

#### **Good Faith Efforts**

#### BDD looks at the

- Quality
- Quantity
- Intensity

There is no set formula or checklist. Each solicitation is unique but...



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There is no checklist you can go through and at the end say you've definitely made a good faith effort. The point of good faith efforts is to demonstrate you did everything reasonable to utilize sufficient, capable firms to achieve the goal. However, there are some basic steps that if you do not take them, you will not have made a good faith effort.



The first step is to identify subcontracting opportunities. This is the key to achieving your good faith efforts. It is important to note three things here:

- You need to identify areas of work sufficient to meet the goals. If you only identify
  work that would constitute 8% of the contract value, you have not made a good
  faith effort on its face. If there's a barrier to meeting the goal due to the scope of
  work in the contract (for example, 70% of the contract value is for purchasing
  equipment or materials), you need to clearly explain that in your narrative and
  break out exactly how much work is available for subcontracting.
- 2. The fact that you generally self-perform a particular area of work is not sufficient reason to not meet the goal. The purpose of the program is to present subcontracting opportunities, you must look at all potential areas of work when determining subcontracting opportunities.
- 3. While it is good to use M/WBE suppliers and/or service providers, that alone is unlikely to be sufficient to meet your goal. In addition, if you use service providers (e.g., insurance broker or CPA) or bulk suppliers (e.g., fuel), you will need to be able to allocate a specific portion of their services to this particular contract and report accordingly so be sure you have appropriate accounting measures in place.

### Search the Directory



- Identify NAICS Codes www.census.gov/NAICS
- Must include the primary area of work
- Search Directory
   flystl.diversitycompliance.com



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The best way to search the directory is by NAICS codes. You can search the census website by keyword to identify the correct NAICS code(s) then search the directory with those codes. If you have difficulty identifying the appropriate NAICS codes, please contact our office. Failure to do so may have a negative impact on the evaluation of your efforts.

Be sure you are verifying certification in the directory. Firms may believe they are certified but are not. Also be sure you are using the City of St. Louis' directory. We do not recognize any other certifications.



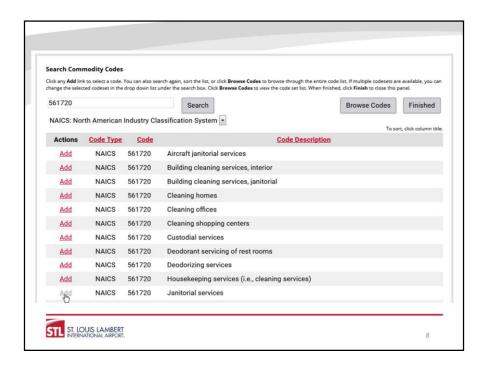
You can find our local, M/WBE directory on our web page at www.flystl.com/bdd under Directories or go directly to it at flystl.diversitycompliance.com. On the Certification and Compliance Management System homepage, click on City of St. Louis M/WBE Directory under Vendor Certification to go to the directory search page.

| City of St. Louis M/WBE Directory   |
|---|
|   |
| Search City of St. Louis' M/WBE Directory by entering search terms and clicking Search. You must select at least one certification type |
| For the federal DBE and ACDBE program, please use the Missouri State DBE directory to search for certified firms.                       |
| Search by Certification Type  |
| Certifications    Minority Business Enterprise (MBE)  |
| ☑ Women Business Enterprise (WBE)   |
| Search by Business Name or DBA  |
| Business Name/DBA Tip: Try just a few letters of the firm's name.   |
| Search by Business Description  |
| Business Description Tip: Try just a few letters of a keyword.  |
| Search by Commodity Code  |
| Commodity Codes  Click to Lookup Commodity Codes  |
| Search by Contact Person  |
| First name Last name  |
| Contact Person/Owner  Tip: Use the first letter. Tip: Try just the first few letters.   |
| Search by Location  |
| City  |
| Zip Code Tip: Search for multiple zip codes by separating with commas.  |
| State Select one or more *  |
| Search by Reference   |
| Ethnicity Select one or more +  |
| Search Download Entire Directory  |
| T. L. L. DERT   |
| S LAMBERT<br>DNAL AIRPORT.  |

