Response Workbook and Question Bank

This Response Workbook and Question Bank accompanies the Results-Driven RFP template available [here](https://gplpen.hks.harvard.edu/wp-content/uploads/2022/11/Results-Driven-Request-for-Proposals-RFP-Template.pdf).

As you develop your RFP using this template, you may want additional guidance on how to craft each section, how to manage the RFP development process and stakeholder needs, or how to take a broader strategic lens to your portfolio of procurement and contracting activities. The [GPL’s Guidebook: Crafting a Results-Driven RFP](https://govlab.hks.harvard.edu/files/govlabs/files/gpl_rfp_guidebook_2021.pdf) is a complementary comprehensive tool that walks you through the process of creating a results-driven RFP.

# How should I use this template?

This document is intended to be customized and attached to an RFP to promote respondents submitting standardized responses.

**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!*

Attachment: Response Workbook

|  |
| --- |
| [Jurisdiction/Agency Name]  Solicitation Number: XXX  RFP Name |

Proposer is to complete this Response Workbook and submit as their response to this RFP.

# PROPOSER GENERAL INFORMATION:

Include in this section any basic information you want to collect about the proposer. Information in this section is not intended to be scored.

**Legal Company Name:**

|  |
| --- |
| (Proposer to include response here) |

**Proposer Headquarters Address:**

|  |
| --- |
| (Proposer to include response here) |

**Authorized Company Representative:**

|  |
| --- |
| (Proposer to include response here) |

**Proposer Contact Information (Email and Phone):**

|  |
| --- |
| (Proposer to include response here) |

Additional relevant categories your jurisdiction may want to include:

* State of organization’s incorporation
* Certification status (e.g., small, minority-owned, women-owned, etc.)
* Type of legal entity
* FEIN number
* Company website
* How did you learn about this opportunity?
* Specific services applying for (if multiple service area categories listed in RFP)
* Specific regions served (if multiple service regions listed in RFP)

# NARRATIVE RESPONSES (SCORED):

Proposer’s answers to the following questions will comprise the proposer’s official response to this RFP. Information prepared by the proposer and submitted with their proposal *may* be incorporated into a final contract (for example, program offerings, curriculum, key personnel, or performance metrics).

The responses to the following required questions shall not exceed XX single-sided pages (or jurisdiction may choose to assign word limits to specific categories or questions), which does not include any supplementary attachments. Any attachments provided should be relevant to RFP questions and referenced in the main narrative below.

Overall guidance and sample evaluation criteria with corresponding questions have been provided below.

When deciding what questions you want to ask of the organizations responding to your RFP, consider the following:

* **Ask proposers to show, not tell:** Well-written proposal questions encourage responses that “show not tell” by asking proposers to share an example or tell a story about their experience. Like a good job interview question, consider requiring proposers to go beyond sharing boilerplate marketing materials and instead demonstrate their ability to help you achieve success in this project or service.
* **Limit questions to those most important:** Consider the number of questions you’re asking organizations to respond to. Too many questions can be cumbersome for both organizations responding and for government staff evaluating proposals. It can be helpful to ask yourself which questions you believe are most important to include to solicit the information you need to determine the quality of the proposer’s ideas and approach. In this template, we give you many ideas of questions – we encourage you to pare back from the list given to include those that are most relevant.
* **Map proposal questions to evaluation criteria:** Align your proposal questions to match effectively with evaluation categories, which will result in content that evaluation committees can easily score.
* **Confer with internal procurement and legal staff:** Leverage the expertise of legal and procurement staff to check that all relevant questions are included and appropriate.

# CATEGORY 1: QUALIFICATIONS, EXPERIENCE, AND CAPACITY

(EXAMPLE CATEGORY ONLY)

List out the questions you want your proposer to respond to in the space below. Questions below are examples only. You should pare down the list of actual questions you include in your RFP.

1. Qualifications and Experience
   1. **Overall qualifications**: Provide a general overview of your organization. What sets your organization apart from your competitors? Why is your organization uniquely qualified to take on this scope of work?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Experience:** Describe the extent of your organization's experience in conducting similar projects or delivering similar services for public agencies. What has that experience taught you that you would bring to this project?

|  |
| --- |
| (Proposer to include response here) |

* 1. **References**: Provide contact information and a short description of prior work for X references who can speak to your experience on similar projects.

|  |  |  |
| --- | --- | --- |
| **Reference 1** | Company |  |
| Project Manager |  |
| Phone Number |  |
| Project Description |  |
| Project Start and  End Dates |  |
| **Reference 2** | Company |  |
| Project Manager |  |
| Phone Number |  |
| Project Description |  |
| Project Start and  End Dates |  |
| **Reference 3** | Company |  |
| Project Manager |  |
| Phone Number |  |
| Project Description |  |
| Project Start and  End Dates |  |

1. **Staffing, Capacity, and Oversight**
   1. **Team overview:** Describe the team that would work on this project. Include a list of key team members and their general availability while on this project. Make the case for why they would be great partners on this project. Provide bios, resumes, or whatever you think best highlights the strength of this team.

