



PROCUREMENT EXCELLENCE NETWORK

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Results-Driven Request for Qualifications (RFQ) Template

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This results-driven **Request for Qualifications (RFQ) template** will help state and local governments craft an inviting, accessible RFQ to identify a firm to partner with based upon their qualifications (credentials and capabilities), expertise (depth of knowledge), and experience (application of that knowledge in prior projects). RFQs are often used as an initial step to shortlist or prequalify firms and followed by a process to negotiate scope and price.

Developing an effective RFQ can be challenging, particularly when agencies rely on legacy templates that may not clearly communicate project needs or support a fair and efficient evaluation process. This template provides a practical framework for creating clear, organized, and inviting RFQs that help governments attract qualified respondents and make well-informed selection decisions.

This template contains all major sections of a well-organized RFQ. Key features of this RFQ template include:

- A clear description of the project opportunity
- Transparent evaluation criteria based on qualifications, with clearly defined and non-overlapping components to ensure fair and consistent comparison across respondents
- A structured SOQ submission process
- A clear description of the selection and negotiation process

What types of RFQs are a good fit for this template?

The template is flexible and can be applied across a range of project conditions. It is well-suited for both **early-stage or evolving projects**, where scope will be refined with the selected firm(s), and for **well-defined projects prescribed scopes and fixed budgets** where cost variation is limited and qualifications are the primary differentiator. It can also support **two-step procurements** (RFQ followed by RFP) or the creation of **pre-qualified firm pools** for ongoing needs. In all cases, this template is most appropriate when the goal is to select the right partner first, whether to help shape the work or to execute a clearly defined scope.

How should I use this template?

In some sections, you will need to supplement our stock language with text specific to your government (e.g., your government's specific protest process). Consult your purchasing office and legal teams to ensure the RFQ complies with jurisdiction-specific requirements. We have indicated instructional text as follows:

RFQ template guidance key:

Highlight = Instructions for developing content specific to this template. Delete before finalizing.

Highlight = Filler text that you should replace with information specific to your contract or jurisdiction.

Remember to remove all highlights and brackets in the document before finalizing!

What other resources are available?

As you develop your RFQ using this template, you may want additional guidance on when a Request for Qualifications is the right procurement tool, how to structure a qualifications-based selection process, and how to simplify submissions and evaluation. [Choosing the Right Tool: When to Use a Request for Qualifications \(RFQ\) for Infrastructure Procurement](#) provides a concise overview of when and how an RFQ is most effective, while the [Request for Qualifications Decision Tree](#) offers a comparable quick visual guide. In addition, the accompanying *RFQ Response Workbook* is designed to align with the sections of this template, helping standardize respondent submissions, reduce administrative burden, and simplify evaluation. You will see references to these resources throughout this template.

*[Add Your
Government's Logo
(Optional)]*

Request for Qualifications (RFQ) for

[Name of RFQ]

[Name of Department, Agency, or Division]

[Name of Government]

RFQ # XXXXXXXX

RFQ Summary

Provide a 1-3 sentence summary of the service or program.

Task	Date and Time (if applicable)
RFQ Issuance Date	Date, 202X, Time
Non-Mandatory Pre-Submittal Meeting	Date, 202X, Time
Non-Mandatory Site Visit	Date, 202X, Time
Last Day to Submit Questions	Date, 202X, Time
Interviews (if applicable)	Date, 202X, Time
Anticipated Selection Announcement	Date, 202X, Time
Tentative Project Start Date	Date, 202X, Time

Questions

Questions and/or inquiries must be submitted in writing to [name and contact information]. If applicable, include instructions for how to submit questions via your government's e-procurement system. No interpretation shall be binding unless in writing from the [Name of Government]. If applicable, include instructions for how to submit questions via your government's e-procurement system.

Submittal

Include a brief description of your government's proposal submission process, including the submittal web link. For example, "One (1) online submittal only. All responses must be submitted to _____ the [Name of Government] e-Procurement System at _____ no later than the date and time provided herein. Proposals will be publicly opened at the date and time listed above."

RFQ Website: Link to any websites proposers should be aware of to access materials and view updates for this procurement.

