

Project Showcase: Advancing Job Quality Through Procurement

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Partners for Public Good

Roundtable | December 10, 2025

Meet our PPG Moderators



Isabel Garcia
Project Leader | PPG



Olivia Lucas
Associate | PPG



Emily Binet Royall
Assistant Director | PPG



In the chat, please share
your name and government!

How can you engage in this session?



Please use the
“Raise Hand”
function on Zoom



Look out for
**discussions and
resources**
in the Zoom chat



Join in the
**conversation via
chat** and connect with
a peer!

Our Focus: Scaling learnings and best practices from our embedded project work to the PEN Community

Partners for Public Good (PPG) Initiatives

We have supported 200+ local governments in projects to enhance their procurement systems, resulting in improved service delivery through our various initiatives.

Procurement for Good Jobs	School Food Procurement	Extreme Procurement Makeovers	Infrastructure Implementation Support
Helping governments to use procurement to advance job quality, workforce development and economic mobility.	Supporting school districts to improve food purchasing to provide high-quality meals for students.	Embedding staff in local government, working collaboratively to transform their procurement systems.	Lending hands-on procurement project delivery support to help governments advance infrastructure projects.

Procurement Excellence Network (PEN)

A virtual community of government change champions, focused on learning and growth through capacity-building, sharing best practices, and cultivating meaningful connections.

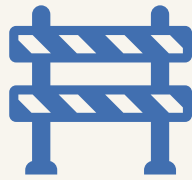


We are also utilizing lessons learned and PEN to inform a multi-stakeholder initiative to reshape model procurement laws across the country (Model Procurement Code Revision Project)



Defining the Importance of Good Jobs in Procurement

What are good jobs, and why prioritize them in procurement?



City Spotlights: San Antonio, Pittsburgh, Cleveland

How did these cities use procurement as a lever to expand economic mobility and stability for their residents? And what strategies can I take back to my government?



Conclusion

Next Steps

What are good jobs?

Why prioritize good jobs in
procurement?

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Elements of a “Good Job”



✓ Compensation and benefits



✓ Workplace culture and job design



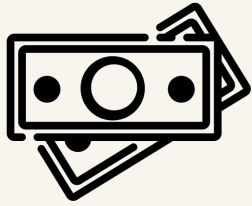
✓ Training and career advancement opportunities



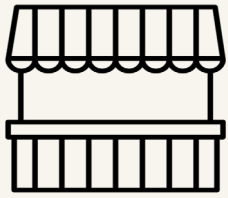
✓ Working conditions, safety, and accessibility

Sources: Greer, J., Greene, S., & Hendra, R. (2021). *Understanding Good Jobs: A Review of Definitions and Evidence*. Urban Institute.
https://www.urban.org/sites/default/files/publication/102603/understanding-good-jobs-a-review-of-definitions-and-evidence_1.pdf; *Quality Jobs Framework*. Jobs for the Future.
<https://www.jff.org/idea/quality-jobs-framework/>

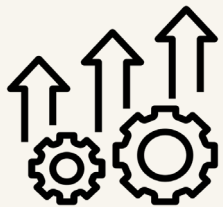
The Intersection of Procurement and Good Jobs



State and local governments spend **25-50% of their budgets — over \$1 trillion each year — on procured goods and services**, from road repairs to social service programs.¹



Procurement processes can be the starting point for enhancing vendor diversity and competition, inclusive workforce development, job quality, and local economic empowerment.