|  |
| --- |
| (Proposer to include response here) |

* 1. **General capacity:** Describe your organization’s capacity to take on additional work if you are awarded this contract. How would you create additional capacity, if needed?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Management, administrative, and technical capacity:** Describe your organization’s overall management structure and the qualifications of your senior leadership/management team. How does your organization’s leadership support a culture that enables the effective implementation of new techniques, staff retention, and high-quality service delivery? If helpful, you may give specific examples of your past practices.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Recruitment and retention:** How does your organization recruit, develop, and retain staff to consistently deliver high-quality programs or projects (e.g., training, coaching, and other professional development opportunities)? What specific challenges in recruitment, retention, training, and development do you anticipate?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Subcontracting experience (if applicable):** Describe your organization’s experience with subcontracting with other service providers. Provide examples of how you have identified high-quality subcontractors and managed the performance of those partners in the past.

|  |
| --- |
| (Proposer to include response here) |

# CATEGORY 2: SERVICE DELIVERY OR PROJECT APPROACH

(EXAMPLE CATEGORY ONLY)

List out the questions you want your proposer to respond to in the space below. Questions below are examples only. You should pare down the list of actual questions you include in your RFP.

1. **Service Delivery or Project Approach**
   1. **Methodology**: Provide a detailed description of your organization’s ability, approach, and methodology for this project or service in line with the RFP objectives and key elements outlined in the scope of work.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Implementation timeline:** Provide an implementation timeline for your project or service, including key milestones related to the scope of work. Include estimates of the timeframe needed to complete each task.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Expectations of government:** What responsibilities or resources do you expect [Jurisdiction - department/agency] to provide for this service to be successful?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Subcontractor utilization:** How will you utilize subcontractors in the delivery of this project or service?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Partnerships:** In what ways will you partner or coordinate with other entities to best accomplish the goals of this project or service? Give specific examples.

|  |
| --- |
| (Proposer to include response here) |

1. **(For Social Services:) Quality of Proposed Service Model**
   1. **Evidence base and theory of change:** Describe the reasoning behind the selection of your proposed program or service model, including any relevant supporting information or evidence for how it will achieve goals outlined in the RFP. This may include a logic model with outputs and outcomes clearly defined.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Model fidelity experience:** What other programs or services has your organization implemented that are evidence-based or require fidelity to certain standards? What actions have you taken to promote fidelity to the model for these programs?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Service matching and referral:** Describe your approach to make sure that recipients of your program/service are appropriately identified for, connected to, and enrolled in the service (e.g., connectivity to existing government referral processes, seamless intake/enrollment process, supportive services, waitlist management, etc.)

|  |
| --- |
| (Proposer to include response here) |

# CATEGORY 3: Project Management, Performance Improvement, and Communications

(EXAMPLE CATEGORY ONLY)

List out the questions you want your proposer to respond to in the space below. Questions below are examples only. You should pare down the list of actual questions you include in your RFP.

1. **Project Management & Performance Improvement**
   1. **Project management approach:** Describe your proposed method of project management for this project or service.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Performance improvement approach:** How does your organization incorporate continuous quality improvement and performance measurement into the work you do today? How do you plan to incorporate these into the proposed project or service to improve practice and meet goals?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Performance improvement examples:** Describe 1-2 times your organization made an operational or programmatic change based on data collected. For each example, briefly describe (a) how the problem was identified, (b) what steps your organization took to make the improvement, and (c) the impact of those changes.

|  |
| --- |
| (Proposer to include response here) |

1. **Reporting**
   1. **Metrics**: In addition to any metrics identified in the RFP, describe the key performance indicators (KPIs), performance metrics, and/or compliance metrics you have used or plan to use to track the delivery and success of this project or service.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Method**: Describe your ability to track and report on these metrics, including what systems, processes, and/or tools will be used.
     1. How will the data be collected, stored, and shared?
     2. How frequently will metrics be tabulated?
     3. Which staff and roles will be responsible for this work?

|  |
| --- |
| (Proposer to include response here) |

1. **Communications**
   1. **Communications approach**: How will you communicate with [Jurisdiction] in a responsive and proactive manner? Consider being responsive to questions and requests as well as elevating concerns or issues.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Collaboration**: How will you foster a collaborative relationship with [Jurisdiction] partners? What do you need from [Jurisdiction] to do this work successfully?

|  |
| --- |
| (Proposer to include response here) |

# CATEGORY 4: DIVERSITY, EQUITY, AND INCLUSION (DEI) CONSIDERATIONS

(EXAMPLE CATEGORY ONLY)

List out the questions you want your proposer to respond to in the space below. Questions below are examples only. You should pare down the list of actual questions you include in your RFP.

