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2015 Good Faith Efforts Informational Session

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August 25, 2015

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Overview of Presentation



- I. Good Faith Efforts Overview & Policy Companion Guide**
- II. Enhancements to Documents 470, 471 & 472**
- III. Assessing Good Faith Efforts & Appeals Process**
- IV. Review Post-Award Good Faith Efforts Requirements**



Minority, Women and Small Business Enterprise (MWSBE) Program



- Governed by City of Houston Code of Ordinances, Chapter 15, Article V
- Express purpose is to promote the growth and success of MWSBEs
- Goal-oriented contracts – a way to increase participation of MWSBEs
- An effort to remedy discriminatory practices and eliminate statistical disparities in city contracting.
- Goals are not quotas. The standard for meeting goals is demonstrating good faith efforts.
- Contract goals are based on divisibility of the work required under the contract and the availability of MWSBEs to perform the work.



What are Good Faith Efforts?



- Good Faith Efforts are steps taken to achieve a Contract Goal which, by their scope, intensity and usefulness, demonstrates the bidder's responsiveness to fulfill the business opportunity objective when bidding on a contract as well as the contractor's responsibility to put forth measures to meet or exceed Contract Goal throughout the duration of the contract.

In other words, EVIDENCE of a genuine attempt to meet the Contract Goal.





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Good Faith Efforts Policy Contract Document 808 - Appendix



Document 00808

**REQUIREMENTS FOR
THE CITY OF HOUSTON PROGRAM FOR
MINORITY, WOMEN, AND SMALL BUSINESS ENTERPRISES
AND PERSONS WITH DISABILITIES ENTERPRISES (PDBE)**

CONSTRUCTION CONTRACTS

I. GENERAL

A. CITY AUTHORITIES

1. The “OBO Director” is the City of Houston’s Office of Business Opportunity Director, or his or her designee.
City of Houston
611 Walker Street, 7th Floor
Houston, Texas 77002
2. The “Contracting Department” for this Project is the City of Houston Department specified in Document 00520 – Agreement.
3. The “Project Manager” is for this Project specified in Document 00550 – Contract Approval Notification.





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Pre-Award Good Faith Efforts



Good Faith Efforts Policy: Pre-Award

Elements include:

- Attendance at pre-bid meeting
- Outreach and Advertisement
- Access and Point-of-Contact
- Notice and Solicitation
- Contracts and Negotiations
- Designations and Explanations
- New Efforts

This is NOT an exhaustive list.

This is NOT an exclusive list.

City may consider other factors or types of relevant efforts in appropriate cases, as documented by contractor.



Tips to Increase Goal Attainment



- Establish relationships with MWSBEs in advance
- Subdivide the work
- Use the City Of Houston MWSBE Directory to find firms
- Directly solicit to MWSBEs in a timely manner
- Provide relevant bidding/contract information to MWSBE Firms
- Advertise opportunities
- Offer assistance to MWSBEs
- Go back to subcontractor's that you've done business with in the past and ask them to bid
- If no one responds to your email blasts, pick up the phone and call to ask if they are going to bid
- Review CIP in advance and discuss projects and opportunities with MWSBEs



Companion Guide to the Policy



- Focuses on the documentation the City will consider to assess your good faith efforts in the following areas:
 - Direct Solicitation of MWSBEs
 - Outreach Efforts and Advertisement
 - Whether you negotiated in good faith with MWSBEs
- Companion Guide can be found on OBO's website at www.houstontx.gov/obo



Companion Guide to the Policy



CITY OF HOUSTON COMPANION GUIDE TO THE OFFICE OF BUSINESS OPPORTUNITY GOOD FAITH EFFORTS POLICY

Pre-Award Good Faith Efforts

The following is not intended to be an exclusive or exhaustive list of documentation the City of Houston will consider in assessing a Bidder's good faith efforts. This list is intended to serve as a guide to Bidders of the types of documentation considered. The City may consider other types of documentation that may be relevant in appropriate cases.

A) Directly Solicit to Minority, Women and Small Business Enterprises (MWSBE)

1. **Pre-Bid Attendance:** Bidder should indicate whether they attended the relevant pre-bid conference. The Office of Business Opportunity will request copy of sign-in sheet from Contracting Department.
2. **Written solicitation (Invitation to Bid) to MWSBEs listed in the City's Directory no less than seven (7) business days before bid submission:**
 - a. Provide copies of emails and/or fax notices and confirmations sent directly to MWSBEs listing each MWSBE's company name, contact person, phone number/e-mail address, certifications, result of contact (left message, no answer, etc.) and whether bid was received.
 - b. Written solicitation should include the specific type of work, amount of work, and a brief description of the work being solicited.
 - c. Written solicitation should include how MWSBEs can obtain information for the review and inspection of contract plans and specifications and provide the name of a knowledgeable contact person for questions; and
 - d. Provide phone logs, emails and/or fax confirmations showing evidence of follow-up to initial solicitations to determine if MWSBEs were interested in bidding.

