Active Contract Management

Charles Kargman, Nayana Nagapurapu

April 26, 2023

HARVARD Kennedy School
Government Performance Lab

Agenda

- **Introductions and a-COUNT-ability** (10min)

- **Recap: Performance Metrics** (5min)

- **Active Contract Management (ACM) 101** (10min)

- **What does ACM look like in practice?** (10min)

- **ACM Simulation: Choose Your Own Data Adventure** (25min)

- **Closing and Q&A** (25min)

Presenters

Charles Kargman
Project Leader
HKS Government
Performance Lab

Nayana Nagapurapu
Government Innovation
Fellow
HKS Government
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Project Leader
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Nayana Nagapurapu
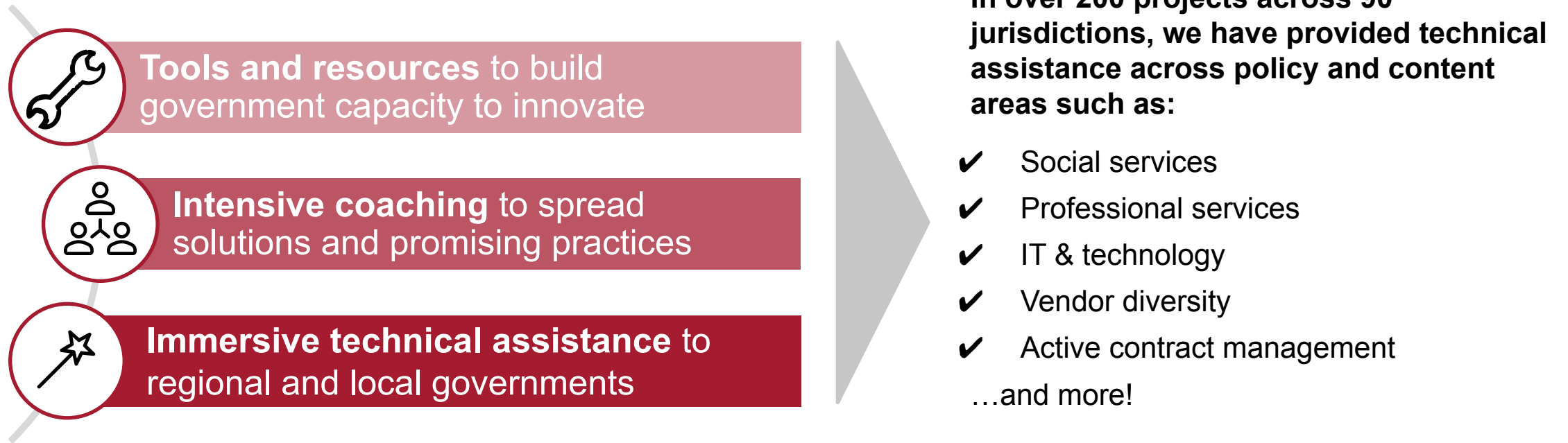Government Innovation
Fellow
HKS Government
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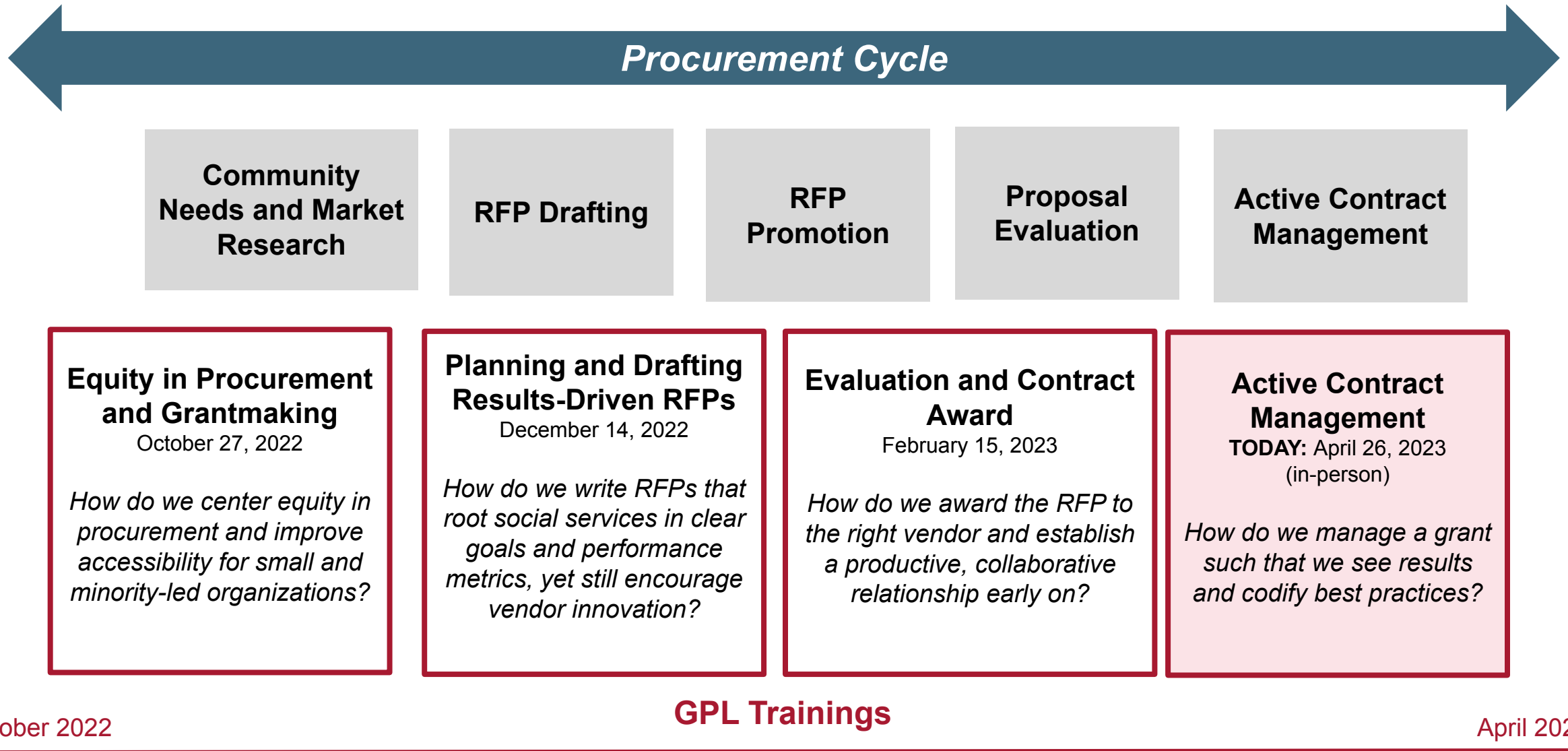**Greg Wass**
Senior Advisor
HKS Government
Performance Lab

About the Government Performance Lab (GPL)

The Harvard Kennedy School Government Performance Lab (GPL) helps governments transform how they deliver services to residents.

GPL's mission is to help governments accelerate progress on persistent social challenges and strengthen core functions, such as how governments procure and for high-priority products and services.

Tools and resources to build government capacity to innovate

Intensive coaching to spread solutions and promising practices

Immersive technical assistance to regional and local governments

In over 200 projects across 90 jurisdictions, we have provided technical assistance across policy and content areas such as:

- ✔ Social services
- ✔ Professional services
- ✔ IT & technology
- ✔ Vendor diversity
- ✔ Active contract management

…and more!

GPL Trainings for RFA Workforce Fellows 2022-23

Procurement Cycle

Community Needs and Market Research	RFP Drafting	RFP Promotion	Proposal Evaluation	Active Contract Management

Equity in Procurement and Grantmaking
October 27, 2022

How do we center equity in procurement and improve accessibility for small and minority-led organizations?

Planning and Drafting Results-Driven RFPs
December 14, 2022

How do we write RFPs that root social services in clear goals and performance metrics, yet still encourage vendor innovation?

Evaluation and Contract Award
February 15, 2023

How do we award the RFP to the right vendor and establish a productive, collaborative relationship early on?

Active Contract Management
TODAY: April 26, 2023
(in-person)

How do we manage a grant such that we see results and codify best practices?

GPL Trainings

October 2022

April 2023

Session Objectives

By the end of today's session, we hope you will be able to:

1. See how performance metrics from our second workshop offer a foundation for Active Contract Management (ACM) and data-driven conversations with providers

2. Uncover how ACM helps us understand the effectiveness of our programs, identify promising practices, and center resident outcomes.

3. Understand the mechanics of an ACM meeting discussed in our third workshop and see examples of applying ACM practices to grantee interactions or relevant grants.

Consider what metrics from your work you can apply to ACM.

Remember: you can workshop RFPs from your own jurisdiction through office hours with GPL staff!

But first, some a-COUNT-ability.

Activity: a-COUNT-ability

- You are a contract manager for Statelandia's Department on the Environment (DOE). DOE is charged with protecting and enhancing Statelandia's natural resources so that the state continues as a wonderful and safe place to live, visit, and raise a family.

- You have been asked to review a copy of a study commissioned from an outside vendor. Among other things, it's your job to make sure the Department doesn't overpay for the study.

- The provider is paid **$10 per word**.

- You will have **1 minute** to count the **number of words** in the **second** **bullet point** on the next slide (there are 3 bullet points in the report).

- At the end of the **1 minute**, record your count and calculate the appropriate payment amount for the reviewed section.

