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Writing Good Jobs Goals into a Results- Driven Solicitation

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This template will help state and local governments integrate workforce goals and labor standards into their results-driven solicitations.

This template includes a number of exercises that will help you draft clear language that incorporates your jurisdiction's good jobs goals in a way that can be replicated and scaled to additional solicitations. This template accompanies our guide, [How Public Procurement Can Create Good Jobs](#), with step-by-step guidance for strategically integrating workforce goals and labor standards into requests for proposal and other solicitations.

Introduction

Many state and local governments have set goals to create good jobs with the money they spend on construction, services, and other contracts. To succeed, they need strong procurement systems. Clear, results-driven solicitations increase vendor participation, strengthen enforceability, and support effective implementation. This template accompanies our guide, [How Public Procurement Can Create Good Jobs](#), with step-by-step guidance for strategically integrating workforce goals and labor standards into requests for proposal and other solicitations.

How to Use this Template

This template is designed as a companion to our existing [Results-Driven RFP Template](#). We recommend keeping that template open as you work through this template – and reading our how-to-guide, [Crafting a Results-Driven Request for Proposals \(RFP\)](#), for comprehensive guidance on crafting a results-driven solicitation.

By the end of this template, your team will have draft-ready language that incorporates your jurisdiction's good jobs goals in a way that can be replicated and scaled to additional solicitations.

Who should use this template? This template is designed for operational leaders and staff – such as procurement, workforce, and user department teams – who are responsible for implementing workforce goals into procurement. If you are responsible for drafting clear and enforceable solicitation language, evaluating bids, or managing vendor compliance after a contract is awarded, this template is for you!

A note before getting started

To use this template effectively, your team should already be aligned on the workforce goal you are seeking to advance, whether that goal is for employers to hire locally, pay workers a living wage, or something else. This template will not tell you which goal to adopt, nor will it recommend specific approaches to operationalizing that goal.

If your team is not aligned on these points, pause before getting started. Refer to our guide, [How Public Procurement Can Create Good Jobs](#), for guidance and case studies. We also encourage you to [reach out](#) to our team to schedule a free coaching call.

Four Core Components that Drive Results

Rather than prescribing a one-size-fits all approach, this template walks through four key components that can be adapted to your solicitation type (e.g., RFP, IFB) and local context.

The most important recommendation is to place workforce-related information in multiple sections of the solicitation, rather than burying them in an appendix. It is critical that vendors understand the importance of the goal and are clear on what is expected of them. Throughout, we suggest how to scaffold these components within the solicitation and reference real-world examples from three cities for inspiration.

Below are a number of exercises that will help you draft clear language throughout your solicitation to avoid confusion and drive the results your jurisdiction aims to achieve.

Core Component #1: Strategic Value of Your Good Jobs Goal

Purpose: Draft a brief overview explaining *why* this labor standard or workforce goal is being added into your solicitation, and how it connects to your jurisdiction's priorities. This language will be useful as introductory or background material in the solicitation and any related presentations or discussions.

Step 1.1: Clarify the Workforce Goal to be Addressed

Instructions: Individually or as a team, answer the warm-up questions below to clarify the workforce challenge you are trying to address through this solicitation.

What workforce goal or labor standard are you addressing?

Ex.:

- Advancing local hire policies
- Living wage ordinances
- Community benefits agreements
- Project labor agreements
- Apprenticeship utilization goals
- Hiring graduates from a local job training program
- Other

Note: Examples are for illustration only and should be replaced with your jurisdiction-specific information.

How does this workforce goal or labor standard advance your jurisdiction's priorities?

Ex. Promoting or addressing economic mobility, job creation, local hiring, workforce shortages, industry growth, etc.

Who are the workers intended to benefit from this goal? What barriers do they face in accessing stable, high-quality jobs?

Ex. Local residents, disadvantaged workers, training program graduates, etc.

Why now?

Ex. Unmet job training placement goals, no enforcement of existing ordinance, labor shortages, etc. Consider what data or context could help proposers understand why this workforce goal is being prioritized in this solicitation.