RFQ Official Contact: [Name, Title, Contact Information]

Cover Letter (Optional)

Often RFQs represent new or strategically significant programs or services. To underscore its importance, consider including a short cover letter from a commissioner or department head that outlines the jurisdiction's commitment, priorities, and vision for the project to the firm community. This letter may include:

- A description of the overall vision for this service or program.
- Acknowledgement of recent challenges or events related to the service or program.
- A high-level summary of strategic direction, outcome goals, and/or target population.
- A description of any pre-RFQ processes conducted to gather feedback from residents, service recipients, subject matter experts, and/or the firm community.
- A description of the internal team's structure, capacity, and expertise, including any gaps that necessitate engaging external support.
- A statement of the government's intention to collaborate with firms and its oversight plan or structure.
- If applicable, mention an upcoming pre-submittal conference.
- Gratitude to the firm community for their interest in the opportunity

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1. The Opportunity

1.1 Summary

Provide a brief overview of the project or services sought (250–400 words). This section should help firms quickly determine whether they have the qualifications and experience to respond.

1.2 Background

Provide context for the project. This section may include:

[Needs Statement/Problem Description] *(Choose most appropriate header)*

Define the core problem to be solved, focusing on what is not working today or why this service is needed and why it matters. Be as detailed as possible regarding why you are procuring this support externally, as opposed to managing as an internal project or task. Effective problem statements are clear, specific, and focused on impact. They help firms understand the issue and respond with meaningful solutions.

When drafting your problem statement:

- Tie the problem to a jurisdiction or program goal
- Clearly state what is not working or what service is needed
- Explain who is affected and why it matters
- Use evidence or indicators where appropriate
- Describe the consequences of inaction
- Focus on outcomes, not solutions
- Remain firm-neutral and avoid implying a preferred approach.
- Where possible, quantify the problem and connect it to broader priorities.

[Name of Service or Program] Overview

Describe the project or program that requires professional services, providing context to help respondents understand the environment in which the work will occur. This section should explain the current conditions and broader context for the project, including how it relates to your government's priorities or initiatives.

When drafting your background:

- Describe the current state of the system, program, or infrastructure
- Provide relevant context (e.g., prior work, data, trends, or strategic initiatives)
- Explain how the project connects to broader goals or plans
- Present information without diagnosing causes or proposing solutions
- Highlight any unique characteristics or constraints (e.g., timeline, stakeholder coordination needs, etc.)
- Identify anticipated funding sources and any associated compliance, reporting or regulatory requirements that may affect project delivery.

Focus on helping respondents understand the setting. Keep this section concise and specific.

RFQ Variation: Bench or On-Call RFQs

If you are issuing this RFQ to create a pool of firms rather than selecting a firm for a single project:

- Describe the types of services firms may provide over time.
- Explain how work will be assigned (e.g., task orders, mini-RFPs)
- Clarify that selection for the bench does not guarantee work

[Name of Department or Agency] Overview

Share concise (fewer than 400 words), relevant background information about the departments or agencies involved, including an overview of key aspects of their strategic vision or operations that relate directly to the RFQ. Use hyperlinks to direct the reader to relevant websites for additional information.

You may also want to include a list of other government agencies (i.e., transit agencies, neighboring cities) that are a part of this work or who might have a stake in this project.

1.3 Outcome Goals

Include 1-5 outcome goals that define for respondents what it looks like to successfully solve the problem you are hoping to address. Your goals should describe the changes you expect because of the successful completion and implementation of the project or service. In other words: if the problem is solved, what will be better or different?

Focus on results for residents, systems, or services, not the activities or deliverables themselves. When drafting objectives:

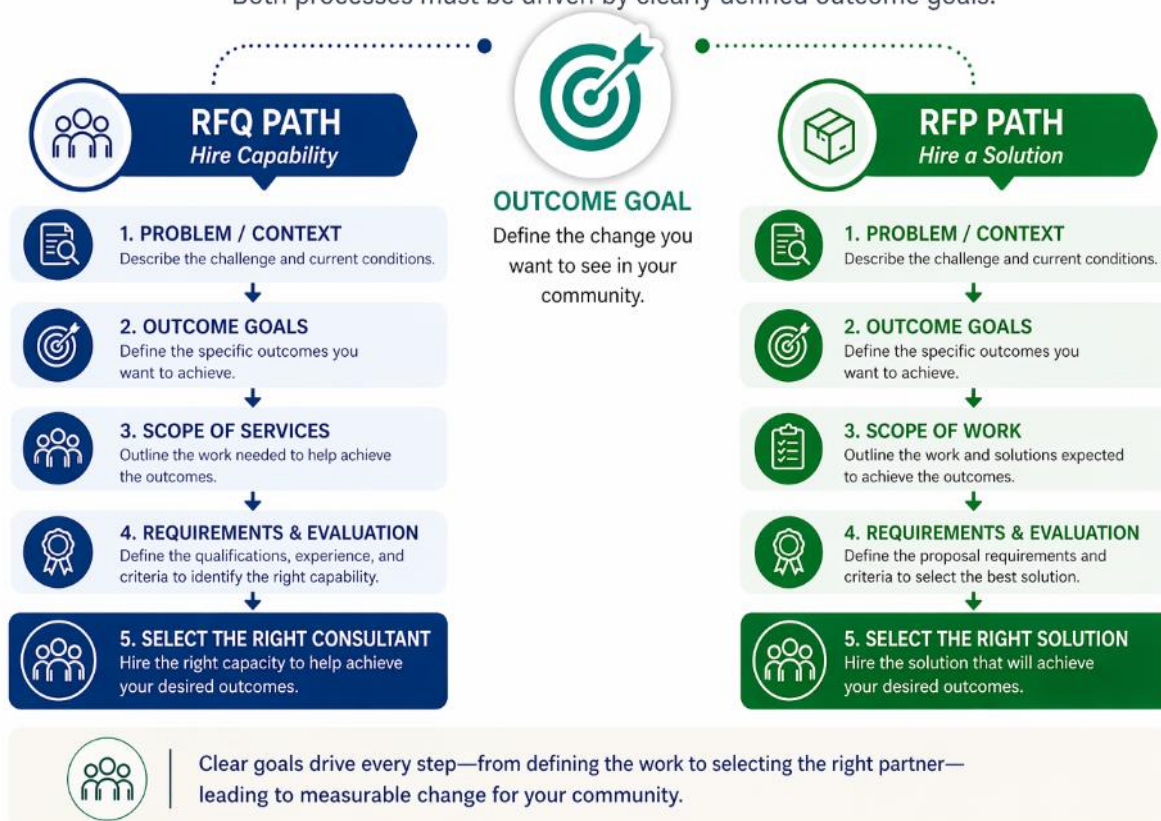
- Emphasize outcomes rather than tasks or outputs
- Articulate a clear vision of success
- Quantify key targets where possible (e.g., % improvement, timeline, scale)
- Ensure objectives are actionable and realistic within the project scope

Avoid framing objectives as internal process steps. Instead, describe the impact the work will achieve. For example, “complete a report” or “procure a consultant” is not as strong as “provide technical advisory services that improve the quality and efficiency of capital project delivery.”

Unlike a RFP, firms are not expected to propose a detailed solution at this stage. Instead, this section provides context to help firms demonstrate their qualifications, such as their track record delivering similar work, the capabilities and capacity of their team, and how they communicate their ability to apply that experience to this project. If you need firms to propose a detailed technical approach, you may want to issue a RFP instead of a RFQ. See Graphic A below for a helpful visualization.

Graphic A (Delete Graphic before distributing RFQ)**RFQs and RFPs Both Anchor on a Goal**

Both processes must be driven by clearly defined outcome goals.

**1.4 Award Selection/Negotiation and Award Terms****1.4.1 Award Selection and Negotiation**

This section should clearly describe how your government will proceed following evaluation of qualifications, including any subsequent proposal, pricing, interview, negotiation, shortlisting, task order, or contract award processes.

The following draft language should be customized to reflect your government's specific procedures, policies, and legal requirements. Delete any options, instructions, or text that do not apply to this procurement and your government's requirements. Additional language may be added as needed to describe your government's specific processes.

The [Name of government] will evaluate and rate the responses to this RFQ. After the initial evaluation process is complete, the [Name of government] will proceed to the following step. Select the appropriate text depending on whether the RFQ is part of a one or two-step process or a bench or on-call process and delete any other text that is not applicable.