Write down your estimate for the appropriate payment on a sticky and place it on the posterboard.

1 minute on the clock!

Executive Summary

The Department on the Environment (DOE) is charged with protecting and enhancing Statelandia's natural resources so that the state continues as a wonderful and safe place to live, visit, and raise a family. A recent study commissioned by the department investigated changes in local vegetation and animal life over the past 10 years. The study's findings are largely in keeping with recent newspaper accounts and anecdotal evidence shared by residents during DOE's listening tour this summer. Findings included:

- A survey of 1,012 local beekeepers found that the number of bees has remained steady over the last decade with hives in south-east Statelandia proving most productive with an average output of 13.6kg of honey per hive.

- Plant disease has killed off eighty percent of vegetation in fields immediately surrounding the city, in turn disrupting the food sources for many native animals. As a result, the likelihood of an elephant stampede in the city has increased significantly in the past three months as these animals search for alternative means of sustenance. Early notification systems and other precautions should be implemented immediately to safeguard city residents.

- Certain species of grass in western Statelandia have been found to be better equipped to handle drought because of their improved cultivars.

Activity: a-COUNT-ability

How much should the provider be billing for the section you reviewed?

Activity: a-COUNT-ability

What did you learn from the report?

Are there any actions we should take in response?

What you might have missed was…

Executive Summary

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- Certain species of grass in western Statelandia have been found to be better equipped to handle drought because of their improved cultivars.

Activity: a-COUNT-ability

What do we miss if we focus on compliance reporting alone?

Recap: Performance Metrics

Congratulations! You've awarded the grant– now what?

Don't be like the fish in *Finding Nemo* – have a plan!

Your finalized contract is just the beginning! To get results, you need to establish trust and rapport with your vendor so you can use data to:

- Track progress
- Address challenges
- Monitor and mitigate risk
- Celebrate success
- Determine whether this is a vendor to work with again

Performance metrics are data points that measure progress toward your grant goals over time.

% Persistence

# of Families Referred

% Enrollment

# of Recurrences

A great set of metrics:

✔ Easily connect to the goals

✔ Clearly define success

✔ Create accountability

✔ Are simple and straightforward
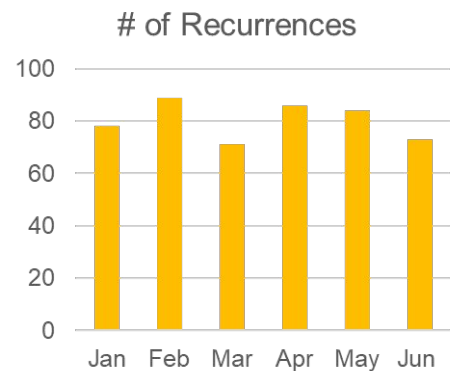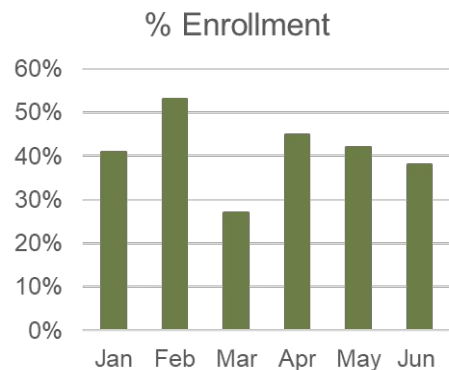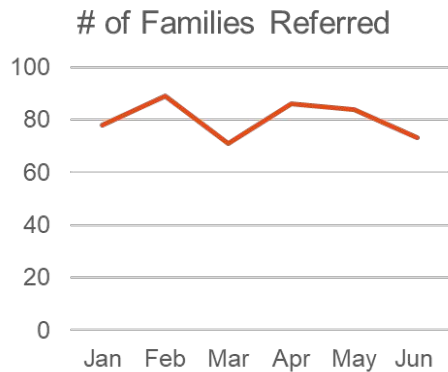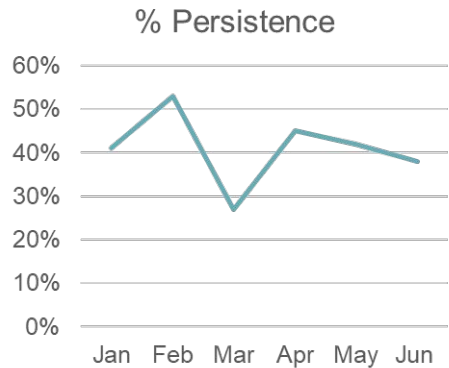
Two flavors of metrics: outputs and outcomes.

Inputs ➡ **Output** ➡ **Outcome**
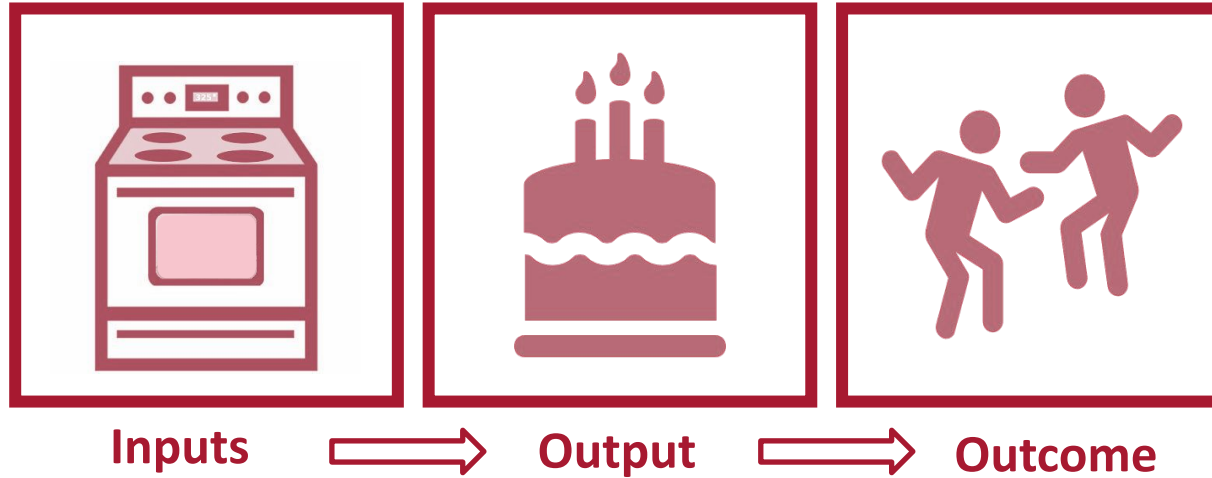
Outputs are the activities themselves

- How can we measure **current actions and workflows**?
- It will help you track progress and **diagnose** whether you need to make changes to the program.
- Often available in the **short term**.

Examples: # of participants, # of participants by priority region, # of clients served, participant retention rate

Outcomes are the ultimate result

- How can we measure **the goals** we're working towards?
- How can we capture the **WHY** – the reason we're doing this service?
- Can be challenging to collect data as it is available only in the **long term**.

Examples: reductions in unemployment, improved wage rates, turnover rates for priority industries

What are some example performance metrics?

SERVICE	OUTPUT	OUTCOME
Apprenticeship program	• Number of participants • Number of participants by priority population • **Participant retention rate** between sessions • Participant completion rate • Participant satisfaction with training • Number of fields covered by apprenticeship trainings	• Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days • **Vacancy and turnover rates** for priority industries • Percentage and number of participants who enroll in industry-specific, post-secondary, or vocational training • **Industry-specific productivity metrics**
Job and interview workshops	• Number of participants • Number of participants by priority region • **Participant retention and completion rates** • Post-workshop skill assessments • Participant satisfaction with training	• Number of post-workshop job interviews • **Job offer and retention rates** • Percentage and number of participants that remain employed • County-wide unemployment rates • Industry-specific productivity metrics
Job outreach campaigns	• Number of stakeholders engaged • **Number of people reached** (adults, youth, underrepresented populations) • Number of partnerships developed • Number of convenings organized • Number of **new funding sources**	• **Number of new referrals** • Number of diverse jobs created • Increased awareness about jobs in diverse industries • Skill development in diverse industries
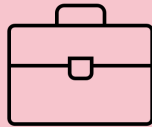
Active Contract Management (ACM) 101

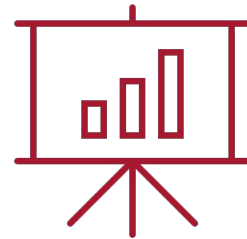# Performance metrics are the foundation of active contract management (ACM).

At the root of the program are…

Goals → *Which inform your…* → **Performance Metrics** → *Which are built into your…* → **RFP** → *Which is the foundation for…* → **Active Contract Management (ACM)**

Without a great set of performance metrics rooted in program goals, you cannot have an effective set of ACM meetings.

So what do we mean by ACM?

What it involves

- High-frequency reviews of real-time performance data
- Regular executive-level meetings between agency and service providers focused on operational insights
- Collaborations to implement changes that improve results

Why do it

1. Reactive troubleshooting	2. Incremental improvements	3. Systems reengineering
Real-time, rapid identification of performance problems followed by immediate course corrections	Continual refinement of agency and provider practices to produce rising performance trends over time	Reengineering of service delivery systems to generate systemic remedies that dramatically improve performance

Why does ACM matter?