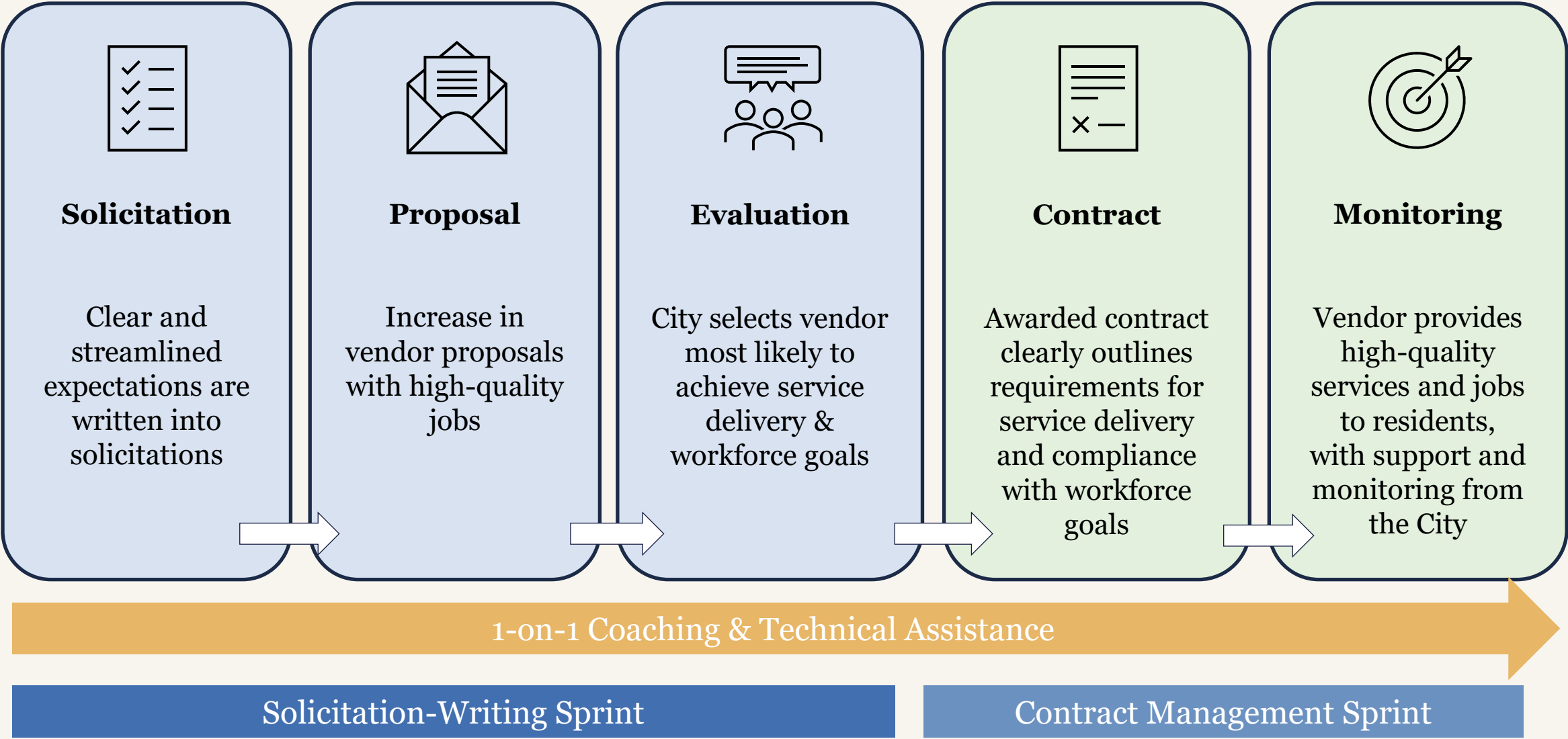


“Offering good jobs isn’t just about doing the right thing—it’s a smart business strategy.”² Investing in employees can boost vendors' customer satisfaction and competitiveness, while helping governments deliver higher-quality services on time, and on budget.

¹Urban Institute. (2021). *Removing Barriers to Participation in Local and State Government Procurement*. Urban Institute. <https://www.urban.org/research/publication/removing-barriers-participation-local-and-state-government-procurement>

²Gates Foundation US Program, 2025. <https://usprogram.gatesfoundation.org/news-and-insights/articles/learning-from-the-ground-up-providing-good-jobs-is-good-business>

Theory of Change: Procurement for Good Jobs Cohort



Panel Discussion

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Meet our Guest Speakers

Steven Decker

Deputy Purchasing Commissioner,
Cleveland, OH

- Leads the city's procurement strategy, drives modernization efforts through innovative technologies and ensures that all procurement activities are conducted efficiently, transparently, with strong fiscal stewardship.

Goal: Implement Fair Wage Ordinance in service contracts

Felicity Williams

Mayor's Deputy Chief of Staff,
Pittsburgh, PA

- Provides strategic counsel to the Mayor and senior leadership, overseeing a diverse array of teams within the Mayor's Office
- Leads numerous innovative initiatives, such as the federally designated Workforce Hub

Goal: Recruit and retain disadvantaged workers in large construction contracts

Michael Sindon

Workforce Development
Administrator, San Antonio, TX

- Contributes to the successful implementation of the Ready to Work Program, helping individuals develop the skills they need to thrive in the workforce
- Supported small, minority, women-owned businesses in securing City contracts

Goal: Increase hiring from City-funded job training program in high-value solicitations

Share more about your
priority workforce goal and
how it became a priority for
your City?

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Cleveland's Fair Wage Policy is a Mayoral Priority

Cleveland's Fair Employment Wage Board meets after 20-plus years

The board charged with overseeing the city's wage theft law and other laws designed to protect workers was formed in 2001, but never met until this year.



by Olivera Perkins
January 2, 2025



Cleveland to step up enforcement of wage laws aimed at helping workers

The Fair Employment Wage Board was dormant for years. Now it has a set of new and re-worked laws to enforce.



by Olivera Perkins
August 28, 2025



How did you translate
workforce priorities into RFP
or contract language?

