sense.

Once a project is complete, the work doesn't end there. All entities are reliant on their fixed assets, each having their own lifecycles. Having an inventory of assets and their apparent lifecycles helps organizations build predictive maintenance plans that can save money and lessen downtime.

The ideal solution to this problem is to digitally transform how assets are designed, built, operated, and maintained through an asset lifecycle management platform – in which a Digital Project Delivery solution plays a critical role. Thus, when procuring a new Digital Project Delivery solution, consider including the following questions & requirements in your RFP:

Digitally Transforming the Asset Lifecycle Sample Questions

Question

Background

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Does your organization offer an accompanying asset management solution with native integrations into the Digital Project Delivery system?

Does your platform provide the ability to provide data and operate directly within a GIS-centric environment?

Leading owners look for a toolset that holistically approaches the full design, construct, operate and maintain phases of an asset's lifecycle, thereby capturing project data for accurate reporting and better decisions making.

Onboarding (Implementation) & Adoption

When committing to investing in a project management solution, the onboarding and adoption process is the most critical step towards receiving value quickly. Unfortunately, there is not a “one size fits all” approach to construction software implementations. Every owner, capital improvement program, and project is unique. So when it comes to deciding on a solution, evaluating the company’s professional services team is paramount. They’ll need to tailor a specific implementation program to your organization’s particular needs and requirements.

Implementation isn’t only about getting you technically set up with your new Digital Project Delivery solution. Even more important is the education process. Ensuring that you, the customer, have the proper education, awareness, tools, and best practices to succeed is far more critical. It is the responsibility of the vendor’s onboarding and implementation team to provide that education.

This is why it’s critical to make sure you’re partnering with an organization with significant industry experience. Construction is a unique field, and investing in partners who have vast

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practical expertise will highly increase your chance of success. We've found that vendors who develop a software product -- with little to zero industry experience -- typically provide inferior solutions. Instead of expertise isolated at the executive or product development level, it's vital that industry knowledge is diversified across every team within the organization.

When outlining the foundation of your RFP, we recommend including these questions to accurately gauge the implementation abilities of competing construction products and companies. Feel free to use the questions/requirements below in your RFP.

Onboarding & Adoption Sample Questions	
Question	Background
What is the average number of years in the construction industry and software implementation experience within your implementation team?	This will help reveal whether the company is a small startup company, a Silicon Valley experiment, or a thriving business built on significant industry experience.
Where is the implementation team located?	Are you going to be dealing with off-shore or near-shore development?
What is the relationship between the implementation and the ongoing support team? Are these services provided by your own staff, managed in-house, or do you rely	Reveals whether the organization prioritizes a close, in-house relationship between implementation and CS. Critical to client success.

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on third parties?	
What is the average time to value in implementation?	Essential to understand how quickly your organization will receive value after purchase.
What is the average duration of implementation?	How long does it take to get your organization up and running with the product?
Can you provide an estimated implementation timeline based on the RFP requirements and your experience with similar customer implementations?	An experienced company will feel confident in providing a timeline based on collected best practices and working with many customers similar to your organization.
How many implementations have been canceled before the official go-live date in the past three years? And why?	Will provide interesting insights into how capable their onboarding team is.
How many successful implementations have you had in our relevant vertical? Please provide examples and three similar customer references, including contact name, email address, and phone number.	Will reveal any experience and/or subject matter expertise limitations.
What is the current size of your in-house customer support & success team?	Will tell you if they're capable of serving multiple customers at once.
How many customers have you migrated from in-house or on-prem solutions to a SaaS/cloud solution successfully?	Many capital programs are migrating from excel, paper document storage, etc. The answer to this question will impact your success rate with their product.