Keeps us **focused on our north star:** Helping participants achieve sustained, high-quality employment
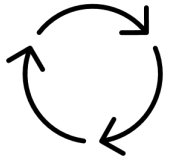
Creates a transparent, **continuous feedback, accountability and improvement loop** between providers and program managers
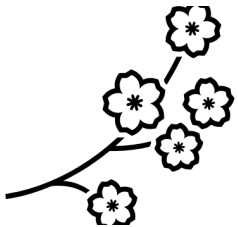
Creates the space for identification and **cross-pollination of promising ideas** and practices among providers across a region

And ACM helps you keep an eye out for gaps in services.

Disproportionality: The under/ over representation of one group (race, class, region, gender, religion) compared to its own percentage in the total population

> **Example:** Youth of color comprise 38 percent of the youth population in Citylandia yet comprise only 30 percent of those served by municipal job placement programs.

Disparity: The unequal outcomes of one group as compared to outcomes for another group.

> **Example:** Within Citylandia's job placement programs, 20% of youth in the Sunnyville neighborhood find job placements within 6 months after exiting the program, compared to 40% of youth in Echo Lake.

Job Placement Program Participation

Youth Population: White 62%, POC 38%
Program Participants: White 70%, POC 30%

■ White ■ POC

Job Placement Rate

Sunnyville: 20%
Echo Lake: 40%
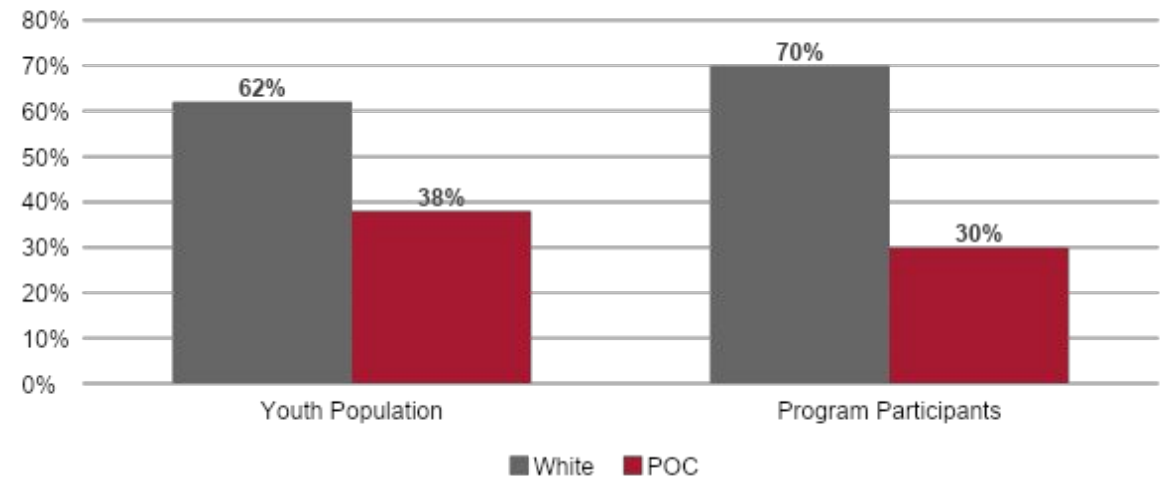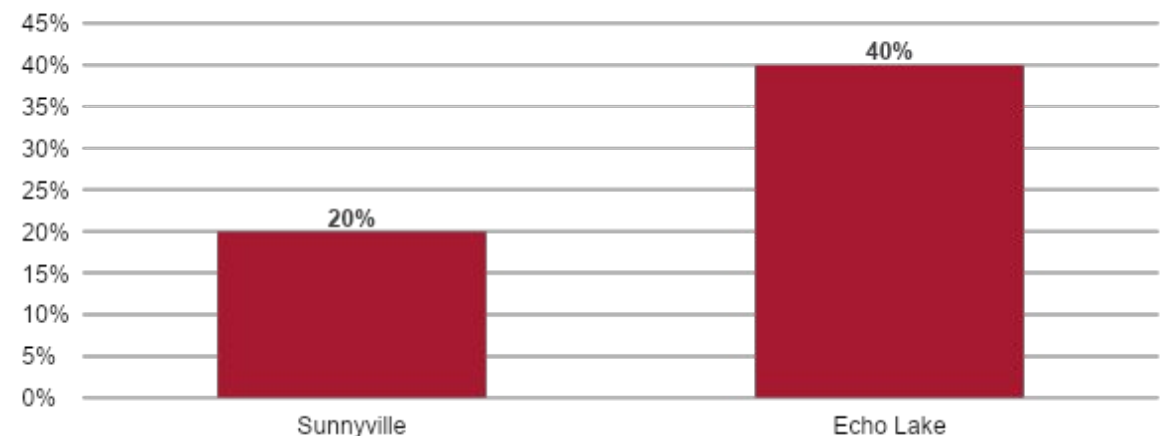
Who participates in ACM?

Active Contract Management is a collaborative process between the service provider and the program manager.
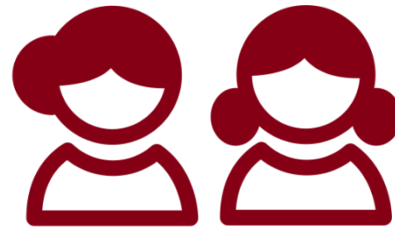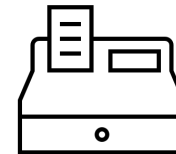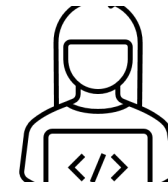

Data/ Research Staff
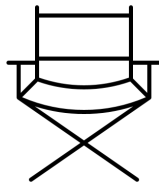
Division Director

Grants & Contract Specialists

Fiscal Staff

Developers

There are also many other people working behind the scenes to support ACM!

So, in brief, the purpose of ACM meetings is to:

Identify key data	Generate insights	Drive action
Identify key metrics and analysis to answer critical questions about our work	Uncover patterns in the data that are relevant to policy, practice, and process	Connect insights to concrete action steps and decisions

A quick note on terminology: The principles we will discuss today can be applied to both procurements and *grant programs.* For simplicity's sake, we will usually say "Active Contract Management", but you might also describe it as "Active Grant Management"

What does ACM look like in practice?

Now, let's see ACM in action in Statelandia.

Agenda

- Welcome
- Performance Improvement Roadmap
- Follow up on last month's action steps
- Dashboard metric review
- Deep dive: persistence in FSP after two months
- Action Steps
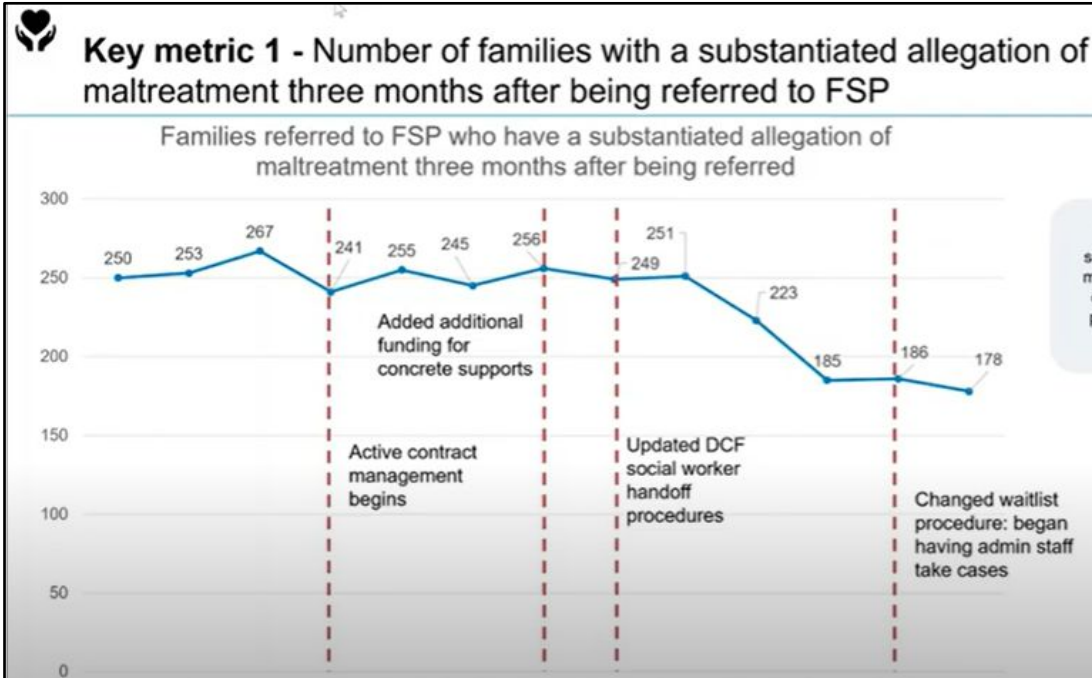- Topic for next time (revisit roadmap)

Have an agenda for each meeting

Performance Improvement Roadmap

Meeting	Topic
September	Kickoff meeting
October	Process mapping
November	Defining metrics
December	Reviewing preliminary dashboards
January	Handoffs
February	Concrete supports
March	Case plan timelines
April	Designing a more culturally responsive referral process
May	Waitlists
June (This month)	Persistence
July	Increasing the role of client voice in case planning
August	Enrollment

Statelandia ACM session in progress.