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San Antonio's Ready to Work Solicitation Language

2. Construction Management Plan (Indexed and Labeled as "Tab 11")

Respondent must limit its response to the following items to a total of two (2) pages:

- a. Describe Respondent's project management approach and team organization, for the provision of the services outlined in this solicitation;
- b. Describe Respondent's Quality Control/Quality Assurance process, approach and capabilities to maintain quality control of the construction documents and construction.
- c. Describe Respondents approach to scheduling work around on-going operations, while minimizing disruption of the facility and its function and ensuring completion by deadline.
- d. Describe Respondent procurement plan and how it will coordinate with overall work to minimize disruptions to the facility and its functions.
- e. Identify all key materials and equipment in which lead times will present a challenge to scheduling.
- f. Describes Respondents logistics plan to include material laydown, fencing, demo disposal, parking and facility protection.
- g. The City has implemented San Antonio Ready to Work (RTW) which is an education and job placement program for San Antonio residents. Respondents can learn more about this initiative at readytoworksa.com (see Exhibit E). Describe how Respondent has previously participated in the San Antonio Ready to Work program, such as taking the Employer Pledge, meeting selected Employer Pledge commitments, and hiring program participants. In addition, regarding hiring practices in the San Antonio market area moving forward, how will the Respondent advance the goal of the San Antonio Ready to Work program to identify and hire program participants moving forward.

San Antonio Ready to Work Program Pledged Employer Commitment Requirements

The City of San Antonio's ("City") Workforce Development Office ("WDO") was formed in 2020 to oversee the City's workforce efforts, including the San Antonio Ready to Work ("RTW") program. This initiative was developed to address various disparities experienced by San Antonio residents that negatively impact their ability to train for a higher paying job which would improve their current economic situation. To address this issue, the RTW program provides tuition assistance to facilitate training and education opportunities, coupled with wraparound support to address barriers such as childcare and transportation, with the goal of assisting over 15,000 program participants obtain a quality job.

The City recognizes that San Antonio employers play a vital role in ensuring the RTW program meets its quality jobs goal, while also benefitting from a more skilled workforce. Hundreds of local employers have committed to the program's objectives by taking the RTW Employer Pledge and are hiring RTW participants. Please visit readytoworksa.com for more information about the Program and select "Employer Partners" to find and view the pledge.

Given the importance of employer engagement to Program success, the City has determined that it is imperative that firms doing business with the City commit to advancing the Program. Therefore, as a condition of this Agreement, **Contractor agrees to:**

- take (or retake) the RTW Employer Pledge **within 30 days of contract award**;
- fulfill the following obligations as a contract-awarded Pledged Employer:
 - make, achieve and maintain a minimum of four (4) pledge commitments, of which one (1) must be to hire qualified RTW participants into positions above \$15/hr.;
 - submit reports demonstrating achievement of is pledge commitments bi-annually (every six (6) months) to WDO for review and approval; and
 - attend at least one (1) meeting with WDO's Employer Engagement Team to review various RTW program employer benefits and subprograms.

Cleveland's Fair Wage Solicitation Language

B-23 FAIR EMPLOYMENT WAGE.

The City of Cleveland aims to partner with vendors who deliver high-quality services while upholding the City's commitment to fair labor practices as set forth in Cleveland's Fair Employment Wage Law, Chapter 189. All prime contractors and subcontractors that are Covered Employers as defined in Chapter 189 shall ensure that all Covered Employees are paid at **or above** the established Fair Employment Wage rate.

This hourly rate was initially set by Cleveland City Council and is subject to annual adjustments based on the Consumer Price Index for Northeast Ohio, published by the U.S. Bureau of Labor Statistics. The current required hourly wage is indicated in the attached Fair Employment Wage Requirements Notice to Bidders and Schedules. Tipped employees must be paid a base wage, that when combined with tips, equals at least the Fair Employment Wage.

Covered Employers must comply with all provisions of Chapter 189. To verify compliance, Covered Employers are required to submit a quarterly self-certification report to the Office of Equal Opportunity and submit payroll records upon request. For more information, review the attached Fair Employment Wage Notice to Bidders and Schedules or visit clevelandohio.gov/oeo.

Additional information and fillable PDF documents are available at clevelandohio.gov/oeo. The fillable PDF is the preferred format for vendors to complete the Fair Employment Wage Schedules to submit with the bid.

SCHEDULE 3
AFFIDAVIT OF COMPLIANCE
WITH CLEVELAND CODIFIED ORDINANCE CHAPTER 189

County of _____)
State of _____) ss:

I, _____, being duly sworn according to law,
and having personal knowledge of the facts stated herein, hereby state as follows:

1. I am the _____ (title) of
_____ (name of entity or company)
and am authorized to sign this affidavit.
2. The above-named entity/company agrees to comply with the requirements of the Fair Employment Wage Law, Cleveland Codified Ordinance Chapter 189, if it is awarded a contract pursuant to this bid/proposal.
3. Indicate below whether all Covered Employees, as defined in C.C.O. 189.01(d) of the above-named entity are currently paid the Fair Employment Wage, as defined in C.C.O. 189.02(a).
 YES NO
4. If you answered "No" to the question above, have you received an exemption?
 YES NO

FURTHER AFFIANT SAYETH NAUGHT.

Name: _____
Title: _____

SWORN TO BEFORE ME and subscribed in my presence
this _____ day of _____ (month), 20____ (year).

Notary Public

How did you assemble the
right team and get the right
stakeholders on board?