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What is the average experience level of an implementation team member within your organization?	Your organization will want an implementation team that is experienced and passionate about the work they're doing with customers.
Are there any costs not included in your proposal? Please describe and be sure to list in the price proposal.	Common answers might include: charges by project added to the system, charges by number or total size of documents added to the system, etc.
Is onsite product training available and included within your proposal?	Onsite training will significantly improve user adoption and ensure the hands-on experience for users with the software.
What is your implementation methodology and training approach?	Your organization will want a vendor who uses a proven, industry-standard methodology and approach.
Do integrations with financial or other applications require custom code development, or are they managed with tools such as APIs?	Customization to implement integrations leads to a higher risk for integrations to break in the future with new releases.
Does the vendor provide access to APIs to build integrations? In addition, does the vendor provide in-house Professional Services to support or build the integrations?	Will learn more about the organization's approach to integration development.
What is the cost of ongoing support after implementation? What is the support limit?	Some organizations will bill you for every phone call you make to their support team.

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Technical/User Support & Customer Success

An organization might have the best and most capable product in the world, but at the end of the day, if the technical and user support team is incapable of providing top-of-the-line support, the value received from that product investment will fall far short of expectations. The better the technical and user support, the better the chance your organization has of succeeding with the product.

It's critical that that organization has the technical and user support infrastructure, as well as the industry expertise, to aid you in your ongoing use of the product. You don't want to be in the middle of a multi-year capital improvement project and suddenly encounter a catastrophic product failure, unable to reach their support team. That's a recipe for significant project delays and severe frustration at all levels.

In addition to expected product support, a good customer success team will provide proactive support to ensure the customer is utilizing the product to its fullest potential. Things might be proceeding smoothly on the project level, but an industry-experienced CSM (Customer Success Management) team will be able to proactively monitor and provide recommendations for better product use.

When outlining the foundation of your RFP, we recommend including these questions to accurately gauge the customer success infrastructure and capabilities of competing construction products and companies:

Technical/UserSupport & Customer Success Sample RFP Questions

Question

Background

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How many Technical/User Support reps exist on the domestic team?	A thinly staffed technical support organization for the product you intend to purchase may mean there is a lack of focus on support.
What is the average time with the company for the support reps?	A higher average time with the company would suggest more seniority and expertise.
What technology is used to manage issues and client interactions?	Knowing that the company is investing in the right tools such as Salesforce or JIRA shows a commitment to offering world-class support.
What methods are available for submitting issues to Technical Support?	Having a variety of methods available will help your users do their job.
Do you offer self-help solutions such as a user community or FAQ section?	Companies that provide a robust online solution make it easier for your users to succeed.
What is your overall customer satisfaction rate for technical support?	Provides an insight into how capable their technical support team is.
Do you offer 24/7 support at no additional charge?	Many organizations will invoice you every time you pick up the phone to call them.
How do you measure customer satisfaction?	Good to know how the organization measures itself internally.
What is your organization's customer satisfaction rate around technical resolution time?	Provides you an initial expectation for how their support team responds to customer inquiries.

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How does your organization respond to system outages?	In times of crisis, is their support team capable of solving complex problems quickly?
Does your organization perform QBRs (quarterly business reviews) or EBRs (executive business reviews) with customers?	Reveals whether the company is serious about getting feedback from customers.
Do you have referenceable clients managing projects/programs similar to us? Provide three client references (client name, contact person, title, phone, and email address.	Good to know whether the company has experience serving your vertical and similar types of customers.
Do you assign customers a Customer Success Manager?	Not all organizations are focused on ensuring their clients are successful after the initial sale. Knowing that there is an assigned Customer Success Manager is essential in measuring a company's commitment to your success.
Do you offer case studies or videos showcasing best-in-class clients? Please provide examples.	Knowing that a vendor is willing to share details from clients shows that they are confident in their product.
Do your Customer Success Managers have access to usage statistics to help drive adoption?	A company that not only provides access to the data but is willing to review the data to find opportunities is a sign of a great partner.
Do you offer user groups where clients can share best practices and learn from their peers?	Companies that facilitate networking and community building within their client base show a more substantial commitment to their

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	client's success.
Please describe how your team proactively encourages and evaluates product enhancements with customers?	Reveals how serious the company is about constantly improving its project.
What are the requirements for our organization to participate in an early adopter program (or customer advisory boards)?	If your organization wants to be on the cutting edge, serving as beta users for new features is an excellent way to do so.