Key metric 1 - Number of families with a substantiated allegation of maltreatment three months after being referred to FSP

Families referred to FSP who have a substantiated allegation of maltreatment three months after being referred

- Added additional funding for concrete supports
- Active contract management begins
- Updated DCF social worker handoff procedures
- Changed waitlist procedure: began having admin staff take cases

Examine trends

2-month persistence by provider, by urban/rural: Rural families FSP through Midfield Resource Center persist at rates similar to u

2 month persistence by provider
Jan-May 2021

■ Urban ■ Rural

64% Rural families who receive FSP through Midfield Resource Center persist for at least two months, compared to 39% of rural families overall

- Northern Health Services: 59% / 39%
- Family Connections: 61% / 37%
- Central Family Partnerships: 60% / 33%
- Midfield Resource Center: 59% / 64%

ACM session comes to an end with action steps.

Build action plans and next steps

♥ Action Steps

- Midfield Resource Center – Send out set of intake questions
- Northern Health Services, Family Connections, Central Family Partnerships – incorporate questions into intake process
- All providers – let DCF know when this change has been made

You can find **ACM: The Movie** as a free resource on the Procurement Excellence Network (PEN)!

In brief, ACM in practice looks like…

ACM Key Components

- Track progress against your contract goals and KPIs
- Identify and troubleshoot challenges as they arrive
- Monitor and mitigate risks to keep little bumps in the road from becoming major obstacles
- Ultimately to achieve your contract goals
- Celebrate success along the way
- Determine whether this is a vendor the jurisdiction should work with again

ACM Meeting Agenda

1. Follow up on actions taken last month
2. Respond to trends in this month's performance
3. In-depth, solutions-focused discussion to improve performance

Frontline Staff

Contract Manager

Vendor A

Vendor B

Jan   Feb   Mar   Apr
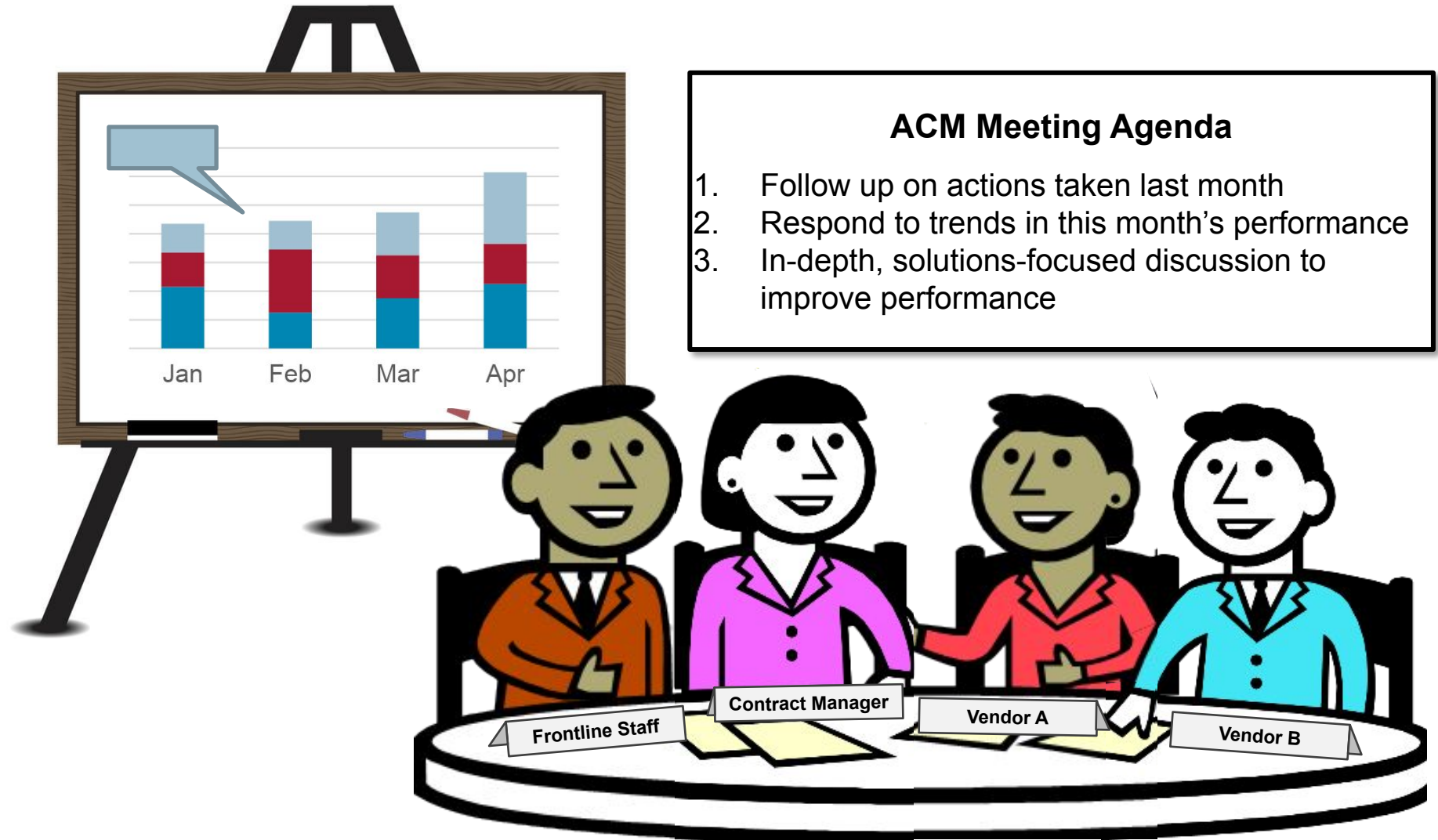
ACM Simulation:
Choose Your Own Data Adventure!

Your mission, should you decide to accept it…

You are a new program manager in Statelandia's Workforce Division. Despite being new, you have prior experience as a training provider, helping adult job seekers with their application and interview processes.

You are a very active and curious learner! You're sitting in on your first performance management meeting and have been asked to participate.

Your mission is to ask questions that help us identify the root challenge of service discrepancies and potential next steps!

Don't open your packets yet! We will work through the materials together.

Today's cast
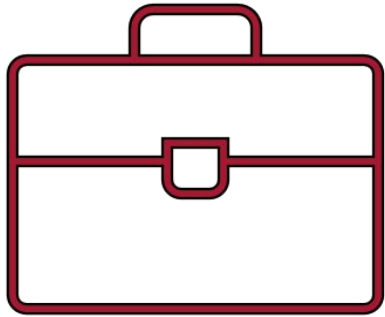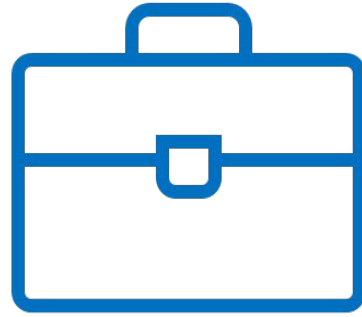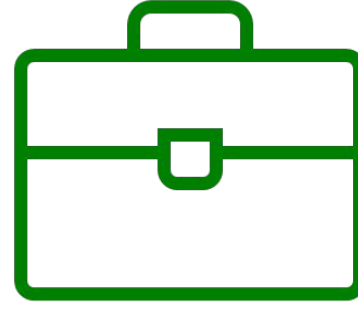
Provider A　　　**Provider B**　　　**Provider C**　　　**Program Manager**

Today's Topic: Training Resources and Employment

A 2023 study found that adults who participated in **at least 8 or more interactive workshops** on a variety of work preparation topics (e.g., resume building, digital literacy, interview preparation) within their first year of unemployment **were more likely to gain employment**, compared to adults who participated in 3 or fewer workshops.

Our Goal:

1. See how many of our current clients participated in at least 8 workshops within the first year of their unemployment.

2. Identify changes to help more clients get the financial and professional support they need during their unemployment.

You can now open the first packet, with this as the first slide. Read and share with your table.