1. **Target Population & Community Engagement**
   1. **Target population and needs:** Describe your experience and any notable successes providing services to the people, residents, or groups that will be the users or beneficiaries of your proposed project or service. Based on your experience or research, what do you see as the key needs of this population and how does your planned approach address those needs? In addition to any background included in the RFP, include any relevant data or information about this population and their needs.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Community input:** Explain how your organization engaged residents or community members to assess their perception of need and to understand their ideas for projects or services in the specific communities your organization proposes to serve.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Ongoing community engagement:** How will your organization engage residents or community members on an ongoing basis to inform service delivery?

|  |
| --- |
| (Proposer to include response here) |

1. **Equitable Outcomes**
   1. **Equitable impact**: How do you believe your proposed service or project will impact residents with low incomes or from historically marginalized groups?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Equitable service delivery**: How would you foster equitable delivery of services in your proposed service or project?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Equitable results:** Describe how your proposed project or service will decrease systemic inequities and/or increase economic mobility.

|  |
| --- |
| (Proposer to include response here) |

1. **Workforce & Organization:** 
   1. **Workforce:** How does your organization’s workforce reflect the communities you aim to serve? Describe any measurable steps you have taken to diversify your internal workforce (e.g., women, people of color, and people from other historically marginalized groups).

|  |
| --- |
| (Proposer to include response here) |

* 1. **DEI**: How does your organization actively build, communicate, and support an internal culture of diversity, equity, and inclusion? How does your organization incorporate diverse perspectives in governance and decision making?

|  |
| --- |
| (Proposer to include response here) |

* 1. **Training & professional development:** How does your organization provide access to on-the-job training, mentoring, technical training, and/or staff professional development opportunities for women, people of color, and people from other historically marginalized groups?

|  |
| --- |
| (Proposer to include response here) |

# CATEGORY 5: COST PROPOSAL AND NARRATIVE

(EXAMPLE CATEGORY ONLY)

List out the questions you want your proposer to respond to in the space below. Questions below are examples only. You should pare down the list of actual questions you include in your RFP.

You are encouraged to give proposers a template cost proposal form that is specific to the product or service you are procuring. This template might provide a total cost for all services to be delivered and a breakdown of costs by subcategories (e.g., staffing, supplies and materials, overhead, travel) to allow for more direct comparability in costs between proposals.

1. **Cost Proposal and Narrative** 
   1. **Cost proposal:** Complete a price schedule, budget, or cost proposal in its entirety that will enable the effective delivery of the proposed project or services.
      1. Describe all direct and indirect costs associated with the service or project.
      2. Describe any key cost variables for the service or project such as volume, frequency, duration or length, geographic reach, and service level.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Narrative and justification**: Present a detailed cost narrative that explains the basis and rationale for the costs proposed.
     1. Why do you consider your costs to be reasonable, given the nature of your proposed project or service?
     2. Describe the rationale or benefit of the proposed cost structure.
     3. Describe any key budgeting decisions, assumptions, or calculation approaches used to develop the cost proposal.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Performance payments or incentives**: Describe any proposed incentive-based or performance-based fee structures that would align compensation with the strategic goals set forth in this RFP.

|  |
| --- |
| (Proposer to include response here) |

* 1. **Discounts:** What discount percentage can the organization offer if payment is made 20 days after the organization’s invoice is submitted?

|  |
| --- |
| (Proposer to include response here) |

# ADDITIONAL INFORMATION:

Include any additional information needed from proposers such as vendor exceptions to contract language or mandatory provisions, declaration of confidential information for particular responses, acknowledgement of addenda, or a conflict-of-interest statement.

# ATTACHMENTS AND REQUIRED FORMS:

Include any jurisdiction-specific forms here that require vendor response. These are forms that were not included in the main RFP document and may include compliance forms required by statute or jurisdiction policy.

|  |
| --- |
| The [Procurement Excellence Network](https://gplpen.hks.harvard.edu/) is an initiative of the Government Performance Lab designed to help public sector leaders use government procurement as a tool to improve resident outcomes and advance equity. The [Government Performance Lab](https://govlab.hks.harvard.edu), housed at the Taubman Center for State and Local Government at the Harvard Kennedy School, conducts research on how governments can improve the results they achieve for their citizens. An important part of this research model involves providing hands-on technical assistance to state and local governments. Through this involvement, we gain insights into the barriers that governments face and the solutions that can overcome these barriers. By engaging current students and recent graduates in this effort, we are able to provide experiential learning as well.  The Government Performance Lab is grateful for support from Bloomberg Philanthropies.  What Works Cities Certification provides cities at all points in their data journey with a standard of excellence that shows how investing in data and evidence practices can lead to better and more equitable results for residents. This guide includes strategies in alignment with the following What Works Cities Certification criteria:   * Results-Driven Contracting (RDC) 1: Defining Goals for Key Procurements * Results-Driven Contracting (RDC) 2: Measuring Outcomes for Key Procurements * Results-Driven Contracting (RDC) 4: Structuring Procurements to Support Strategic Goals   [Learn more](https://whatworkscities.force.com/s/?language=en_US) about how to get your city Certified.  © Copyright 2022 Harvard Kennedy School Government Performance Lab |