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Pittsburgh's Workforce Equity Solicitation Language

2.30. WORKFORCE EQUITY GOALS AND EVIDENCE OF GOOD FAITH EFFORTS

A. The City of Pittsburgh's Commitment to Workforce Equity

1. The City of Pittsburgh is committed to promoting equitable access to quality job opportunities, especially for individuals who have historically faced barriers to employment or who reside in high- and extreme-need neighborhoods. In line with this commitment, the City has adopted workforce equity requirements to increase participation of Disadvantaged Workers and apprentices in local jobs.
2. These requirements reflect the City's commitment to responsibly spend taxpayer funds and invest in contracted projects that advance economic mobility for its residents. For additional context on the City's longstanding commitment to ensuring that Contractors demonstrate Good Faith Efforts to hire City residents and enforcing consequences for noncompliance, refer to Sec. 177A in City Code.

B. Disadvantaged Worker and Apprenticeship Utilization Goals

1. To meet the stated workforce equity requirements, the City of Pittsburgh requires that all Prime Contractors and Subcontractors working on construction Contracts over \$250,000 ("Covered Work") and directly employing workers must meet the following participation levels for Disadvantaged Workers and Apprentices:
 - a) At least fifteen (15) percent of the workforce performing Covered Work at the Journey-level and Apprentice level shall be performed by Disadvantaged Workers from an economically Disadvantaged Area in the City of Pittsburgh or that faces at least one of the enumerated barriers to employment.
 - b) For each Subcontractor, and for each Prime Contractor directly employing workers to perform Covered Work, the percentage of journey-level and Apprentice level Covered Work hours to be performed by a Disadvantaged Worker are as follows and effective the year the Prime becomes contractually obligated:
 - i. 2025: 15%
 - ii. 2026: 15%
 - iii. 2027: 16%
 - iv. 2028: 17%
 - v. 2029: 18%
2. Twenty-five (25) percent participation of all Covered Work hours shall be performed by Apprentices in a U.S. Department of Labor Industry-registered (DOLI-registered) or recognized (DOLI-recognized) Apprenticeship program that is a resident of an Economically Disadvantaged Area in the City of Pittsburgh.

E. Good Faith Effort Checklist: If Bidder(s) does not meet the goals outlined in Section 2.30.B by assigning current crew members, the Bidder shall demonstrate its efforts to do so by achieving a minimum of five (5) Good Faith Efforts. The Bidder must complete at least one (1) Good Faith Effort activity aligned with each section ("Awareness"; "Recruitment"; and "Retention") of the Good Faith Effort Checklist. Good Faith Effort activities and documentation include but are not limited to:

1. Awareness

- a) **Develop a workforce hiring plan.** Development of a workforce hiring plan that identifies projected jobs tailored to specific trades, labor unions, registered Apprenticeships, and workforce development programs serving Economically Disadvantaged Areas.
- b) **Maintain a list of applicants from Economically Disadvantaged Areas.** Proof of maintaining a current list of names, zip codes, and contact information of applicants from Economically Disadvantaged Areas. If such individuals were not employed by the Contractor, this shall be documented in the file with the reason for not hiring.
- c) **Use inclusive language in job postings.** Use of inclusive language in job descriptions, such as language that is gender inclusive, person-centered, culturally appropriate, clearly differentiates "required" versus "preferred" criteria, and includes salary ranges, benefits, and Work location.
- d) **Develop an inclusive candidate selection process.** Development of an inclusive selection process, including but not limited to: assessing applicants using uniform selection criteria, ensuring reasonable accommodations are made to applicants requesting them, and using competency-based interviewing techniques.

2. Recruitment

- a) **Directly engage with DBEs that hire Disadvantaged Workers.** Proof of outreach to Disadvantaged Business Enterprises (DBEs) with a track record of hiring Disadvantaged Workers and/or Apprentices.
- b) **Encourage referrals.** Proof of encouraging current employees from Economically Disadvantaged Areas to refer and recruit other persons from their communities.

Activate Local Champions for Long-term Adoption

Regional Workforce Equity Convening

August 20, 2025



The City of Pittsburgh hosted convening of 40+ workforce stakeholders (nonprofit, unions, elected officials) to introduce policy implementation and build hiring pipeline to connect vendors with disadvantaged workers and apprentices.