Number of Clients and Workshops Attended by Provider
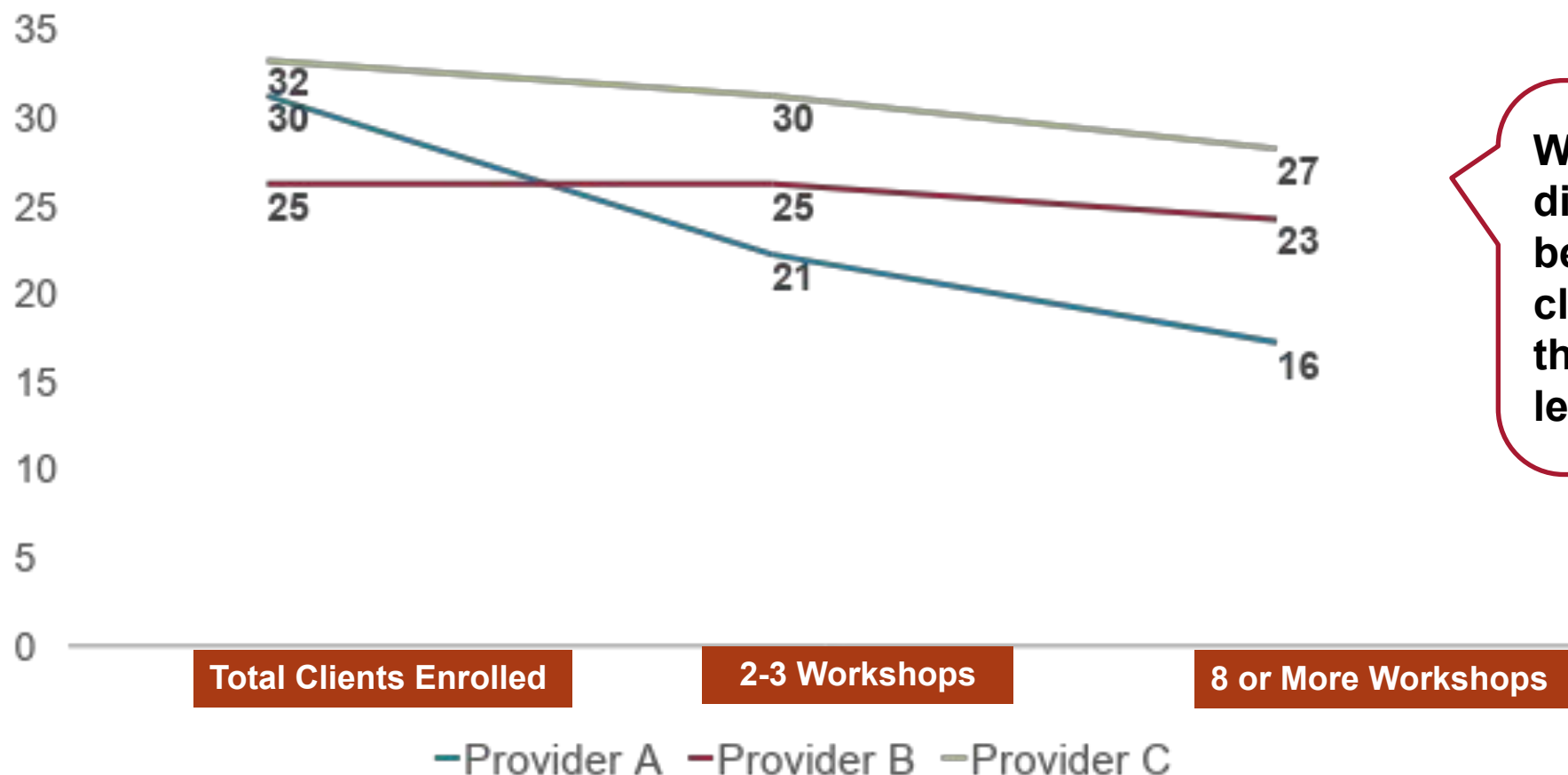
We see some discrepancies between the # of clients enrolled and those who attend at least 8 workshops.

Let's take a closer look and see if there are any patterns we notice about when the drop off is happening.

% of Clients who Complete Workshops

| First Workshop | 2-3 Workshops | 4-5 Workshops | 6-7 Workshops | 8 or More Workshops |

Provider A: 100%, 70%, 67%, 53%, 53%
Provider B: 100%, 100%, 100%, 92%, 92%
Provider C: 97%, 94%, 94%, 84%, 84%

— Provider A — Provider B — Provider C
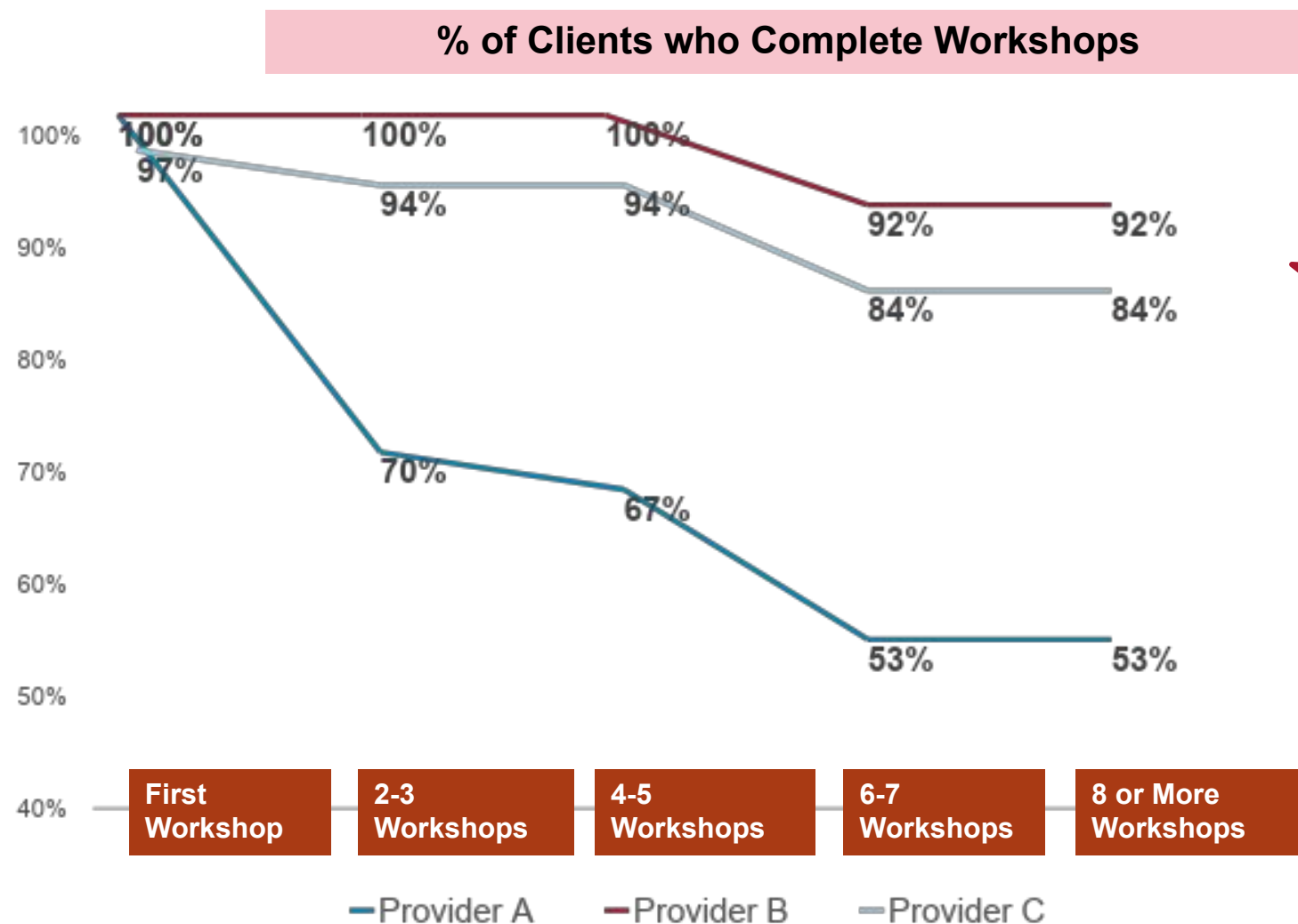
Provider B and C seem to be doing fairly well getting clients to 4 – 5 workshops, but all providers are seeing a noticeable drop off once we get to 6th workshops.

Provider A is seeing their largest drop off after the first workshop, followed by a continued decline in client retention.

As the program manager, what questions would you want to ask after you saw these data? Where do you want to dig deeper?

Talk with people at your table for 5 minutes about what topics, data points, or questions you would like to investigate further. Then we'll debrief as a full group.

Topics and Questions We'd Like to Explore

As the program manager, which question would you want to ask after you saw these data?

A. What might be preventing the **clients served by Provider A** from completing more workshops?

B. What do providers think about **the drop-off after the fourth/fifth workshop**?

C. Do we have data on **who is exiting before their 8th workshop** and why?

Once we decide on our question, **you can open the second packet**, with this as the first slide. Read and share with your table.

Choice A: What might be preventing the clients served by Provider A from completing more workshops?
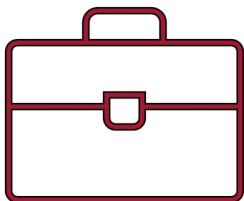
Provider A

Honestly, it's disheartening to see how low our participant numbers are. I know our program staff are working really hard to keep clients involved. I didn't realize we were losing so many clients so early on.

I understand. I know it can feel discouraging and that the program staff you are working with are doing their very best. Let's try to see this as a learning moment instead.

Each client is different, and there could be different things going with the clients you're working with. You mentioned that you're working with a lot of young clients. Why don't we try cutting the data by age of participant.

Program Manager

Choice A: What might be preventing the clients served by Provider A from completing more workshops?