Step 1.2: Clarify Intended Outcomes

[Optional Warm-Up Question] Imagine that a layperson asks you how this procurement will impact workers and the local economy. In your own words, how would you describe the intended impact? What does success look like if this workforce goal is achieved?

Ex. We want to make sure that construction projects the city pays for hires local workers in our community, especially those who've had a harder time finding stable work. Success means more people getting good-paying jobs, building skills, and keeping money in the community.

Now, let's focus on the specific outcomes. Use the table below to connect your jurisdiction's workforce goal to its broader priorities.

Administration / Citywide / Departmental Priority <i>(Note: your good jobs goals might be anchored to one specific priority or may contribute to multiple priorities.)</i>	How this added workforce goal / labor standard helps advance this priority
<i>Ex. Increase economic mobility opportunities</i>	<i>Ex. Creates pathway for residents from high-need neighborhoods to have access to more construction jobs.</i>

Draft up to three workforce-related outcomes statements:

This will describe what will be different if the goal is successful.

Ex. The intended outcome of enforcing the living wage ordinance is to make sure that all service contractors, usually those working low-wage jobs, are paid a fair wage.

1

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Step 1.3: Draft Your Strategic Value Statement

Instructions: Using your responses from steps 1 and 2, draft a short, plain-language overview (1-2 paragraphs) explaining the workforce goal or labor standard and how including it in this solicitation advances your jurisdiction's broader goals (i.e., economic mobility, job creation).

**TIP**

*This language should be understood by people who aren't in government.
This language will be adapted directly into your solicitation.*

Great job! You have just completed the first of the four core components. We suggest adding this content into the following sections of your [results-driven RFP](#):

Primary placement:

- [Section 1.2](#) – Background Section of your RFP (or in standardized terms & conditions for ITB/IFBs)

Alternative placement(s):

- Cover Letter (optional) for high-profile or pilot procurements
- [Section 1.3](#) – Outcome Goals (for workforce-specific outcomes)
- Pre-Proposal Conference materials (especially for new requirements)
- Another introductory component of your procurement process

Note: You do not have to place this language in every section; including it in 1-2 sections, typically introductory or background sections, is sufficient.

See examples from [Cleveland](#) (pg. 60), [Pittsburgh](#) (pg. 23) and [San Antonio](#) (pg. 9 + 21) for real-world examples of how jurisdictions have applied this core component in practice.

Core Component #2: Vendor Expectations

Purpose: The activities in this section are designed to make sure that your solicitation is likely to yield the intended workforce outcomes. This section assumes that key policy decisions (such as the underlying workforce goal and enforcement framework) have already been made, and focuses on translating those decisions into clear, effective solicitation language.

Step 2.1. Identify Vendor Activities that Advance Your Workforce Goal

Instructions: Looking back at the outcomes identified in step 1.2, identify specific actions vendors can take to advance this workforce goal or labor standard through this contract.

Tip: Start by reviewing relevant policy documents or ordinances for vendor activities that can be clearly communicated and enforced. See [case studies](#) for more details on how three cities identified what could be operationalized.

Workforce-related outcomes statements <i>(Carry over from Step 1.2 above)</i>	Vendor activities to achieve outcomes <i>(Note: You may list multiple vendor activities to achieve each outcome.)</i>
<i>Ex. Residents from high-need neighborhoods to have access to more construction jobs.</i>	<i>Ex. Vendors commit to hiring residents from disadvantaged neighborhoods on a project. Ex. Vendors participate in City-hosted job fairs. Ex. Vendors submit a hiring plan. Ex. Vendors submit regular workforce reporting. Other</i>

Note: Examples are for illustration only and should be replaced with your jurisdiction-specific information.

Step 2.2. Clarify How Each Vendor Activity Operates

Instructions: For each vendor activity identified in Step 2.1, determine how it will function within your solicitation. Decide whether the vendor activity will be a contract requirement, incentivized through scoring, or available as a good faith effort, taking your existing policy and legal frameworks into consideration. The goal is to structure your solicitation in a way that will meaningfully drive vendor behavior through clear expectations.

Note: Good faith efforts are actions or commitments that demonstrate that a vendor is making a strong effort, even if outcomes are outside their control. We will explore this more in Step 3.2 below.