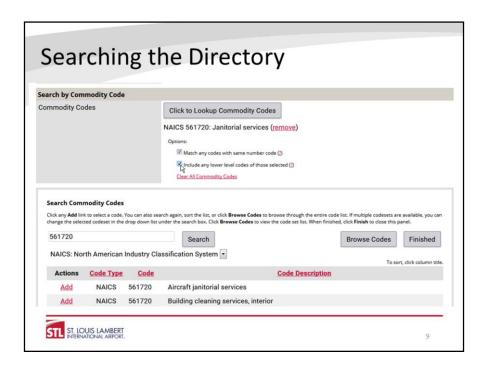
This will bring up the search page. There are three primary ways to search. You can search by a firm's name if you know it, search by the business description or search by Commodity Code. The best way is to search by Commodity Code.

| Searchin                                     | ng the Directory   |   |
|--|--|---|
| Search by Commodity Code                     |  |   |
| Commodity Codes                              | Click to Lookup Commodity Codes  |   |
| Search by Commodity Code                     |  |   |
| Commodity Codes                              | Click to Lookup Commodity Codes  |   |
| view the code set list. When finished, o     | If multiple codesets are available, you can change the selected codeset in the drop down list under the search box click Finish to close this panel.  Search  Browse Cod  dustry Classification System |   |
|  |  |   |
|  |  |   |
| STL ST. LOUIS LAMBERT INTERNATIONAL AIRPORT. |  | 7 |

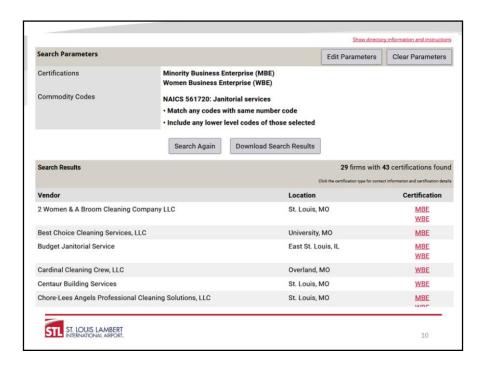
In the Search by Commodity Code section, click on Click to Lookup Commodity Codes. This will expand the section and allow you to search by NAICS code or by NAICS code keyword. In the box under Search Commodity Codes, you can enter the NAICS code if you know it or enter a keyword to search by. NOTE: once you've entered the number or keyword you want to use to search, be sure you click the Search button and do not hit the Enter key which will return a list of the entire directory.



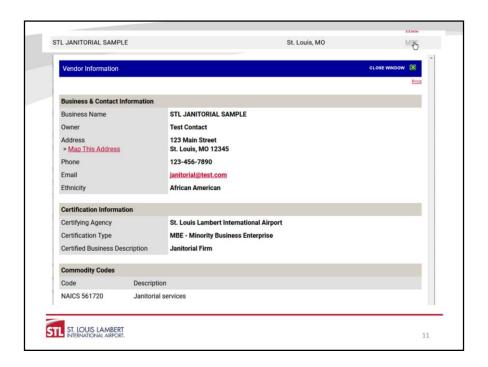
This will bring up a list of the NAICS codes (with specific examples) related to the keyword or number you've entered. Click Add next to the code/description that is applicable for the work you are looking to subcontract. NOTE: if there are multiple Code Descriptions with the same Code number, you only need to add one.



Once you've added the code, under Options, be sure you check both "Match any codes with same number code" and "Include any lower level codes of those selected". This will ensure that all code descriptions are included in your search. You can repeat this process to add additional codes although we recommend searching for one code at a time based on the scope of the specific subcontracting opportunity. Once you've added all applicable codes, click the Search button at the bottom of the page to complete the search.



The search will return a complete list of all certified firms with the selected NAICS codes.