Mayor's State of the City Address to Council

November 10, 2025



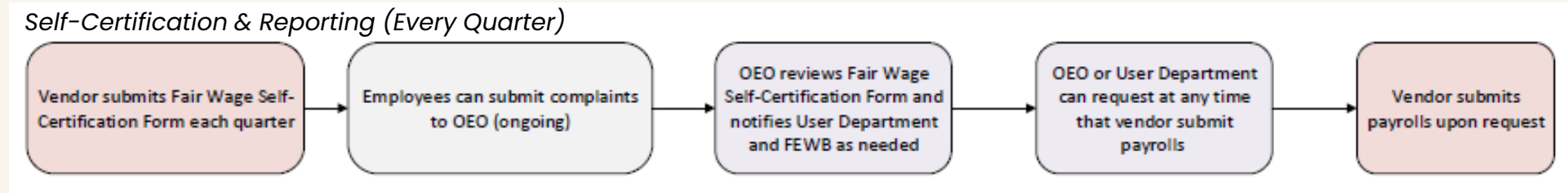
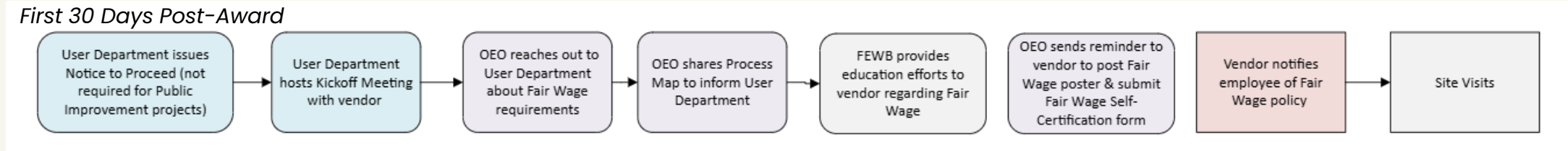
Supported elected officials to publicly champion workforce goals.

"Every dollar we spend is a chance to build a fairer and more competitive economy, to support good jobs, to strengthen local business ownership, and to reflect our shared values. [...] **But success in our economy goes beyond which businesses get contracts. It's also about who has access to good jobs on the construction sites that public dollars fund.** [...] Since then, we have been hard at work implementing this framework and leading by example for our public partners across the region. Our first pilot project under this framework, the new Schenley Heights Pavilion at Robert E Williams Memorial Park is now underway in partnership with our city departments, Partner4Work and **Partners for Public Good.**"

- Pittsburgh Mayor Ed Gainey

Cleveland's Fair Wage Reporting Process & Collaboration

Developed a detailed Process Map (excerpts below)



Site visit increased collaboration across departments to design an effective process



How will you support vendors
to make sure they can meet
the new requirement/goal?

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San Antonio's Resources to Support Vendors

Reporting Template

Section 1 of 3: Quality Job Openings		
Job Title Name of Open Position	Total Number of RTW Participants that Applied for the Open Position	Total Number of RTW Participants that were Interviewed for the Open Position

Section 2 of 3: RTW Participant Interview and Hire Information										
RTW Participant Name	RTW Participant Email Address	RTW Participant Phone Number	Open Position Job Title	Open Position Industry	Interviewed (Yes, No)	Hired (Yes, No)	If Hired, Hourly Wage (I.e., \$21.35)	If Hired, Was RTW Participant Terminated (Yes, No)	If Yes, Voluntary or Involuntary Termination	Reason for Termination

Good Faith Effort Guide

San Antonio Ready to Work Employer Pledge Good Faith Effort Guide		
Pledge Type	Pledge Action	Pledge Fulfillment
Support	1 Identify roles that match participant training and prioritize participant application review.	Submit hiring needs to WDO Employer Engagement Team. Physical and digital job applications captures RTW participant information (i.e., "Are you a San Antonio Ready to Work current or former program participant? Check box for yes and no"). Draft hiring policies and procedures that prioritizes RTW participants, whether that includes an automatic interview or special deep resume screening.
	2 Allocate HR Specialist/Recruiter time to provide and share specific hiring needs.	Listing of anticipated hires over a six (6) month window. Also capture general employer feedback on candidate quality or other general marketplace concerns.
	3 Hire qualified Ready to Work participants into entry-level and mid-level positions above \$15/hour with benefits (non-1099 employees).	RTW participants are hired into quality jobs. If no RTW participant hires are made, document efforts to prioritize RTW participant applications and interviews, as well as reasons for non-selection every six (6) months (utilize the SARTW Procurement for Good Jobs Initiative Vendor Report to submit information).
	4 Post job openings and source Ready to Work candidates from workintexas.com.	Provide documentation showing job postings on workintexas.com. Provide documentation prioritizing RTW participant applications and interviews.
	5 Review the Ready to Work Approved Course Catalog regularly to ensure alignment with high-demand, well-paid careers.	Attend WDO quarterly industry sector meetings to provide written feedback. Listing of anticipated hires over a six (6) month window. Also capture general employer feedback on candidate quality or other general marketplace concerns.
	6 Informational training sessions for Case Managers to inform them about occupations and job openings at my company.	Listing of anticipated hires over a six (6) month window. Also capture general employer feedback on candidate quality or other general marketplace concerns.
Participation	1 Talent Pipeline Management sessions developed the US Chamber of Commerce Foundation.	Document attendance of stated session through session at Greater SATX (i.e., sign-in sheet).
	2 Quarterly industry sector meetings.	Document attendance of stated WDO session (i.e., sign-in sheet).
	3 Job fairs and other hiring events coordinated by Ready to Work.	Document attendance of stated session (i.e., sign-in sheet).
	4 Mock interview sessions for participants.	Document attendance of stated WDO session (i.e., sign-in sheet).
	5 Meet with RTW staff on establishing/creating apprenticeships and pre-apprenticeships.	Document attendance of stated ABA Team session (i.e., sign-in sheet).
	6 Employer Roundtables (for example: Disability, Justice-Involved, Small Business, etc.)	Document attendance of stated WDO session (i.e., sign-in sheet). Provide documentation that your firm responded to a Ready to Work survey.