B) Outreach and Advertisement

1. Provide list of minority and women focused organizations and associations contacted no less than ten (10) business days before solicitation due date. *See Organization Contact List on the OBO website at www.houstontx.gov/obo.*
 - a. Documentation should include name of organization, person contacted, phone number and/or email, date contacted and results of contact.
2. If Bidder advertised in minority and woman focused news media:
 - a. Documentation should include the name of the news media, a copy of the advertisement and the date(s) of the advertisement.

Negotiated in Good Faith

1. Whether Bidders negotiated in good faith with interested MWSBEs, and not rejecting MWSBEs as unqualified without sound reasons based on a thorough investigation of their capabilities.
 - a. Provide a detailed statement of the reasons why subcontracts were not entered into with sufficient number of MWSBEs to meet the advertised goal.
 - b. Provide a list of MWSBEs you rejected, their contact information and reason for rejection.
 - c. If price competitiveness was not the reason for rejection, provide a copy of the written rejection letter you sent to MWSBE firms, providing the reason for rejection.
 - d. If price competitiveness was the reason for rejection, provide documentation that the rejection was discussed with the MWSBE if an explanation was requested by the MWSBE firm.

August 2015





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Pre-Bid Good Faith Efforts Forms

Enhanced Documents 470, 471 and 472



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Document 00470

Bidder's MWSBE Participation Plan



Document 470 - Bidder's MWSBE Participation Plan



<<ShortPjName>>
WBS NO. «WBSNo»

Document 00470

BIDDER'S MWSBE PARTICIPATION PLAN

The Bidder or Proposer shall submit this completed form with the bid, to demonstrate the Bidder/Proposer's plan to meet the contract-specific MWSBE goal ("contract goal"). If the Bidder or Proposer cannot meet the contract goal, the Bidder/Proposer has the burden to demonstrate "Good Faith Efforts", which shall include correctly and accurately preparing and submitting this form, a Record of Good Faith Efforts (Document 00471), a Request for Deviation from the Goal (Document 00472), and providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 00808). The City will review the Participation Plan and Good Faith Efforts at the time of bid opening. Visit <http://www.houstontx.gov/cbo> for more information.

City Contract Goal	MBE	WBE	<ul style="list-style-type: none"> • MBE and WBE Goals are two separate Contract Goals. • Any excess of one Goal cannot be applied to meet another Goal. • An SBE can be applied to the MBE and/or WBE Goal, but not to exceed 4%.
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NAICS Code (6 digit)	Description of Work (Plan Sheet #, Unit Price #, Scope of Work #, as applicable)	% of Total Bid Price (2 decimal places, Example: 5.00 %)	Cert. Type for Goal: MBE, WBE, or SBE	Certified Firm Name Firm Address Contact Name Phone No. and E-Mail
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	

Bidder's Participation Plan Total	MBE	WBE	SBE
-----------------------------------	-----	-----	-----

Signature for Company: _____

Printed Name: _____

Company Name: _____

Phone #: _____

Date: _____

*I understand that supplying inaccurate information may violate Texas Penal Code Section 37.10 and lead to City sanctions.

00470-1
03-23-2015

<<Bidder or Proposer Name>>

- Submitted at the time of bid.
- Captures the MWSBE participation that the Bidder commits to achieve for that contract.
- Used for determining whether Bidder has a plan to meet the goal.



Document 00470 - Enhancement # 1



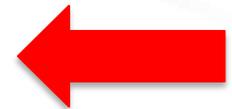
- ❖ Language added to include Good Faith Efforts requirement to provide “supporting” documentation (page 1):

Document 00470

BIDDER'S MWSBE PARTICIPATION PLAN

The Bidder or Proposer shall submit this completed form with the bid, to demonstrate the Bidder/Proposer's plan to meet the contract-specific MWSBE goal ("contract goal"). If the Bidder or Proposer cannot meet the contract goal, the Bidder/Proposer has the burden to demonstrate "Good Faith Efforts", which shall include correctly and accurately preparing and submitting this form, a Record of Good Faith Efforts (Document 00471), Request for Deviation from the Goal (Document 00472), and providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 00808). The City will review the Participation Plan and Good Faith Efforts at the time of bid opening. Visit <http://www.houstontx.gov/cobg> for more information.