Vendor activity <i>(Carry over from Step 2.1 above.)</i>	Operationalize this activity: What would you require to advance the goal? What might you incentivize? <ul style="list-style-type: none"> • Required: Must be met by the awarded vendor as part of contract performance • Incentivized: Vendors who complete the activity receive extra points or bonuses during the evaluation phase. • Good Faith Effort: Acceptable actions vendors may take if they are unable to fully 	Additional notes <ul style="list-style-type: none"> • Who does this activity apply to? (e.g., Prime contractor, subcontractor) • At what stage should this activity occur? (e.g., bid submission, post-award, both)
<i>Ex. 25% of hires on a project are residents from a disadvantaged neighborhood</i>	<i>Ex. Required</i>	<i>Ex. Applies to awarded vendor, expectation during contract performance</i>
<i>Ex. Vendors submit a hiring plan</i>	<i>Ex. Incentivized</i>	<i>Ex. Higher-quality plans may receive additional evaluation points in scoring plan</i>
<i>Ex. Vendors attend City-hosted job fairs serving target population</i>	<i>Ex. Good Faith Effort</i>	<i>Ex. Acceptable pathway if hiring targets are not fully met</i>

Step 2.3. Write a Rough Draft on What is Expected of Vendors

Instructions: Use the vendor activities identified in steps 2.1 and 2.2, to draft the labor standard and/or workforce goal with language that explains what is required, who it applies to, and vendor expectations. This does not need to be a final draft. The goal is to develop language that can be reviewed and refined with procurement, legal, workforce, and user department staff. Hold off on including your specific good faith efforts in this section -- we will develop those further below.

Draft approximately 2-3 paragraphs (about one page) that explain:

- The labor standard and/or workforce goal to be embedded in the solicitation
- Who the requirement applies to
- What vendors will be asked to do if awarded the contract
- The specific actions vendors will be responsible for during contract terms

Consider how you can frame the requirements as a benefit to vendors, their workers, and the broader community.

Great job! You have just completed the second of the four core components. Once finalized, this language should be added directly to your [results-driven RFP](#):

Primary placement:

- [Section 2. Scope of Work](#) – Typically, under 2.1 Services to Be Provided → General Requirements, where you will provide information about special requirements the proposer should be made aware of, including labor standard requirements.

Alternative placement(s):

- Appendix, as a standalone exhibit (with clear cross-reference earlier in the solicitation).

See examples from [Cleveland](#) (pg. 7 + 60-68), [Pittsburgh](#) (pg. 23 + 28) and [San Antonio](#) (pg. 21) for real-world examples of how jurisdictions have applied this core component in practice.

Core Component #3: Performance Metrics, Reporting & Contract Management Expectations

Purpose: This core component helps to identify how you will monitor vendor performance on the outcomes and activities above at a high-level.

Step 3.1. Define Performance Metrics

Instructions: Draft 1-3 performance metrics that align with the outcomes identified in Step 1.2 above. These metrics should help you assess whether the vendor is making progress toward your jurisdiction’s good jobs goal. Remember: If you can’t track it, collect data on it, or explain it, it’s not a quality metric! Your metrics do not need to be perfect at the time of solicitation. The goal is to give your vendors an idea of what will be tracked and clarify what success will look like – detailed metrics, reporting tools, and processes (including who will monitor, how, and when) can be refined with after award.

See our workbook, [Measuring Performance of Workforce Goals in Public Contracts](#), for a bank of workforce-related performance metrics you can use or adapt and further guidance on building out a monitoring and reporting framework. And see our how-to-guide, [Crafting a Results-Driven RFP \(Module 5\)](#), for more general guidance on how to draft quality performance metrics.

Workforce-related outcomes statements <i>(Carry over from Step 1.2 above)</i>	Performance Metrics
<i>Ex. Residents from high-need neighborhoods to have access to more construction jobs.</i>	<i>Ex. Number of hires disaggregated by classification and trade</i> <i>Ex. Percentage of Disadvantaged Workers employed on the Project</i>
	<p style="text-align: center;">1</p>
	<p style="text-align: center;">2</p>
	<p style="text-align: center;">3</p>

Note: Examples are for illustration only and should be replaced with your jurisdiction-specific information.