Vendor Checklist

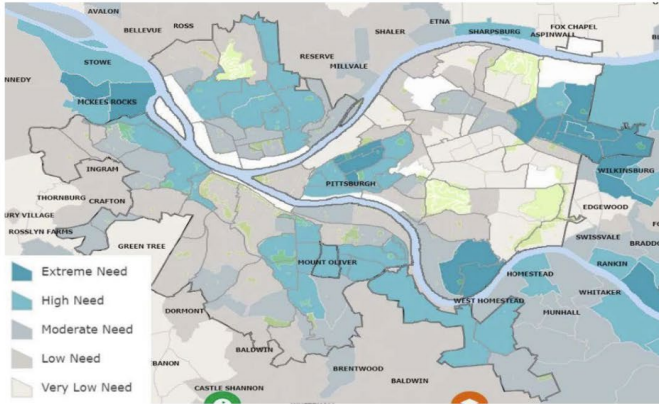
Pre-Award	<input type="checkbox"/> Receive notice of solicitation release <input type="checkbox"/> Attend Pre-Bid Meeting that includes overview of Ready to Work (RTW) vendor requirements <input type="checkbox"/> Get opportunity to ask WDO questions about Ready to Work via email or phone <input type="checkbox"/> Submit proposal with Ready to Work Proposed Plan <input type="checkbox"/> Awarded contract with Ready to Work vendor requirements
First Month	<i>Within 10 days</i> <input type="checkbox"/> Attend Pre-Construction or Kickoff Meeting that includes Workforce Development Office (WDO) Ready to Work team <i>Within 30 days</i> <input type="checkbox"/> Receive email reminder about required Employer Pledge, required Vendor Onboarding meeting, and reporting expectations <input type="checkbox"/> Required to take Employer Pledge and make four commitments, including hiring RTW participants <input type="checkbox"/> If vendor is already a Pledged Employer, WDO reviews existing pledged commitments for compliance <input type="checkbox"/> Unresponsive vendors will receive a notification email, then a noncompliance letter if needed <input type="checkbox"/> If vendor remains unresponsive, WDO will reach out to Project Manager or Finance Department for additional support
Second Month	<input type="checkbox"/> Identify hiring needs <input type="checkbox"/> Register on Greenlight Job Board <input type="checkbox"/> Attend required Vendor Onboarding meeting with RTW Employer Engagement team <input type="checkbox"/> Get matched with Ready to Work prime(s) for support with job placement <input type="checkbox"/> Begin delivering pledged commitments!
Third Month	<input type="checkbox"/> Meet with RTW prime(s) to identify potential Ready to Work hires <input type="checkbox"/> If needed, reach out to Workforce Development Office for additional support with hiring and job placement <input type="checkbox"/> Receive employer engagement outreach emails (i.e. pipeline report, occupational report, monthly newsletters) <input type="checkbox"/> Continue delivering pledged commitments!
Every 6 Months	<input type="checkbox"/> Receive email reminders prior to 6-month reporting period <input type="checkbox"/> Submit reports & Good Faith Effort documentation (if needed) to Workforce Development Office via email <input type="checkbox"/> Unresponsive vendors will receive a notification email, then a noncompliance letter if needed <input type="checkbox"/> If vendor remains unresponsive, WDO will reach out to Project Manager or Finance Department for additional support <input type="checkbox"/> Receive notice of Ready to Work vendor compliance status
Closeout	<input type="checkbox"/> Complete vendor closeout survey and provide feedback to Workforce Development Office <input type="checkbox"/> Receive notice of final determination closeout status from Workforce Development Office <input type="checkbox"/> If noncompliant vendors bid on future discretionary solicitations, the Ready to Work point allocation will reflect past performance

Pittsburgh's Resources to Support Vendors

Clear information presented during pre-bid meeting to introduce new labor requirements to vendors

How Will I Know if a Worker is from a High-Need or Extreme-Need Area in the City of Pittsburgh?

2024 Allegheny County Community Need Index (CNI) Map



This is a simplified rendition of the 2024 Allegheny County Community Need Index interactive map. Bold grey lines indicate boundaries of Pittsburgh City limits. Only workers who reside in Extreme-Need and High-Need neighborhoods within City limits qualify for Disadvantaged Worker and Apprentice Utilization Goals. Consult section 2.30 of the solicitation for all requirements. To check a specific address within the City of Pittsburgh, please see: <https://alcoGIS.maps.arcgis.com/apps/webappviewer/index.html?id=095b39af79d3483bbcd37418db2fb2e1>.