Evaluating Product Security

When considering a construction project management solution, it's important to evaluate an organization's security policy beyond simple yes/no checkboxes. Security isn't something; it's everything. Many companies choose to react defensively to a threat or crisis, it's essential to select a software vendor that is proactive about routinely deploying fresh security updates to their product. In the world of cybersecurity, offense is the best defense.

Security is vital for those operating capital improvement programs. Say you select a Digital Project Delivery solution and a bad-faith actor is able to gain access to sensitive drawings, structural diagrams, and schematics. That's not a situation you want to have happen. In an age of increased national security threats, choosing a secure project management solution is critical to not only your organization's health but also the health and wellbeing of the public you serve.

At the end of the day, security is not just about having a strong password. Three critical layers exist towards a secure product. The first is the application itself – ensuring proper encryption standards, data security, etc. The second is the employees working on the product. And the final layer is the security standards to which an organization measures

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itself. Most technology companies focus on only one or two of these aspects. Those are the companies and products to steer away from.

When outlining the foundation of your RFP, we recommend including these questions to accurately gauge an organization's approach to product and organizational security:

Product Security Sample RFP Questions	
Question	Background
Which IT operational, security, privacy-related standards, and/or regulations does your organization comply with? Such as SOC or ISO?	There are a million different security, data, and privacy-related standards that vary based on country. Regardless, it's essential to know how vendors measure themselves.
What safeguards are established to protect sensitive construction data?	Important to understand who can access your organization's data.
How do you control your employee's access to customer data?	Important to understand who can access your organization's data.
Does the project management solution offer any sort of data export capabilities? If so, what safeguards are in place?	Not only good to know from a functionality/use-case perspective, but also important to know how the data can be exported and by who.
Does your system support multi-factor authentication?	Basic security standard.

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Does the software offer tiered user permission levels?	Multi-level permissions are critical to ensure the protection of sensitive business data.
How does your solution limit concurrent sessions to your system? (same user credentials)	Prohibits unauthorized access.
Does your system support Single-Sign-On (SSO)? And if so, what authentication protocols does your solution support?	For organizations who want more granular control of application access.
What is your solution's password policy?	Basic password requirements will reveal how serious the organization is about security. It's the basics.
Does our designated Digital Project Delivery administrator have password reset access for all user accounts?	Necessary permission in case a user's account is compromised.
Does the system lock a user out after a maximum threshold of failed login attempts?	Prohibits potential unauthorized access.
Does the system automatically log out a user after a specific inactivity period?	Prohibits potential unauthorized access.
Do any third-party vendors process customer data? If so, for what purpose?	Good to know how your organization's data is being shared or processed by other vendors (if at all).

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Does your organization have an established response process for data breaches?	Should a crisis ever arise, it's crucial that both the customer and company have a clear, mutually understood response plan in place.
Is customer data stored in a shared environment? If so, what safeguards are in place to protect that data?	Essential to understand who can access your organization's data.
Is there an information security policy in place that has been approved by management?	A formal information security policy will reveal how seriously an organization prioritizes operational and product security.
Are employees required to undergo routine security awareness training?	The enforcement of security training will reveal how seriously an organization prioritizes operational and product security.
Do your developers receive specific security training? Please describe which training and programs.	Developers should receive additional intensive product security training.
How frequently do you perform new releases and product updates? Will these impact the use of your application?	Answers to this question could potentially affect user activity in-app or on a mobile application.
Are employees required to sign NDAs or confidentiality agreements?	Prohibits unauthorized use of business data once an employee leaves the organization.
Does your organization have a dedicated	Obtaining the contact information of the