Age of Clients by Provider
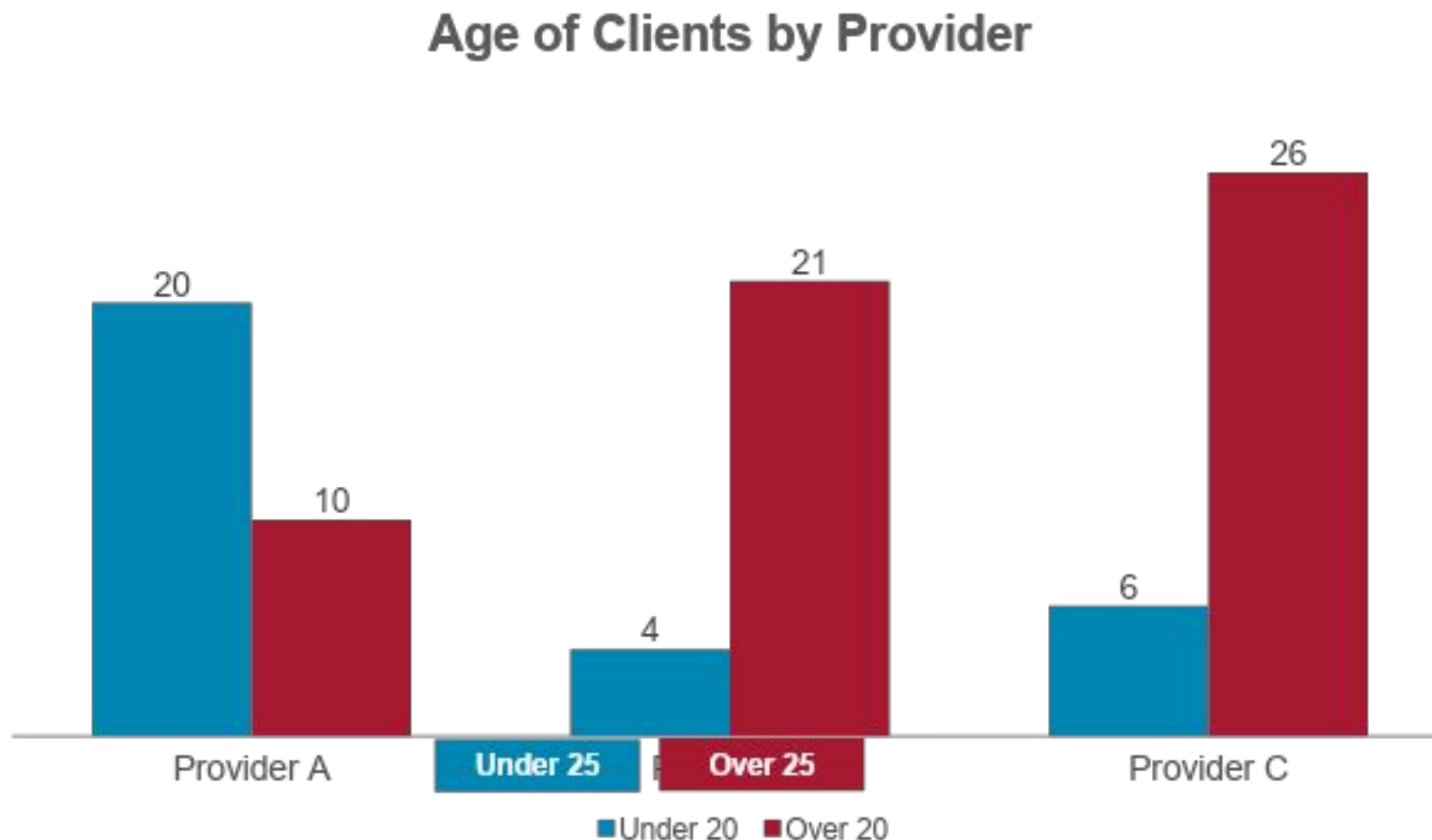
Choice A: Number of Workshops Attended, Clients Under 25 Years Old Only
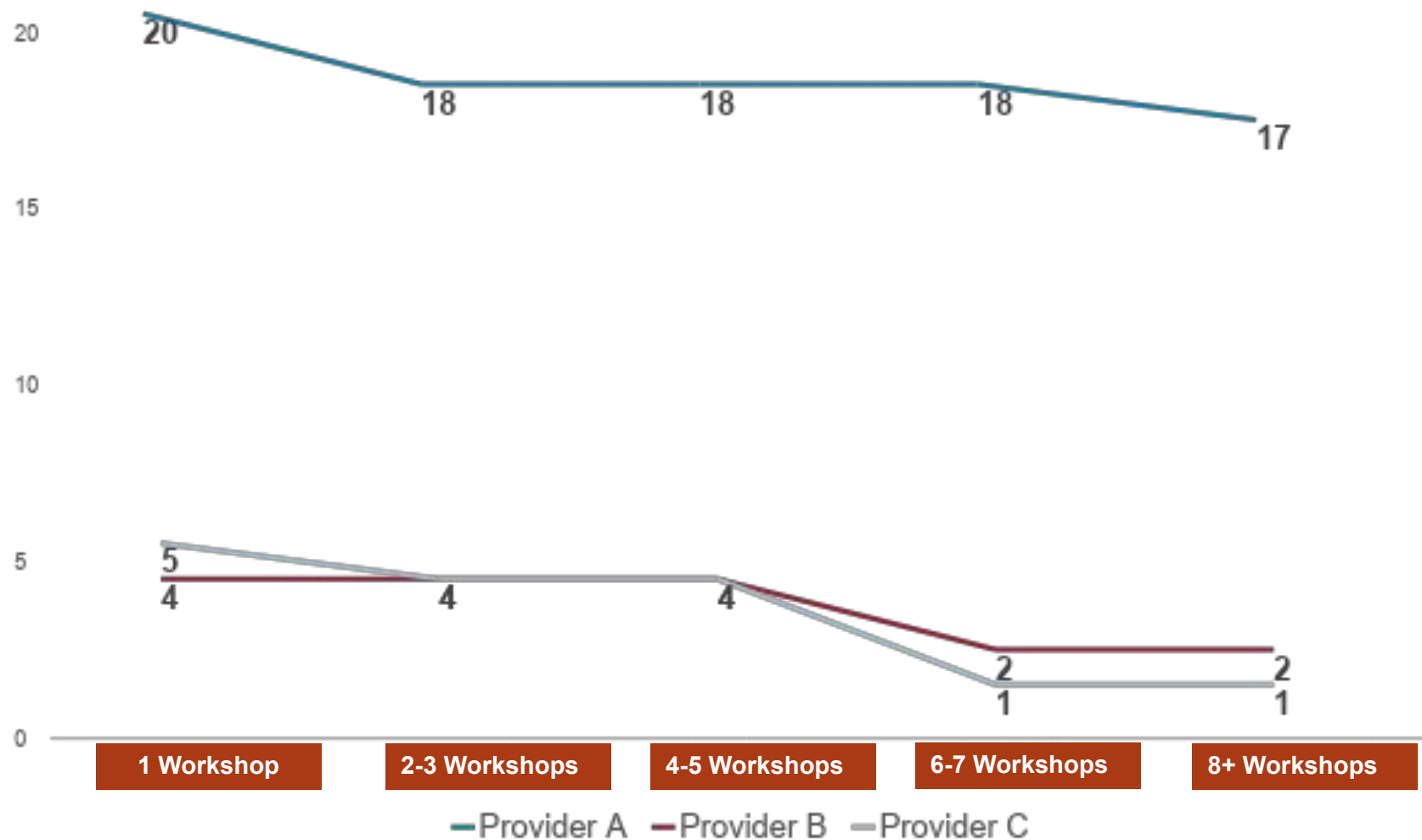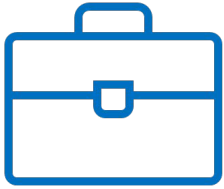
Choice A: Workshop Completion by %, Clients Under 25 Years Only

Since each provider had a different starting point, let's look at data by percentages.
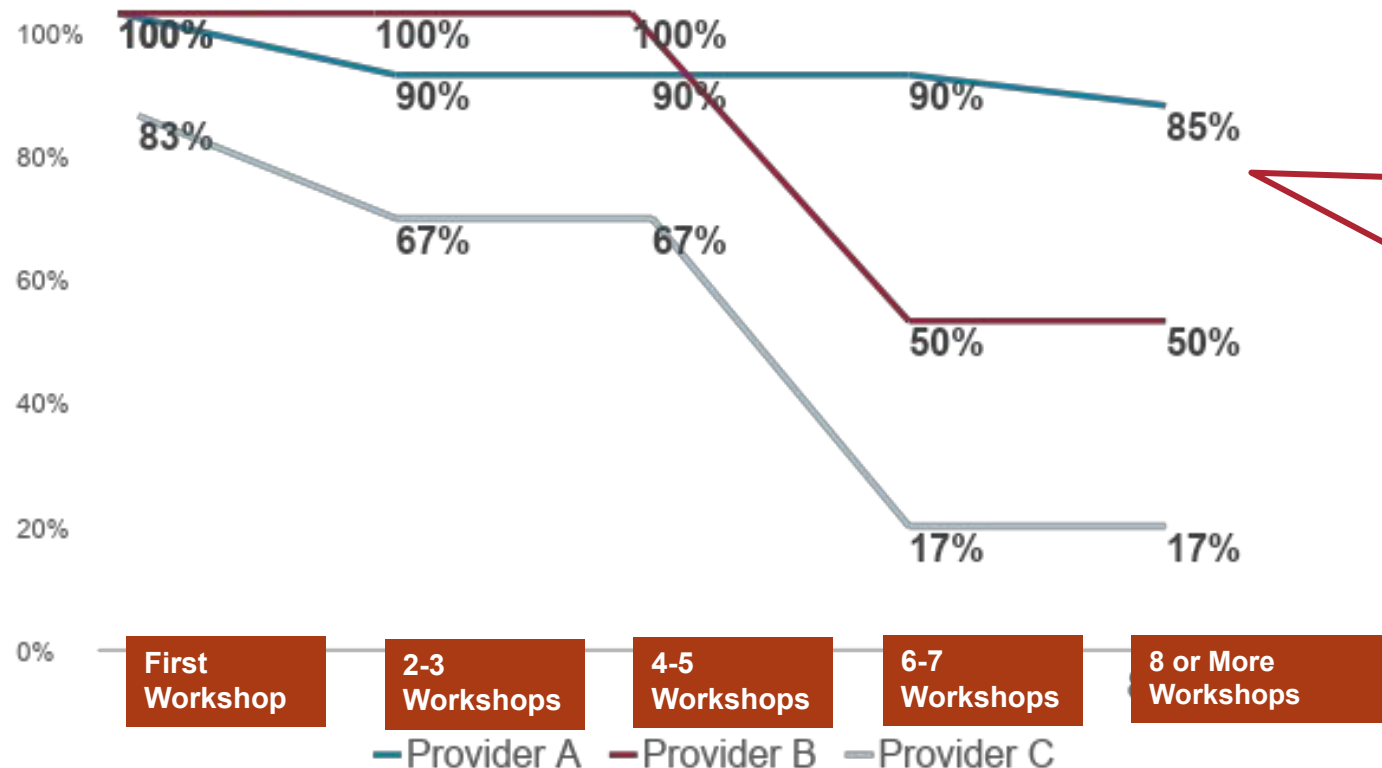
Provider A is performing well with adults under 25, which is a demographic we are trying to reach with our programs!