Project-Specific RFQ: The top-rated firm will be invited to submit a cost proposal based on the Scope of Services/Work. Upon receipt of a cost proposal, the [Name of Government] will move to **Negotiations:**

1. The [Name of Government] will negotiate with the highest ranked respondent on price, matters affecting the scope of the contract, so long as the changes are within the general scope of the Request for Qualifications. If a satisfactory agreement cannot be negotiated with the highest ranked Respondent, negotiations may be conducted, in the sole discretion of the procurement officer, with the second, then the third, and so on, ranked Respondents to the level of ranking determined by the officer in their sole discretion;
2. During the negotiations process as outlined in item (1) above, if the procurement officer is unsuccessful in their first round of negotiations, they may reopen negotiations with any Respondent with whom they previously negotiated; or
3. The procurement officer may make changes within the general scope of the Request for Qualifications and may provide all responsive respondents with an opportunity to submit their best and final offer. Modify this text to reflect your government's specific procedures or delete if not applicable.

RFQ/RFP two-step procurement: The [Name of Government] will conduct a two-step process to qualify (shortlist) firms. Only shortlisted firms will be invited to respond to a Request for Proposal (RFP)/Invitation for Bid (IFB) in step two of the process as the final step in the selection process. Modify this text to reflect your government's specific procedures or delete if not applicable.

Bench or On-Call RFQ Option 1 - Pre-Qualified Pool of Firms: The [Name of Government] will use this RFQ to establish a pre-qualified pool of firms, generally for future professional service needs. Firms will be evaluated and ranked based on qualifications, experience, capacity, and other criteria identified in this solicitation. The [Name of Government] may select one or more firms for inclusion in the pre-qualified pool.

Projects may be known or unknown at the time of solicitation. As project needs arise during the term of the pool, the [Name of Government] may invite firms within the pre-qualified pool to participate in a project-specific selection process, which may include requests for proposals, interviews, task order requests, or other procedures permitted by applicable law and [Name of Government] policy.

The pre-qualified pool will remain in effect for a period of up to X (write-out x) years from the date of establishment unless otherwise specified by the [Name of Government]. Modify this text to reflect your government's specific procedures or delete if not applicable.

Bench or On-Call RFQ Option 2 - IDIQ / Job Order Contracting (JOC): The [Name of Government] will use this RFQ as the first phase of a two-step procurement process to identify qualified firms for an Indefinite Delivery/Indefinite Quantity (IDIQ) contract, Job Order Contract (JOC), or similar on-call contracting vehicle, typically used for construction and maintenance projects. Firms will be evaluated based on qualifications, experience, capacity, safety record, and other criteria identified in this solicitation.

The highest-ranked firm(s) may be invited to participate in a subsequent proposal, pricing, interview, or best-value evaluation process, as permitted by applicable law. Following completion of the second phase, the [Name of Government] may award one or more contracts to qualified firms.

During the contract term, work may be authorized through job orders, task orders, work orders, or project assignments in accordance with the contract documents and applicable law. The [Name of Government] reserves the right to consider factors such as firm capacity, geographic considerations,

workload distribution, and the best interests of the [Name of Government] when assigning work under the contract. Modify this text to reflect your government's specific procedures or delete if not applicable.

1.4.2 Award Terms

Provide information about expected contract duration, renewal options, estimated timeline for work, and information about your budget. ***Note that compensation will be negotiated with the most qualified firm after selection.***

2. Scope of Services

In most RFQs, the scope of services should be **high-level**, describing the project context, goals, and general types of services required. Detailed tasks, timelines, and deliverables are typically **not defined at this stage** and may be refined during negotiation or a subsequent phase. Focus on the **outcomes to be achieved** and the **expertise needed**, rather than prescribing how the work will be performed.

However, a **more detailed scope of services may be appropriate** when the project is already well-defined. This may occur when planning or design is complete, project parameters are fixed, or funding is tightly constrained. In these cases, the RFQ may include specific tasks, deliverables, and expectations, while still focusing evaluation on qualifications, experience, and capacity to deliver the work, rather than technical approach or price.

As a general guide:

- Use a **high-level scope** when the project requires flexibility, refinement, or input from the selected firm(s)
- Use a **detailed scope** when the project is clearly defined and cost variation is limited

The level of detail should align with the purpose of the RFQ: to identify the most qualified firm, whether to help shape the work or to execute a defined scope.