City Contract Goal	MBE	WBE	<ul style="list-style-type: none"> • MBE and WBE Goals are two separate Contract Goals. • Any excess of one Goal cannot be applied to meet another Goal. • An SBE can be applied to the MBE and/or WBE Goal, but not to exceed 4%. 	
NAICS Code (6 digit)	Description of Work (Plan Sheet #, Unit Price #, Scope of Work #, as applicable)	% of Total Bid Price (2 decimal places, Example: 5.00 %)	Cert. Type for Goal: MBE, WBE, or SBE	Certified Firm Name Firm Address Contact Name Phone No. and E-Mail
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	



Document 00470 - Enhancement # 2

- ❖ Language added to specify the City's separate Contract Goals and how to count MWSBE participation in order to meet the City's MWBE Contract Goal (page 1):

Document 00470

BIDDER'S MWSBE PARTICIPATION PLAN

The Bidder or Proposer shall submit this completed form with the bid, to demonstrate the Bidder/Proposer's plan to meet the contract-specific MWSBE goal ("contract goal"). If the Bidder or Proposer cannot meet the contract goal, the Bidder/Proposer has the burden to demonstrate "Good Faith Efforts", which shall include correctly and accurately preparing and submitting this form, a Record of Good Faith Efforts (Document 00471), Request for Deviation from the Goal (Document 00472), and providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 00808). The City will review the Participation Plan and Good Faith Efforts at the time of bid opening. Visit <http://www.houston.tx.gov/obg> for more information.

City Contract Goal	MBE	WBE	<ul style="list-style-type: none"> MBE and WBE Goals are two separate Contract Goals. Any excess of one Goal cannot be applied to meet another Goal. An SBE can be applied to the MBE and/or WBE Goal, but not to exceed 4%. 	
NAICS Code (6 digit)	Description of Work (Plan Sheet #, Unit Price #, Scope of Work #, as applicable)		% of Total Bid Price (2 decimal places, Example: 5.00 %)	Cert. Type for Goal: MBE, WBE, or SBE MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>
Certified Firm Name Firm Address Contact Name Phone No. and E-Mail				



Document 00470 - Enhancement # 3

- Example added to specify how MWBE participation percentage should be presented on form (page 1 and page 2):

Document 00470

BIDDER'S MWSBE PARTICIPATION PLAN

The Bidder or Proposer shall submit this completed form with the bid, to demonstrate the Bidder/Proposer's plan to meet the contract-specific MWSBE goal ("contract goal"). If the Bidder or Proposer cannot meet the contract goal, the Bidder/Proposer has the burden to demonstrate "Good Faith Efforts", which shall include correctly and accurately preparing and submitting this form, a Record of Good Faith Efforts (Document 00471), Request for Deviation from the Goal (Document 00472), and providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 00808). The City will review the Participation Plan and Good Faith Efforts at the time of bid opening. Visit <http://www.houstontx.gov/obg> for more information.

City Contract Goal	MBE	WBE	<ul style="list-style-type: none"> • MBE and WBE Goals are two separate Contract Goals. • Any excess of one Goal cannot be applied to meet another Goal. • An SBE can be applied to the MBE and/or WBE Goal, but not to exceed 4%. 	
NAICS Code (6 digit)	Description of Work (Plan Sheet #, Unit Price #, Scope of Work #, as applicable)	% of Total Bid Price (2 decimal places, Example: 5.00 %)	Cert. Type for Goal: MBE, WBE, or SBE	Certified Firm Name Firm Address Contact Name Phone No. and E-Mail
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	



Document 00470 - Enhancement # 4



- Selection boxes and language added to Certification Type for Goal.

Document 00470

BIDDER'S MWSBE PARTICIPATION PLAN

The Bidder or Proposer shall submit this completed form with the bid, to demonstrate the Bidder/Proposer's plan to meet the contract-specific MWSBE goal ("contract goal"). If the Bidder or Proposer cannot meet the contract goal, the Bidder/Proposer has the burden to demonstrate "Good Faith Efforts", which shall include correctly and accurately preparing and submitting this form, a Record of Good Faith Efforts (Document 00471), Request for Deviation from the Goal (Document 00472), and providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 00808). The City will review the Participation Plan and Good Faith Efforts at the time of bid opening. Visit <http://www.houston.tx.gov/obg> for more information.