Step 3.2. Develop Good Faith Efforts *(if applicable)*

Good faith efforts (GFEs) are primarily a contract management tool. GFEs clarify how the jurisdiction will assess effort and progress if a vendor is unable to fully meet a workforce requirement during the contract. Like performance metrics, GFEs are usually assessed after contract awards. However, in some cases, they may also be included in the solicitation to determine responsiveness. This approach can be especially helpful to on board small or new vendors who lack capacity to fully meet a requirement, by providing flexibility while maintaining accountability.

Instructions: For each workforce requirement, outline what vendor actions would demonstrate a strong GFE and what documentation would verify those actions. Note that there may be multiple actions to demonstrate effort to meet a single requirement or incentive. See our Workbook: [Measuring Performance of Workforce Goals in Public Contracts](#) for a full bank of good faith effort examples and documentation guidance.

Workforce Goal / Labor Standard	Good Jobs Requirement / Incentive <i>(carry over from Step 2.2 above)</i>	What action(s) would signal a good faith effort (even if goal isn't fully met)?	What is acceptable documentation to verify the action?
<i>Ex. Create pathway for residents from high-need neighborhoods to have access to more construction jobs.</i>	<i>Ex. Vendors hire 25% residents from disadvantaged neighborhoods on project.</i>	<i>Ex. Vendors attend City-hosted job fairs serving target population</i>	<i>Ex. Event sign-in sheets, agendas, photos</i>

Step 3.3. Contract Performance Monitoring

Instructions: Describe how your government will actively and consistently work with vendors to track progress, flag challenges, and course-correct to meet the contract’s workforce goals. To goal is to signal in the solicitation that the jurisdiction will be a partner to the awarded vendor. While detailed monitoring and reporting processes will be further defined after award, the solicitation should set this expectation at a high level.

See our workbook, [Measuring Performance of Workforce Goals in Public Contracts](#), for guidance on designing a reporting process that balances accountability and feasibility.

Tip: Language like “reserves the right to collect other metrics” gives your government flexibility after contract award.

Here is language you can use or adapt:

“As part of [government/department/agency]’s commitment to improved outcomes, [government/department/agency] seeks to actively and regularly collaborate with awarded vendors to enhance contract management, improve results, and adjust service delivery based on learning what works. Reliable and relevant data is necessary to drive service improvements, facilitate compliance, inform trends to be monitored, and evaluate results and performance. As such [government/department/agency] reserves the right to request/collect other key data and metrics from vendors.”

Great job! You have just completed the third of the four core components. We suggest adding this content into the following sections of your [results-driven RFP](#).

Primary placement:

- [Section 2. Scope of Work](#) – Typically, under 2.2 “Performance Metrics and Contract Management” Mentioning a workforce goal or labor standard in the Scope of Work signals to vendors that they should pay attention to it throughout the life of the contract -- not just as a checkbox to win the contract.

See examples from [Cleveland](#) (pg. 62-63), [Pittsburgh](#) (pg. 24-27) and [San Antonio](#) (pg. 21) for real-world examples of how jurisdictions have applied this core component in practice.

Core Component #4: Selection Criteria

Purpose: This core component helps you make sure that your selection process identifies vendors that are most likely to not only meet workforce expectations but also deliver excellent work. It also makes sure that vendors understand how they will be evaluated. Your approach will depend on the solicitation type (e.g., RFP, IFB) and your jurisdiction’s legal authority to incorporate workforce-related criteria (e.g., whether procurement staff are permitted to award evaluation points or apply preferences tied to workforce goals).

Step 4.1. Confirm How Workforce Goals Will Be Considered

Instructions: Select which of the three models below you will use to evaluate workforce goals.

We will evaluate workforce goals / requirements by:

- Model A. Scored Evaluation (Common in RFPs)
- Model B. Responsiveness / Minimum Requirement (Common in IFBs)
- Model C. Hybrid

See more information on each model below.