Possible subsections:

2.1 Project Requirements and Key Deliverables

This section should describe the core expectations and conditions that will shape the project—not just a list of tasks. Strong project requirements help firms understand the context, constraints, and priorities that will define success, and allow them to demonstrate relevant qualifications.

Avoid simply copying and pasting generic requirements or listing activities (e.g., “conduct meetings,” “prepare reports”). Instead, tailor this section to reflect your specific goals, context, and needs.

When drafting Project Requirements:

- **Connect to your outcome goals.** What must be true for this project to achieve the results described in [Section 1.3](#)?
- **Describe the “what” and “why,” not the “how.”** Focus on expectations and conditions, while allowing flexibility in how the work is performed.
- **Highlight key constraints and considerations.** For example: timeline requirements, funding conditions, stakeholder coordination, regulatory requirements, or equity priorities.
- **Clarify expectations for collaboration.** Describe how you expect the selected firm to work with your team, stakeholders, and community.
- **Be specific to your project.** Replace generic language with details that reflect your jurisdiction, assets, and challenges.

Examples:

- Conduct stakeholder and community engagement that meaningfully incorporates input from residents most impacted by [specific issue], including [example groups], to inform project priorities
- Analyze existing conditions using available data sources (e.g., [specific datasets, plans, or systems]) to identify key challenges related to [problem described in [Section 1.2](#)]
- Develop actionable, prioritized recommendations that directly support the outcome goals outlined in [Section 1.3](#), including implementation considerations
- Produce clear, decision-ready materials that enable [Name of Government] to take next steps, such as securing funding, advancing design, or implementing policy changes

Governments are encouraged to adapt this section substantially, revising, expanding, or restructuring it as needed, so that it reflects the unique goals and context of their project rather than relying on the template language alone.

2.2 General Requirements

Provide information about special requirements the respondent should be made aware of.

Requirements can include:

- Legal Requirements, such as specific requirements around compliance with local ordinances or state/federal regulations.
- Staffing and Organizational Requirements, such as staffing model, location of staff, supervision/ management, pre-employment screening, training, and credentials/ licensure.
- Data and Technology Requirements, such as computer hardware/software, e-mail/ internet capability, assessment of client satisfaction, program evaluation, and records/ data collection/ reporting.
- Financial and Compliance Requirements, such as insurance requirements, financial control procedures, financial status reports, and audited financial statements.
- Budget Requirements, such as cost standards, program funding sources, proration, third party reimbursement, flat fees, fee-for-service revenues, and sub-consultant cost schedules.
- Federal Requirements, including compliance requirements and guidelines.

Be very careful to avoid pasting or adopting wholesale language without careful review from other solicitations or other documents. Do not carry over legal or compliance requirements from other settings that would unnecessarily burden or deter a potential respondent, unless applicable and necessary for this RFQ. Likewise, be very careful not to transfer requirements or compliance expectations to the respondent that apply only to the RFQ issuing agency.

2.3 Role of [Name of Government]

Outline the role of your government, department, or agency in providing this service or program and supporting the firm, including administrative and technical support, information access, or other responsibilities your government plans to retain for which the firm will not be responsible. Make sure you also clearly describe the connection between the role of your government, and the outcome goals you outlined in [Section 1.3](#). Ultimately, the main role of your government is to achieve the change you desire to see in your community.

For bench RFQs, this section may describe service categories rather than a specific project. Example categories may include:

- Transportation planning
- Engineering design
- Grant writing
- Community engagement

3. Submission Instructions

Firms responding to this RFQ must submit a Statement of Qualifications (SOQ). We recommend using the RFQ Response Workbook, which standardizes the information submitted and simplifies evaluation.

3.1 Statement of Qualifications (SOQ) Content

We recommend that you use a response workbook, which is a template attachment that respondents fill out as their full submission. Using a response workbook can help to standardize submissions for review by the evaluation team. It can also be especially helpful for RFQs where many respondents are new to government contracting or when you require specific information from respondents.

If your government does not wish to use a response workbook, list all the information that respondents need to submit in their SOQ in place of or in addition to the checklist below. Make sure to align the statement with the evaluation criteria in [Section 4.2](#). For example, if you have a “Organizational Capability and Capacity” evaluation criterion, that should match with a list of submission requirements under a Submission Requirements section called “Organizational Capability and Capacity.”