City Contract Goal	MBE	WBE	<ul style="list-style-type: none"> • MBE and WBE Goals are two separate Contract Goals. • Any excess of one Goal cannot be applied to meet another Goal. • An SBE can be applied to the MBE and/or WBE Goal, but not to exceed 4%. 	
NAICS Code (6 digit)	Description of Work (Plan Sheet #, Unit Price #, Scope of Work #, as applicable)	% of Total Bid Price (2 decimal places. Example: 5.00 %)	Cert. Type for Goal: MBE, WBE, or SBE	Certified Firm Name Firm Address Contact Name Phone No. and E-Mail
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	

- **Note:** One MWSBE firm cannot be used to meet multiple goals.



Document 00470 - Enhancement # 5



- Table added to list Bidder's Participation Plan Total for MBE, WBE, SBE (page 1):

<<ShortPjName>>
WBS NO. <<WBSNo>>

Document 00470

BIDDER'S MWSBE PARTICIPATION PLAN

BIDDER'S MWSBE PARTICIPATION PLAN

The Bidder or Proposer shall submit this completed form with the bid, to demonstrate the Bidder/Proposer's plan to meet the contract-specific MWSBE goal ("contract goal"). If the Bidder or Proposer cannot meet the contract goal, the Bidder/Proposer has the burden to demonstrate "Good Faith Efforts", which shall include correctly and accurately preparing and submitting this form, a Record of Good Faith Efforts (Document 00471), a Request for Deviation from the Goal (Document 00472), and providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 00808). The City will review the Participation Plan and Good Faith Efforts at the time of bid opening. Visit <http://www.houston.tx.gov/obp> for more information.

City Contract Goal	MBE	WBE	<ul style="list-style-type: none"> • MBE and WBE Goals are two separate Contract Goals. • Any excess of one Goal cannot be applied to meet another Goal. • An SBE can be applied to the MBE and/or WBE Goal, but not to exceed 4%.
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NAICS Code (6 digit)	Description of Work (Plan Sheet #, Unit Price #, Scope of Work #, as applicable)	% of Total Bid Price (2 decimal places, Example: 5.00 %)	Cert. Type for Goal: MBE, WBE, or SBE	Certified Firm Name Firm Address Contact Name Phone No. and E-Mail
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	
			MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>	

Bidder's Participation Plan Total	MBE	WBE	SBE

Signature for Company: _____

Printed Name: _____

Company Name: _____

Phone #: _____

Date: _____

*I understand that supplying inaccurate information may violate Texas Penal Code Section 37.10 and lead to City sanctions.

00470-1 <<Bidder or Proposer Name>>
03-23-2015





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Assessing Your MWSBE Participation Plan: Document 470

Achievement of the Goal



- MBE and WBE goals are **separate subcontracting** goals to be met individually.
- Any **excess** of the MBE or WBE Goal **cannot** be used to meet a deficient MBE or WBE goal
- **Only 4% SBE** can be used to meet either the MBE and/or WBE Goal, but both cannot get 4% each.
- **Supplies** can contribute up to **50%** of the Contract Goal
 - *Supplies alone do not stimulate growth among MWSBEs, therefore a limit is required to achieve the program's goal.*

MBE
Goal



WBE
Goal



Contract
Goal



City of Houston MWDBE/SBE Directory

Search the City of Houston's MWDBE/SBE Directory by entering search terms and clicking **Search**. You must select at least one certification type.

This online directory lists firms certified by the City of Houston.

For DBE firms, an agreement mandated by Federal DOT establishes a **central directory (UCP)** located on the **State of Texas website**. The combined TUCP directory contains DBE firms certified by all TUCP partner agencies, including the City of Houston. Please use this directory when searching for DBE certified firms.

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

Search by Commodity Code

Commodity Code [Click to Lookup Commodity Code](#)
(popup window will appear to browse and search available Commodity Codes)

Search by Contact Person

Contact Person/Owner
First name Last name
Tip: Use the first letter. Tip: Try just the first few letters.

Search by Location

City
State
Zip Code
Phone Area Code

Search by Certification Type

Certifications

- Airport Concessionaire Disadvantaged Business Enterprise (ACDBE)
- Minority Business Enterprise (MBE)
- Small Business Enterprise (SBE)
- Women Business Enterprise (WBE)
- Disadvantaged Business Enterprise (DBE)
- Persons with Disabilities Business Enterprise (PDBE)

Search by Reference

Category

Download Entire Directory:

Include Commodity Codes in download

•Only City of Houston Certified firms may be used to meet either the MBE Goal or WBE Goal

•Visit OBO Website at <http://www.houstontx.gov/obo/> and click “Certified Firm Directory” link to search for Houston Certified Vendors.