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Security Officer? If so, please provide their contact information.	dedicated security officer will help answer unresolved security questions / concerns.
Does your solution encrypt data in transit and at rest?	Is all transmission of data encrypted all the time?
Does your company conduct regular penetration testing? If you do, do you share results with your client?	Penetration tests are often performed on a quarterly basis.
Does your product development organization undergo the following security testing: SAST, DAST, and open-source scanning?	Basic security standard to be aware of.
Has your system implemented intrusion detection, and please describe?	Basic security standard to be aware of.
Does your software require specific licensing to perform external reviews (Not Applicable to Fedramp)?	Basic security standard to be aware of.

Product Functionality & Capabilities

At the end of the day, a project management solution has to fulfill your capital program's specific needs and requirements. But that comes with a caveat. After serving the construction market for over 30 years, e-Builder has noticed a distinction between customers who succeed -- or fail -- with a Digital Project Delivery solution.

The distinction is this: customers who invest not only in a product, but also in the experience and best practices of an organization's knowledge base, find success more often than those

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who don't. Don't just purchase a product; purchase access to industry best practices, knowledge, and expertise. Combining best practices with an industry-leading product will provide your organization with the best chance for success.

It's important to dig a bit deeper in search of the organization with the most significant industry experience. You don't want to purchase a software product from someone who doesn't understand your field or your day-to-day job. You want to purchase a project management solution from an organization with folks who have worked your job and know your pains. You're not just investing in a product, you're investing in best practices.

In addition, it's crucial to find a solution that provides functionality across the entire project management lifecycle -- from planning, design, procurement, construction, and operations. Because although you may only need a single element or two from several different phases, you may need additional stage functionality as you expand over time. Of course, you won't need to pay for that additional unused functionality at the time of purchase. Still, you will save yourself many hours of pain and frustration as you try to aggregate data across multiple software products down the line. We recommend investing in a product that provides sole-source functionality across the entire capital program project lifecycle.

With that said, we've put together a list of requirements to be included in your RFP -- questions that go beyond the surface features of a product (which will also be entirely unique to your organization):

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Product Functionality Sample RFP Questions	
Question/Requirements	Background
General Requirements	
What specific product features and capabilities were built with the owner in mind?	The answer to this question will determine if the product is even worth evaluating. Many products on the market were born from the contractor's point of view.
What features does the product provide across the entire project lifecycle?	Critical towards identifying whether the product specializes in a single stage of the construction process, or across all phases.
How long has the proposed solution been on the market?	Will provide insight into the company's subject matter expertise as it pertains to the field, industry, and product.
Program/Portfolio Management	
Is the project management system capable of supporting a multi-project, multi-department program?	Critical to identify if the product specializes in an owner-driven tool and supports multiple departments and programs.
Can the solution manage multiple programs simultaneously?	
Can projects be grouped by campus, division, phase, region, program, department, status,	

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or any other defined criteria?	
Can the project management solution drill down from a program view into a project-specific view and then further into specific details about a project, all from one screen?	
Capital Planning Management	
Can the project management solution prioritize potential projects based on defined criteria?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global program-level approach.
Can the project management solution systematically categorize potential projects as they move through various phases in the planning process?	
Does the project management solution assist in the long-range planning of capital projects?	
Design Review	
Does the project management system facilitate a Design Review practice that routes automatically and facilitates a review workflow to collect and review Design Review comments?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.

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Does the project management system include markup capabilities that are included within the software at no additional cost?	
Does the project management system include multi-file uploading of documents, including metadata?	
Change Management	
Does the project management system include a change management solution whereby contractors, architects and engineers, and owner users can collaborate, review, and approve changes?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Does the project management system provide foresight into these potential changes by automatically updating cost summaries with projected and pending change items?	
Does the project management system allow for bundling of multiple potential changes to a Change Order workflow and automatically route based on the total dollar amount of all potential changes?	