6. Sourcing Specialist: Missing Items & Potential for Cure, DBE Participation, GFE Checklist

Are any required materials missing?

- Yes
- No

What is missing?

- DBE Participation Goals Guide document: signed Letters of Commitment
- DBE Participation Good Faith Effort Checklist and supporting documentation (only if goals not met)
- Disadvantaged Worker Utilization Guide document: Disadvantaged Worker Utilization Good Faith Effort Checklist with supporting documentation (only if goals not met)
- Disadvantaged Worker Utilization Guide document: Employee Designation Chart

Receives Healthcare Benefits (Yes/No)	City Resident (Yes/No)	Zip Code	Gender	Race / Ethnicity	Neighborhood	Journal Approval
					Allegeny Center	
					Allegeny West	
					Allentown	
					Arlington	
					Arlington Heights	
					Banksville	
					Bedford Dwellings	
					Beechview	

Requirement review checklist for Sourcing Specialist (procurement) to follow up with prospective vendor accordingly

Pre-populated reporting template + hands-on internal trainings with awarded vendor for smooth data collection

What work did you do on the front end, to be able to scale to additional contracts beyond the pilot?

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Audience Q&A

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Key Lessons Learned Across All 3 Pilot Cities

Start with lighthouse pilot to prove the model and create momentum toward a real deadline.

This gives teams space to draft new language, pressure-test workflows, and refine cross-department roles before scaling.



Anticipate how vendors will experience new requirements and get ahead of pain points.

Outlining expectations early and providing hands-on support reduces confusion and builds trust leading to more successful implementation.



Involve stakeholders who haven't historically been part of procurement.

Bringing in staff from workforce, legal, compliance, equity, data, and user departments creates shared ownership of goals and builds the internal infrastructure needed for long-term adoption.



Secure leadership buy-in to unlock decisions and keep the work moving.

Regular touchpoints with executive staff navigate legal questions, elevate bottlenecks, and push key milestones across the finish line.



Identify an owner or champion responsible for moving implementation forward.

This person will coordinate across departments, resolve bottlenecks, keep momentum, and gather feedback from City staff to ensure new processes are working.



Work adaptively while staying anchored to long-term workforce or job-quality goal.

Teams must stay nimble: diagnosing challenges, experimenting with solutions, and adjusting to shifting policy, legal and timeline changes, while staying anchored to the goal.



Key Lessons Learned (Cont.)

Standardize tools for easy adoption and scaling.

Practical tools and templates enable departments to plug-and-play new language and monitoring strategies, supporting easy adoption and scaling. Standardized tools include the Contract Management Plan and Reporting Template.



Collect data early on to measure success.

Define clear metrics and reporting processes at every stage of the procurement lifecycle. Early clarity on what to track allows teams to measure progress, identify risks, and assess the impact of each pilot.



Establish regular touchpoints and feedback loops with the vendor community.

Regular touchpoints with vendors, such as pre-bid meetings and onboarding sessions are important to raise awareness, support compliance, and iterate changes based on vendors' feedback.



Stay Tuned! New Tools for PEN Members Coming Soon

- Drawing on insights from our pilot cohort, PPG will be developing a suite of actionable tools and templates.
- Tools will support jurisdictions to integrate labor standards and workforce goals language into solicitations and contract management processes.

PEN Pulse Poll



Interested in additional support or resources to help you advance Good Jobs practices in your own procurement work?

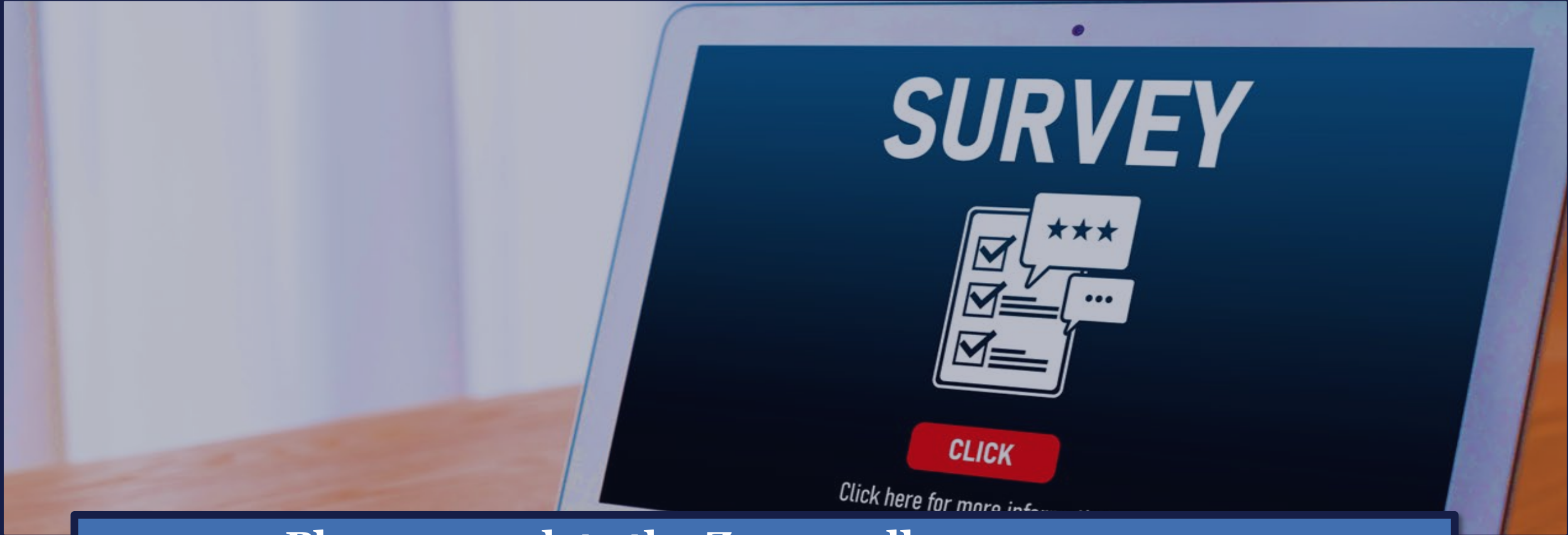
Share more via our poll!