Customize the following checklist based on documents the respondent must submit and the submission requirements of your government. A checklist will help your respondent check whether they have put together a complete SOQ and followed all requirements.

STATEMENT OF QUALIFICATIONS CHECKLIST	
The following items must be submitted as part of the SOQ. Failure to provide required information will result in the submission being deemed non-responsive.	
Minimum Qualifications	
[Customize the list below to reflect the items that are required to meet the minimum qualifications in Section 4.1]	
[Documentation demonstrating minimum qualifications]	✓
[Insert requirement]	✓
[Insert requirement]	✓
[Insert requirement]	✓
Information Aligned with your Evaluation Criteria	
[The information requested below corresponds with the criteria outlined in Section 4.2 Evaluation Criteria . If you adjust these criteria adjust the checklist below accordingly.]	
One-page Cover Letter (if required)	Response workbook
Table of Contents/Statement Checklist	
[Minimum Qualifications]	Response workbook

[Organizational Capability and Capacity]	Response workbook
[Proposed Team and Key Personnel]	Response workbook
[Project Understanding and Management Approach]	Response workbook
[Relevant Project Experience and Past Performance]	Response workbook
[Additional Information (Optional)]	
REQUIRED RFQ COMPLIANCE DOCUMENTS	
[List any forms that are required as per Section 6, Appendix.]	
Required Form – [Form Name]	Response workbook
Required Form – [Form Name]	Response workbook
Required Form – [Form Name]	Response workbook

3.2 Submission Instructions

Specify how SOQs must be submitted. Consider using structured response templates like our RFQ Response Workbook. This reduces workload for both firms and evaluation committees while improving comparability of submissions.

Typical submission instructions include:

- a submission portal or email address
- page limits
- formatting requirements
- rules regarding modifications to submissions
- instructions for submitting questions

RFQs can help reduce the burden on firms by focusing on qualifications rather than requiring detailed technical proposals. Agencies should request only the information necessary to evaluate qualifications. Detailed technical approaches and pricing are typically requested later in the procurement process.

4: How We Choose

4.1 Minimum Qualifications

List any minimum requirements firms must meet to apply for the opportunity. Minimum qualifications may include:

- Qualifications to conduct business in the jurisdiction
- Not having been debarred by federal, state, or local government
- Mandatory experience (necessary minimum experience or references)
- Mandatory license types (e.g. a license from your State Board of Examiners for Engineering and Surveyors to practice engineering under the general statutes of your state).

Only include minimum qualifications that are mandatory, as these factors will be used to disqualify respondents. Avoid including requirements that might unnecessarily narrow the pool of eligible respondents, thereby limiting competition for the procurement. Keep in mind that many RFQs do not have minimum requirements. **You may want to also explicitly mention that minimum qualifications are pass/fail and do not contribute to the score received during the evaluation criteria.**

4.2 Evaluation Criteria

Create a set of custom evaluation criteria tailored to this specific RFQ that will allow your evaluators to objectively assess SOQs. Assign a percentage (or points) to weigh each criterion based on the relative importance of each factor to your community.

Strong evaluation criteria:

- Connect directly to project goals and scope
- Clearly explain what evaluators will assess
- Balance multiple priorities (experience, team, approach)

We do encourage governments to carefully consider their priorities before finalizing their evaluation criteria for their RFQ. **The most important thing to note is that RFQs do not generally consider detailed designs or price as a part of the evaluation process.** Price is typically negotiated with the highest-ranked firm after qualifications have been evaluated. Some bench RFQs may request hourly rate schedules for future task orders, but these should not outweigh qualifications in the evaluation process.