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Does the project management system include cost control settings to prevent the overallocation of committed dollars against budget items, with control options for line item, commitment, and overall budget level?	
Workflow Management	
Does the project management solution provide configurable workflows to automate collaboration and manual tasks across the project lifecycle?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Does your project management solution allow for the specific configuration of data entry screens for each workflow step?	
Does the project management solution's workflow system automatically update the project cost reports?	
Can workflows be separated by project or other defined criteria so that programs can adopt different workflows automatically?	
Are we able to make real-time process changes, or do we have to pay the vendor to make any additional process changes?	
Are there a limited type of processes	

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available, or can you create unlimited custom processes based on your needs?	
Are you able to make changes in configuration workflows in the platform such as adding a field or adding a step in a workflow and have it instantly available for use in the software?	
Cost Management	
Can the cost management data be fed by a combination of defined workflows, third-party databases, or through manual entries?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Does the project management solution provide a configurable construction cost control module that integrates and extends with your accounting system (or a spending management solution)?	
Does the project management solution allow for the management of master contracts that span across multiple projects?	
Funding Management	
Does the project management solution track the management and allocation of multiple funding sources?	Critical to identify if the product specializes in an owner-driven tool and supports program funding and master contract management.

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Does the project management system support master program account funding cost control with allocations to commitments and actuals?	
Does the project management system manage and track program or account level funding distributions and allocations across multiple projects?	
Does the project management system support multiple funding sources, including split rules, and be tracked at the program account level and allocated or tracked separately at the project level?	
Does the platform support public bidding through self-registration in a bidding portal?	
Contingency Management	
Does the project management system support a contingency or allowance disbursement process? This practice includes the system enforcing zero-sum dollar movement, a review and authorization approval mechanism, and automatic updates to the budget or contract.	Critical to identify if the product specializes in an owner-driven tool and supports contingency and allowance disbursement management.
Payment Application	

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Does the project management system include a payment application process incorporating an AIA G702/03 layout, setting, and automatic calculation of retainage, full and partial retainage releases, and 4 decimals of precision for rounding purposes?	Critical to identify if the product specializes in an owner-driven tool and supports the payment application AIA standard.
Document Management	
Does the project management solution contain a document control system with customizable user permissions?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Does the solution include a native interface with an electronic signature solution such as DocuSign?	Electronic signatures are now common and acceptable for authorization and should be supported. Your organization will provide licenses for the electronic signature solution.
Schedule Management	
Does the project management solution include a full-featured scheduling tool?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Can you create and build a project schedule directly in the software?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.

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Procurement Management	
Does the project management solution provide a portal to support a fully electronic procurement cycle?	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Reporting & Dashboard Analytics	
Please provide samples of your standard project management reports, dashboards, and analytics.	Basic feature/functionality questions that reveal whether the product focuses on a sole stage of the construction lifecycle or a global approach.
Does the project management solution allow for creating program-wide reports as well as single project reports?	
GIS & Mapping Capabilities	
Does the project management solution provide an Esri GIS-based view of a project on a map (with basic mapping tools)?	Insights into the map-based capabilities of the project management solution.
Does the project management solution provide interactive, geo-enabled processes based on map location in both a web and mobile environment?	
Does the project management solution provide the ability to view GIS data in and	

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around a project location?	Insights into the mobile-based capabilities of the project management solution.	
Does the project management solution provide configurable, role-based map views?		
Field Mobility		
Does the proposed solution have a mobile iOS application?		
Does the proposed solution have a mobile Android application?		
Does the proposed solution have an application for Windows tablets?		
Does the proposed solution function in a disconnected/offline mode to access project files, GIS data and progress workflows?		
Does the proposed solution support viewing work activities on a map?		
Does the proposed solution support a role-specific view of assigned work activities?		
Does the proposed solution's mobile application support Esri-GIS?		
Does the proposed solution's mobile application support the ability to view and		