Closing and Next Steps

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Your Feedback Matters: Event Experience Survey



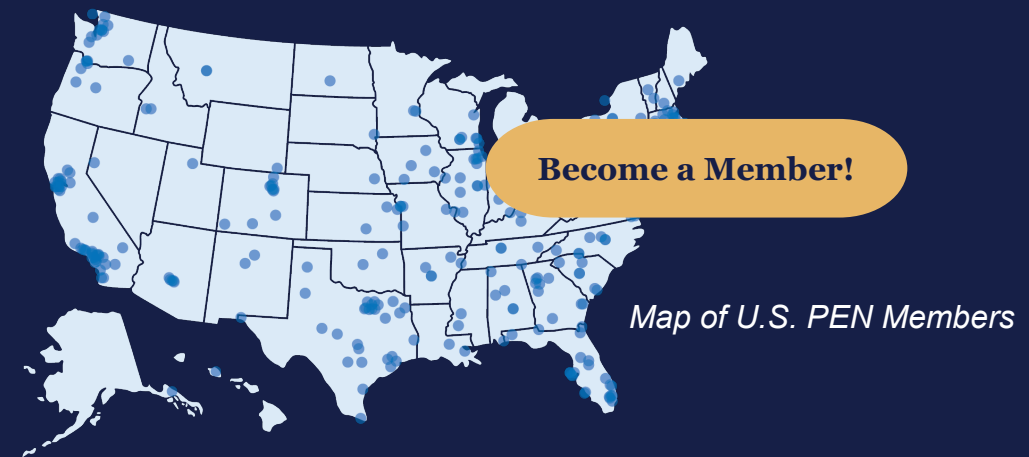
**Please complete the Zoom poll on your screen.
Your feedback is anonymous!**

Procurement Excellence Network: Become a Member!

The screenshot shows the Procurement Excellence Network website. At the top left is the logo 'PROCUREMENT EXCELLENCE NETWORK'. To the right are navigation links: 'About', 'Resources', 'Events', 'FAQ', 'Contact', and 'Search'. A circular 'MEMBER SIGN IN' button is in the top right. The main headline reads 'When procurement works, communities thrive' with a 'Become a Member' button below it. A horizontal strip of three city skyline images is shown. Below this is the text 'Embark on a Procurement Excellence Journey with PEN'. Three icons represent 'Community of Peers' (a circle), 'Model Templates & Tools' (a starburst), and 'Free Coaching' (two overlapping loops). Each icon has a brief description and a link: 'Member Directory ->', 'Resource Library ->', and 'Request Coaching ->'.

The Procurement Excellence Network has connected **2500+ government staff from 800 unique jurisdictions** to procurement resources, best practices, and community support.

- ✓ Attend monthly **virtual webinars**
- ✓ Access over **80+ resources**
- ✓ Connect with peers in our **Member Directory!**
- ✓ **Community Conversations** Dashboard



But wait, let's continue this conversation!

Stay tuned for **Good Jobs Tools & Resources!**

- ✓ Engage with our upcoming resources that will help you confidently embed job-quality standards throughout your procurement processes!

Post in the **Community Conversations Thread!**

- ✓ Add your feedback or insights on this thread:
Procurement for Good Jobs

+ Ask A Question

Schedule a **Coaching Call** with PEN!

- ✓ Ready to apply these strategies in your jurisdiction? Want to unpack lessons learned from peer governments? *Reach out to PEN today!*

Join us for our next PEN event!

Celebrating the Procurement Excellence Network's Three-Year Anniversary



Tue, January 27 | 3:00-4:00 PM ET

[Register](#)

Join PEN for a special event to reflect on our shared accomplishments, preview what's ahead in 2026, and celebrate our vibrant community!

We are excited to highlight the vital role our PEN members play in shaping communities and delivering public good!

Win PEN SWAG - submit a photo that captures procurement in action!