It also can be fairly easy in RFQs for the same evaluation criteria to span multiple categories and therefore be double counted. Typical evaluation criteria are included below. The descriptions for each criterion can be edited to meet your specific project needs, but bracketed text requiring modification is highlighted in yellow:

EVALUATION CRITERIA	ALLOCATION %
Organizational Capability and Capacity <i>Can this respondent realistically deliver this project successfully within the required timeline and context?</i> Including but not limited to: - Organizational structure, size, and stability, including how the firm is organized to support delivery of the scope of services. - Alignment of the firm's core service, focus areas, service locations, and capabilities with the needs of the project or scope of services. - Availability and adequacy of internal resources to deliver the scope of services. [Additional criteria to be added]	%
Proposed Team and Key Personnel <i>Did the respondent assemble the right team for this specific project, and are those individuals meaningfully available to perform the work?</i> Including but not limited to: - Clarity and appropriateness of the proposed team structure, including defined roles, responsibilities, and reporting relationships - Demonstrated availability and commitment of key personnel for the duration of the project - Alignment between team composition and project needs, including the use of subconsultants where appropriate - Feasibility of the proposed staffing approach, including how personnel and resources will be allocated to meet project timelines and requirements [Additional criteria to be added]	%

Project Understanding and Management Approach <i>Does the respondent demonstrate a strong understanding of the underlying problem, project goals, constraints, and stakeholder environment?</i> Including but not limited to: • Demonstrated understanding of the project’s purpose, goals and key requirements: [specify elements of project]. • Clarity and feasibility of the proposed approach for completing the scope of work. • Approach to project management, including: [additional specifications]. • Approach to community and stakeholder engagement, including meaningful outreach to [specify community of interest]. • Approach for performance and contract management, including any potential KPIs that could be tracked. The proposed KPIs match the goals for this project outlined in Section 1.3: Outcome Goals.	%
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Relevant Project Experience and Past Performance <i>Does the respondent's past work demonstrate an ability to successfully deliver comparable outcomes in relevant settings?</i> Including but not limited to: <i>Experience:</i> • Demonstrated ability to achieve measurable outcomes on projects with similar complexity, stakeholder conditions, or implementation challenges. • Demonstrated success of sub-consultants in contributing to past projects, including the specific value they added through their expertise, collaboration, and measurable improvements to project outcomes. • Ability to adapt approaches to governments with comparable operational, political, or resource constraints. • Relevant experience of the project manager and key staff in leading [describe efforts]. <i>Past Performance and References</i> The evaluation will consider the respondent's past performance on similar projects based on the references provided: • Feedback from references regarding the firm's quality of work, responsiveness, and professionalism. • Demonstrated ability to deliver projects on time and within scope. • Client satisfaction with the firm's project management, collaboration, and communication. • Overall performance on similar projects. • Experience implementing performance tracking and reporting practices to ensure accountability and transparency throughout project delivery. Additional criteria that could be included in this section could be: <u>Community Engagement Experience and Qualifications</u> • Demonstrated experience designing and implementing fair and accessible community engagement processes. • Experience engaging [specific populations]. • Demonstrated ability to use a variety of engagement methods (e.g., in-person, virtual, pop-up, multilingual outreach) to reach diverse audiences. • Demonstrated ability to translate community input into actionable strategies.	%
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When assigning weights: Ensure all criteria total 100%, avoid very small weights (e.g., under 5%), and evaluate minimum qualifications separately as pass/fail.

4.3. Evaluation Team

Respondents appreciate transparency about the evaluation process. Include a brief statement about the makeup of the committee and their review process. For example, “Statements of Qualifications will be reviewed by an evaluation committee composed of staff with relevant technical, programmatic, and procurement expertise.” Committees typically include 3–5 evaluators to ensure diverse perspectives and balanced decision-making.

Evaluators independently review and score submissions using the criteria described in [Section 4.2](#) before participating in a structured discussion to finalize rankings.

4.4 Protest and Appeals Process

Include your government’s standard protest and appeals procedures.

5. Terms and Conditions

Include standard procurement and contract terms. Consult your purchasing office and/or legal counsel to ensure compliance with local policies.

6. Appendix

Include:

- Required compliance forms
- RFQ Response Workbook
- Additional project background materials
- Maps, data, or technical documentation

The [Procurement Excellence Network](#) (PEN) is a free, online community for public sector leaders seeking to transform their jurisdiction’s procurement practices. It offers virtual trainings, tools, templates, and coaching, while building peer connections for leaders as they launch efforts to make procurement more strategic, fair, and innovative. PEN is an initiative of [Partners for Public Good](#) (PPG), a 501(c)(3) non-profit organization that helps state and local governments use key operational levers—procurement, workforce, digital infrastructure, and budgeting—to drive public impact.

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