You can then go into each individual record by clicking the certification hyperlink next to the firm which will give you their firm record.

| Search Parameters |   |  | Edit Parameters  | Clear Parameters                     |
|-------------------|---|--|--|--------------------------------------|
| Certifications    | Minority Business En<br>Women Business En   |  |  |                                      |
| Commodity Codes   | CONTRACTOR OF THE PROPERTY OF | itorial services<br>with same number code<br>level codes of those selected                         |  |                                      |
|                   | Search Again  | Download Search Results  |  |                                      |
| Search Results    |   |  |  | 14 certifications foun               |
| You are a         | pout to export the search resu  | ults to Excel. Depending upor  | the speed of your  | t information and certification deta |
| You are a connec  | tion and the size of the expor<br>formation provided in the f<br>unauthorized use. Your activ   | ults to Excel. Depending upor<br>t file, it may take a few minut<br>file is not to be used for uns | the speed of your<br>es to download the<br>solicited advertisin<br>5.192.96 on this we | Internet data.  Ig, spam, or         |

Or you can download all the results. To download, click on Download Search Results. This will expand the section to allow you the option to Download to Excel or CSV. We recommend that you check the box to Include Commodity Codes in download, especially if you searched for multiple NAICS codes at one time. The downloaded file will include the firm's name, contact information, certifications, and assigned NAICS codes and can be used to expedite contacts and tracking of outreach efforts. You can find more detailed instructions on searching the directory on our web page flystl.com/bdd.



Tailor outreach message to firms with applicable NAICS codes. Contacts to firms need to be clear and expeditious. Mailing requests for bids is definitely not sufficient (or efficient). You also need to make sure you give firms adequate time to respond to your request. Sending a copy of the solicitation with no information on what scope you are soliciting 24 hours before the bid due date is a clear example of insufficient good faith efforts.



One contact is not enough. If you do not receive a response, you need to follow up. You should also try different methods of contact for your follow up. Repeatedly emailing but never picking up the phone is very unlikely to be sufficient.



In addition to the documentation above, which should be submitted on the GFE form, you should keep copies of all written correspondence as that may be requested during our review process.

See Good Faith Efforts Report

## Quality

- Did you identify sufficient areas of work to meet the goal?
- Did you identify firms with appropriate NAICS codes?
- Did you vet potential partners?
- · Did you negotiate?
- What are your general practices around diversity and inclusion (not limited to this bid process)?



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Identify *all* subcontracting, including areas you might normally self-perform.

Firms must have certification in appropriate NAICS codes.

It is the responsibility of the prime bidder to ensure firms have the capacity to perform the work they are being subcontracted. Utilizing firms that clearly lack that capacity may not be deemed good faith efforts.

You must actually request bid prices; cannot dictate prices. We may request copies of bids.

This may reference back to past participation on contracts or previous good faith efforts.

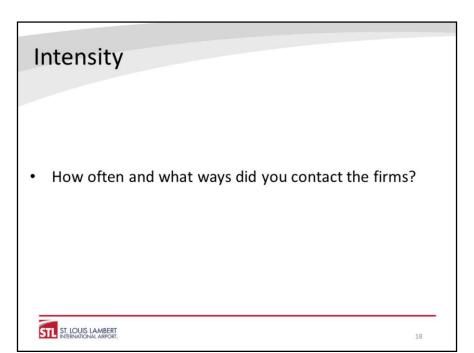
# Quantity

 How many firms did you contact out of the available firms?



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Ideally, you should contact all firms certified for each area of work. Even if you have established relationships, contacting additional firms demonstrates a good faith effort to achieve the goals of the program including increasing opportunities for the maximum number of firms and helps ensure the Airport receives the best value.



See reference above to follow up and intensity of effort.

# **Pitfalls**



- Not identifying sufficient work areas
- Not including the primary scope of work in subcontracting opportunities
- Only contacting enough firms to meet the goal
- Not providing a narrative (in cases where goal is not met)
- Not providing adequate documentation to verify efforts



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#### **Contact Info**

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