Provider A — Provider B — Provider C

Choice A: Discussion

Provider B

Provider A, your retention with clients under 25 is impressive! Can you share your approach?

Provider A

Oh wow, I'm happy to see this data! Though I want to be sure we're keeping our clients over 25 engaged too. Would love to hear from providers B and C about your general retention practices.

With younger clients, we try to hold workshops in locations that they might already frequent (community centers, libraries, local community colleges, etc.). I think this helps our clients feel more comfortable starting something new in an already familiar location.
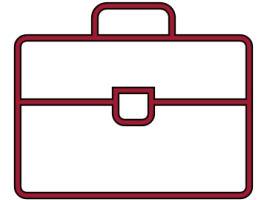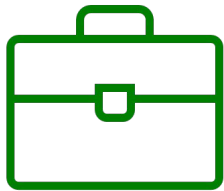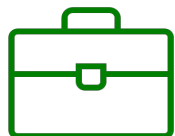
Provider C

Wow, I think I'm going to take this back to my staff and see if it makes sense for us to move in this direction with our younger clients. I will report back!

Choice B: What does the group think about the drop-off after the fourth/fifth workshops?
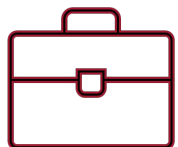
Provider C

At the fourth or fifth workshop, we're about 1 – 2 months into the program. Maybe clients feel like they've gotten everything they need at that point and don't see a need to continue.

That's certainly a possibility. The question then becomes: How do we ensure that we continue to demonstrate the value of our workshops to clients? Can you share more about the different topics you discuss during workshops?
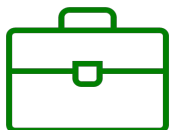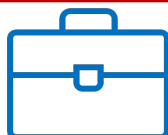
Program Manager

Provider A

From our model curriculum, there are four main content areas we talk about: resumes, digital literacy, networking and interview prep.

Provider B

Yes, it's the same for us. We aren't too prescriptive about when to have what conversations with clients, but we have a ton of supporting material that we can reference depending on each client's needs.

Provider C

I've just had a thought…I don't know about the rest of you, but we're spending most of our workshops talking about interview prep. Maybe this is something that we should address later. Perhaps we should spend more time on resume development early on.

Choice B: What does the group think about the drop-off after the fourth/fifth visits?
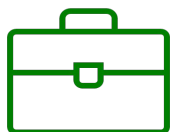

Provider A

That makes sense! To focus more on resumes early on. Especially if you aren't getting any responses from jobs at this point, interview prep might seem abstract.

Provider B

Yeah, I can see how talking about how to answer interview questions, share about one's professional background, and ask intentional questions can be challenging to think about if employers are not responding back to you. In fact, that could mean that a client needs to improve their resume.

Provider C

Yeah! I'd love to hear what Provider A and B learn as well!

Program Manager

This is really interesting; I wonder if you could use some CQI causal analysis tools to further explore this. And then see if adjusting the order of content makes a difference in retaining clients!

Choice C: Reasons for exit before 8th Workshop

Choice C: Reasons for exit before 8th Workshop

Program Manager
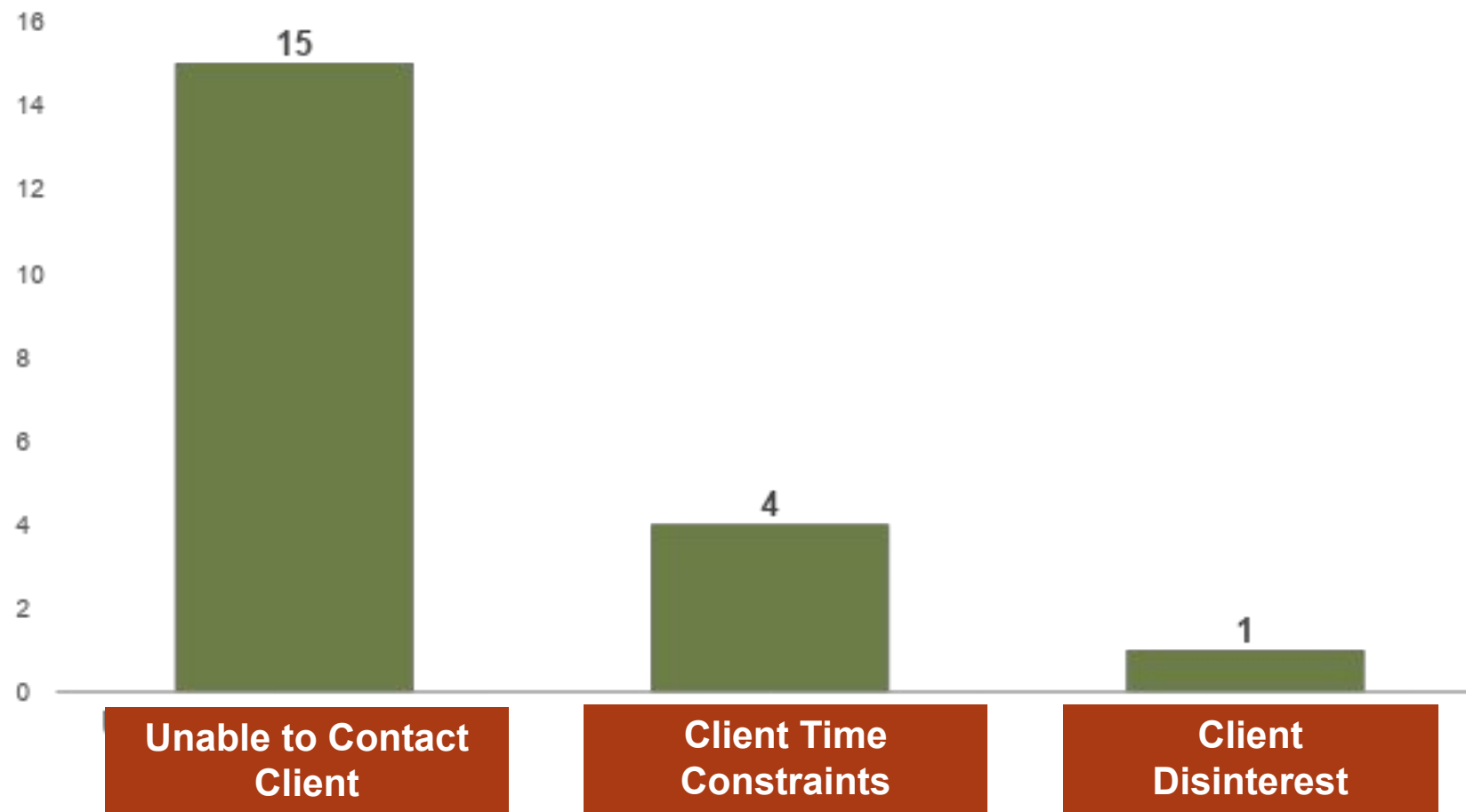
It looks like being unable to locate the client is by far the biggest reason for not making it to the 8th workshop. I recognize there's only so much that we can do if the communication line goes silent, but I wonder if there's anything we can do to revive or prevent the communication from going silent? What're your outreach protocols?
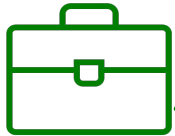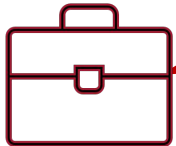
Provider B

Our standard practice is to call, text, and mail the client a letter weekly for four weeks after the last contact.

Provider C

Yes, same for us.

Provider A

I don't know if this is asking too much, but last year, we had a program staff person who was 4 weeks out from the last contact with a client she really bonded with. It was around winter, so she decided to send a hand-written card to the client. About a week later, she got a call from the client, and they've been doing at workshops ever since. Maybe there's something about the old, school human touch of a hand-written card?