Model A. Scored Evaluation (Common in RFPs)

In this model, workforce goals are included in the proposal scoring, allowing evaluators to assess how well each vendor plans to meet these goals alongside other criteria. If scoring is used, strong responses typically demonstrate intent (commitment to meet workforce goal) and feasibility (realistic staffing plan, credible partnerships, understanding constraints). When using this model, clearly describe what earns full or partial points.

Tip: Be mindful of overly saturating scores with non-performance related points. In many jurisdictions, points are already allocated to other policy priorities (i.e., small or local business preference) – the goal is to make sure workforce criteria are meaningfully considered without over-weighting them in a way that favors vendors who meet hiring goals but may be less capable of delivering high-quality services.

- See [Module 6 of our RFP Guidebook](#) for detailed guidance on drafting evaluation and selection criteria
- See our [Proposal Evaluation Tips and Tricks](#) for support selecting the best vendor for the job

Model B. Responsiveness / Minimum Requirement (Common in IFBs)

In this model, workforce requirements are treated as pass/fail conditions rather than scored criteria. Vendors who fail to submit required materials or demonstrate a good faith effort may be deemed non-responsive and ineligible for award. If award is solely based on price, workforce requirements may instead be structured as:

- A signed affidavit or commitment form
- Required workforce plan submission
- Documentation of prior or planned good faith efforts

Tip: Consider including a short “cure period” that allows vendors to correct missing workforce-related documents or forms. Because this may be a new requirement, vendors may need additional support to comply.

Model C. Hybrid

A third model could take elements of both approaches above. You might require vendors to submit workforce documentation as a minimum requirement for responsive bids, and also score the strength of their implementation plans.

Instructions: Once your team has aligned on a model, draft 3–5 sentences describing how workforce commitments will factor into selection.

Ex. In this solicitation, workforce goals will be incorporated into the standard evaluation process and scored as part of the overall proposal (3 out of 20 total points). Vendors can earn: (1 point) for proposing realistic hiring commitments tied to the workforce program, and (2 points) for demonstrating past success hiring from this job training program.

Note: Examples are for illustration only and should be replaced with your jurisdiction-specific information.

Step 4.2. Be Clear About What You Need from Vendors at Time of Submission

Regardless of your evaluation model, vendors should understand what they are committing to, the documentation required, and how their response will be assessed. In some solicitations, vendors who are not yet able to meet a workforce requirement at the time of bid may be asked to submit evidence of prior or planned good faith efforts to demonstrate responsiveness.

Instructions: Draft 3-5 sentences on what information and documentation vendors will be expected to submit.

Ex. Bidders shall complete and submit with their Bids a Disadvantaged Worker and Apprenticeship Utilization form. Bidders that meet or exceed the City's Disadvantaged Worker and Apprenticeship utilization goals are not required to submit further demonstrations of Good Faith Effort with their Bid. Bidders that have NOT met the City's Disadvantaged Worker and Apprenticeship utilization goals shall complete and submit with their Bids the Good Faith Effort Checklist.

Step 4.3. Equip Evaluators to Make Balanced Decisions (Internal)

Purpose: While evaluation will not come until later, this is a good time to consider how you will prepare your evaluators consistently and fairly. Below are some options, ranging from low to high intensity. See our [Proposal Evaluation Tips and Tricks](#) for more guidance on how to select evaluators and prepare them to make objective decisions.

Low Intensity	Highlight workforce goals during evaluator orientation
Medium Intensity	Provide structured scoring guidance
High Intensity	Invite workforce staff to serve on selection committee

Instructions: Briefly describe how evaluators will be supported to balance service delivery and workforce goals. Note that this is for internal use only and will not go into your solicitation.

Ex. Training evaluators in an orientation meeting and sharing what strong responses will look like, including a workforce expert on your selection committee.

Great job! You have just completed drafting the final of the four core components. This selection criteria language should be added directly to your [results-driven RFP](#):

Primary placement:

- [Section 4. How We Choose](#)
 - 4.2 Evaluation Criteria

See examples from [Cleveland](#) (pg. 62), [Pittsburgh](#) (pg. 23) and [San Antonio](#) (pg. 9 + 21) for real-world examples of how jurisdictions have applied this core component in practice.

Congratulations! You have all the key ingredients to develop a clear, well-organized solicitation that strategically integrates a good jobs goal.