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search a list of projects?	Insights into the mobile-based capabilities of the project management solution.
Does the proposed solution’s mobile application support the ability to view, search, and upload project documents and files?	
Does the proposed solution’s mobile application support the ability to view, update, and progress work activities and processes based on process configurations?	
Does the proposed solution’s mobile application support the ability to locate assets and capture activity locations using GNSS technology?	
Integration and Interfaces	
Does the project management solution provide the ability to integrate and interface with other systems and applications? Please describe the different types of, and tools available for integration and interfaces.	Vendors should have a mix of out-of-the-box tools you can use for this, as well as APIs, Web Services, Platforms, Data Warehouse, etc. that will support this need. Specify the expectation for the initial implementation.
Is the Apple Safari browser fully supported? If not, what is not available?	Basic feature/functionality question.
Is all functionality in the software available through a standard web browser such as Google Chrome, Apple Safari or Microsoft	Basic feature/functionality question.

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Edge? If not, identify capabilities not available in a web browser.	
Is all functionality in the software available on an Apple Mac Desktop? If not, identify capabilities not available.	Basic feature/functionality question.
Does the software require you to manage and maintain your own on premise database?	Basic feature/functionality question.
Does the software require an installable application on each user's computer that will impact system performance?	Basic feature/functionality question.

Evaluation Criteria and Scoring

Let vendors know you are using a fair process when evaluating all proposals. Provide a table similar to the following.

CRITERIA	WEIGHT
Meeting Mandatory Requirements	10%
Vendor Background and Experience	10%
Vendor References	10%
Meeting Functional Requirements	10%

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Meeting Technical Requirements	10%
Implementation Method and Plan	10%
Support Through the Contract	10%
Pricing/Cost	10%
Demonstration	20%

Procurement and Implementation Timeline

You will want to let vendors know the timeline for purchasing and implementing the Digital Project Delivery solution. Even if the timeline is tentative, it will provide credibility for your RFP and set the urgency for the new Digital Project Delivery solution. We are providing industry-standard time periods in the following table, which will help you in receiving thorough, quality proposals.

ACTIVITY	DATE
Release of RFP	
Intent to Bid Due	1 week after release date
Pre-Bid Web-Meeting with all Interested Vendors	2 weeks after release date
Vendor Questions Due	2 weeks after release date
Responses to Questions Posted	2 weeks before due date

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Request for Proposal Due	6 weeks after release date
Vendor Shortlist Posted	2 weeks after due date
Shortlisted Vendor Presentations	2 weeks after shortlist date
Award and Negotiations	2 weeks after final presentation
Implementation Start	4 weeks after contract signing

Closing Thoughts

When it comes to sending an RFP out for a Digital Project Delivery solution, it's critical that you cover the areas mentioned above: implementation & deployment, digital transformation of an asset, customer success, security, and product functionality. We extracted customer insights from over 50+ years of business experience to better inform the questions and information received when purchasing construction software via an RFP.

With the explosion of the startup scene and new vendors frequently entering the market space, it's essential to invest in solutions and companies that know what it's like to work the job you work. Invest in a partner that comes from your industry and has developed a product to solve the unique pains you encounter in your day-to-day jobs. Without these criteria, you're simply partnering with a startup company that might not be around in 6 months. For capital improvement programs that last years and sometimes even decades, investing in stable partnerships and technologies is of paramount importance. Invest in a product that combines industry knowledge with stellar product functionality, not simply one or the other.

Owners are under more pressure than ever before, being tasked with completing even more projects with the same (and sometimes even fewer) resources. Digitally transforming the

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Digital Project Delivery phase of an asset generates great efficiencies, no doubt – but taking this transformation to the next level by integrating with your Design and Asset Management systems of record will skyrocket organizational productivity, long-term asset resilience, and build organizational trust.