Provider C

The time and cost of a hand-written card is pretty low.
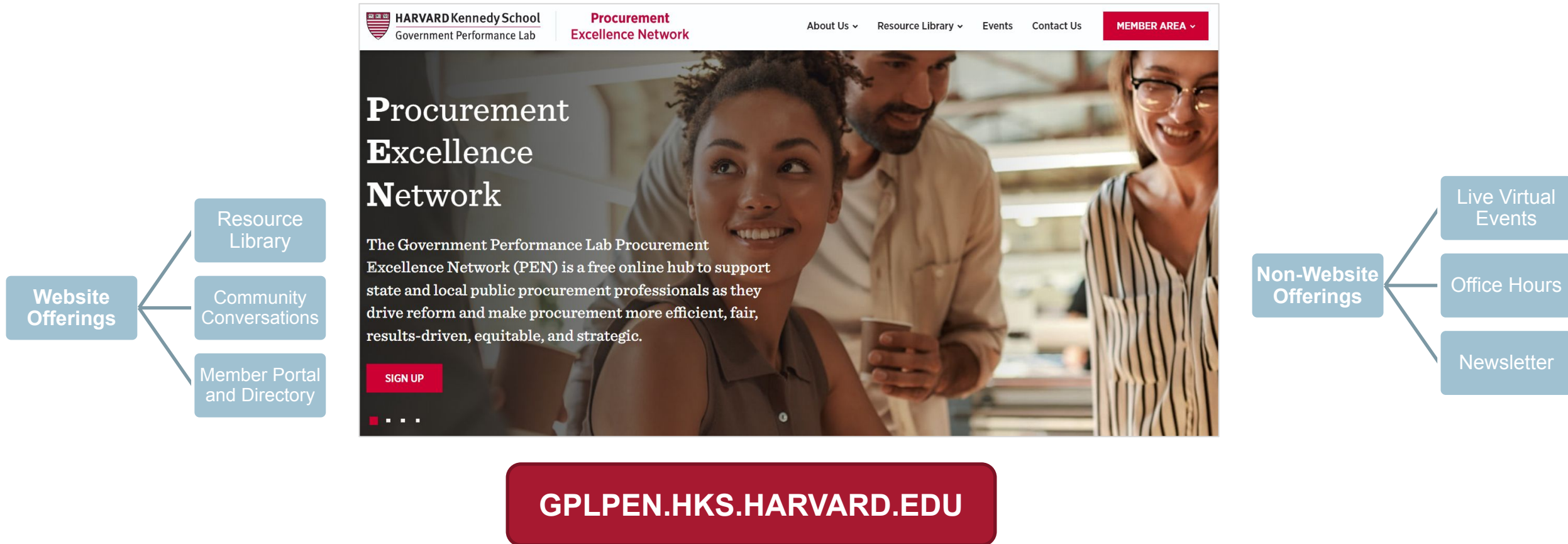I think we can try this instead of our template letters.

Activity Conclusion

You've now seen how digging deeper into data alongside our peers in a candid conversation can help us generate ideas and practices to support clients!

Although these were fictionalized, simplified examples, we hope this is the attitude you'll bring to organizing and integrating AGM performance management into provider meetings!

What were your "aha" moments from this activity? Any ideas you'd like to try in your jurisdiction? What metrics do you think you will use for ACM?

What is the Procurement Excellence Network?

Website Offerings
- Resource Library
- Community Conversations
- Member Portal and Directory

Non-Website Offerings
- Live Virtual Events
- Office Hours
- Newsletter

GPLPEN.HKS.HARVARD.EDU

The **Procurement Excellence Network** is a community for procurement professionals who know procurement is a tool for effecting lasting change, a place where innovators and change-makers in state and local government can come together to share best practices, find resources, and refine their craft.

Questions? Comments?

Feel free to use office hours with GPL staff to workshop RFPs in your jurisdiction.

Thank you!

APPENDIX

What should we be aiming for at the start of a new contract?

1	Alignment on **vision of success** with vendor	- Both parties are aligned on the purpose, goals and objectives of the contract, focus on north star. - We're aware of what could impact our success.
2	Clear sense of **roles and responsibilities** established	- It is clear what the gov't will retain responsibility for and what support the gov't will provide. - We understand the agreed-upon tasks.
3	Vendor quickly **up to speed** and ready to go	- Vendor has the information they need to do their job well, including transition materials, background, data access, or project history.
4	Tone of **open communication** and partnership set up	- Establish a productive relationship and tone early and get to know key vendor staff. - Do we need to restore trust? Reset or rebuild?
5	Familiarized with **risks and contract requirements**	- Outline and discuss the risks, plan to mitigate. - Gov't and vendor know key dates, deliverables, payment schedules, and contractual requirements.

Toolbox: Strategies for Contract Start
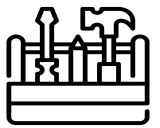
❑ **Kickoff meeting (or series of kickoff meetings!)** with your vendor to serve as formal notification that the project or new contract year has begun. These meetings can be a chance to align on key outcomes, set expectations, discuss project requirements, or formalize roles and responsibilities.

❑ **Informal or lower stakes meetings** to build trust and develop relationships with key contacts in a more informal setting. Informal meetings early on can set up "open door" culture for vendors to contact you in between formal meetings.

❑ **Review contract with vendor**, with focus on the statement of work and requirements, to reduce chance of confusion or misunderstanding.

❑ **Discuss communication preferences and protocols** to support consistent, intentional, and effective communication.

❑ **Review baseline data and key performance measures or metrics** to lay the foundation for future performance tracking.

What should we be aiming for during the contract term?

Maintain strong and open lines of communication
- Do we know what's going on?
- Is the vendor able to share challenges? Do they feel comfortable sharing?

Proactively address challenges, give feedback, and course correct
- Have we set up transparent systems to give and receive feedback?
- Is the vendor performing as well as they can?

Proactively monitor the risks we identified early on
- Are we watching out for concerns we identified?
- Are we taking steps to mitigate those risks?
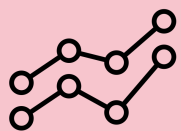
Regularly look at data to know whether we're moving in the right direction
- Are we on track to meet our outcomes?
- Are we avoiding a surprise at the end of this contract?

Toolbox: Strategies for robust contract management

Communication is key! For any of these strategies, clearly communicate the reasoning behind your activities.
"What's the point of doing this new work?" "Why are we trying something new?" "How will we adjust if it doesn't work?"

❑ **Progress or status reports** that include a mix of qualitative and quantitative data. Minimize the burden on vendors, but try to solicit robust information.

❑ **Invoicing** is a natural checkpoint for contract management activities. Are the activities billed for matching what you expected the vendor to complete during the prior period?

❑ **Performance management meetings.** Regular check-ins can be the most effective contract management activity!

❑ **Continue holding lower stakes meetings** to maintain trust and sustain "open door" culture for vendors to contact you in between formal meetings.

Resource Library Topics

PROCESS EFFICIENCY
EFFICIENT & FAIR
Speeding up, simplifying, and standardizing the steps in the procurement process
VIEW RESOURCES

DATA & TRANSPARENCY
EFFICIENT & FAIR
Using data to increase transparency, identify cost savings, and improve procurement operations
VIEW RESOURCES

SOLICITATION PLANNING, WRITING, & EVALUATION
RESULTS-DRIVEN
Conducting market research, drafting outcomes-focused solicitations and evaluation criteria
VIEW RESOURCES

CONTRACT MANAGEMENT & VENDOR PERFORMANCE
RESULTS-DRIVEN
Improving outcomes for residents by better managing contracts and evaluating vendor performance
VIEW RESOURCES

VENDOR DIVERSITY & OUTREACH
EQUITABLE
Correcting disparities to increase vendor diversity by understanding barriers and setting equity goals
VIEW RESOURCES

DELIVERING CONTRACTED SERVICES EQUITABLY
EQUITABLE
Understanding if and why contracted services are not being provided equitably to different populations
VIEW RESOURCES

COLLABORATING WITH INTERNAL STAKEHOLDERS
STRATEGIC
Elevating procurement's strategic value through staff collaboration and leadership buy-in
VIEW RESOURCES

TRAINING & CAPACITY-BUILDING
STRATEGIC
Building procurement knowledge, capacity, and skills by leveraging staff and vendor training
VIEW RESOURCES

Example Resources

Solicitation Getting Started Toolkit

- This toolkit includes three tools you can use to shift towards more proactive engagement with other departments:
  - A procurement intake form
  - A kickoff meeting slide deck
  - An RFP getting started worksheet

Assessing & Tracking Vendor Performance

- Setting up a vendor performance evaluation system can enable governments to track important performance data over time.
- This how-to guide will help you get started in setting up a vendor performance evaluation system in your government.

Process Mapping 101

- This slide deck is a resource you can review at your own pace that covers the mechanics of process mapping and how it can be an asset to your procurement transformation efforts.
- The appendix includes sample slides and notes you can use for your own process mapping sessions.

Getting Started on your RFP

Consider the following questions as you plan for and prepare to write your RFP.

Solicitation Overview	Problem Statement	What problem is the procurement intended to address? What can we share about past or current efforts to solve it?
	Outcome Goals	What outcome goals is the department/agency trying to make progress on? What is the gap between where we are today and where we want to be?
	Target Population	Who is the target population, or intended users, for this product or service? Are there equity or access concerns?
Scope of Work	Scope of Work	What elements of the scope of work are required to realize our outcome goals, comply with the law, and align with agency priorities?
	Innovation	Where could the scope allow greater flexibility and opportunities for innovation? Can we shift the focus to "what" rather than "how?"

SOW	Incentive Structure	What contract and payment structure best aligns provider incentives with cost-effective performance? Are there opportunities to link payments to results?
Performance	Metrics	How will we measure progress towards our goals? What metrics can be used to orient vendors towards our vision of success?
	Contract Management	What governance structure, including reporting, meeting cadence, and data collection requirements would be appropriate to ensure sufficient oversight?
Evaluation	Scoring Criteria	Which priorities are most important to integrate into scoring criteria? What specific proposal questions best capture those priorities?
	Risks	What are the biggest risks to the success of the procurement? How can these risks be mitigated?