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Calculating Participation

Calculating Participation – Example 1

- **Goals:** 13% MBE and 8% WBE Contract Goals

These are separate goals to be met individually!

- **Bidder's Numbers:**

- **SBE:** 6%

→ 4% of SBE may be used to meet the MBE and/or WBE goal.

- **MBE:** 9%

+ 4% (from SBE) = 13%

- **WBE:** 8%

+ 13% = 21%

- **Does this plan meet the Goal?**

YES!!



Calculating Participation – Example 2

Goals: 11% MBE and 8% WBE Contract Goals

These are separate goals to be met individually!

•Bidder's Numbers:

○ **SBE:** 12% → **ONLY** 4% of SBE may be used to meet either the MBE and/or WBE goal. **NOT 4% FOR EACH!**

○ **MBE:** 6% The remainder SBE percentage CANNOT be used for MBE goal calculation.

○ **WBE:** 4% + 4% (from SBE) = 8%

TOTAL: 22 %

Does this plan meet the Goal?

Only the WBE Goal is met.

NO



Calculating Participation – Example 3



- **Goals:** 15% MBE and 5% WBE Contract Goals

- **Bidder's Numbers:**

- **SBE:** 5%



Up to 4% of SBE participation may be calculated into MBE and/or WBE participation. In this case, MBE may be increased to 16%, after taking 3% of the allowed 4% SBE.

- **MBE:** 13%

- 11% from suppliers.



- 2% Service

Only up to 50% of the Total Goal may be calculated from Suppliers. Here only 10% of Suppliers and the 2% of Service will be calculated into the MBE Goal for a total of 12% MBE participation.

- **WBE:** 10%

- TOTAL Bidder Plan Submitted: 28%

- **Does this plan meet the Goal?**

YES!!

After Assessment: 12% + 3% = 15% MBE plus 5% WBE Total: 20%



Remember...



- ✓ Bidders completely fills out the 00470 PRIOR to bid submission.
- ✓ Bidders MUST submit the 00470 with the bid or else the bid is non-responsive.
- ✓ Bidders must fill in each box COMPLETELY.
- ✓ SIGN the document.
- ✓ All information must be provided in order to be deemed responsive.





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When do you demonstrate Good Faith Efforts?



How to demonstrate Good Faith Efforts

If the bidder's MWSBE participation plan is less than the Contract Goal, bidder must also submit:

- Document 00471**

- ❖ Pre-Bid Good Faith Efforts

- Document 00472**

- ❖ Bidder's MWSBE Goal Deviation Request

- Supporting Documentation**





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Document 00471

Pre-Bid Good Faith Efforts



Document 00471 – Pre-Bid Good Faith Efforts



[Short Project Name]
WBS No. [WBS No.]

**PRE-BID
GOOD FAITH EFFORTS**

Document 00471
PRE-BID GOOD FAITH EFFORTS

Bidder Name: _____ **Project Name** _____

A) Bidder or Proposer that may be unable to complete or follow a Participation Plan (Document CCD-00470) to meet the Contract Goal in the Supplemental Conditions (Document 00800), must submit this completed form, Goal Deviation Request Form (Document 00472), providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (see Document 00808).

The Bidder or Prime Contractor has the burden to demonstrate "Good Faith Efforts" to meet the MWSBE goal, which includes correctly and accurately preparing and submitting this form and other efforts described in the City's Good Faith Efforts Policy (Document 00808). The Office of Business Opportunity will review Good Faith Efforts and Participation Plan after selection of an apparent low bidder.

UNLESS THE BIDDER'S/PROPOSER'S PARTICIPATION PLAN MEETS THE CONTRACT GOAL, FAILURE TO SUBMIT THIS FORM MAY RESULT IN THE BID BEING FOUND NON-RESPONSIVE.

NAICS Code	Plan Item No.	MWSBE Type for Goal	Certified Firm Name Address, Phone No. and E-Mail	Certified Firm Contact Person	Methods of Contact	Prime Contact Dates	Certified Firm Response	Results of Contact (why suitable or not suitable for work)
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>			
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>			
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>			
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>			

Authorized Signature: _____ Date: _____ Phone: _____

Print Name: _____ Email Address: _____

Company Name: _____

- Submitted at the time of bid.
- Documents Bidder's Good Faith Efforts to meet the MWSBE goal.
- Captures the amount of effort the bidder put into finding MWSBE firms.



Document 00471 - Enhancement # 1



- Language added to include Good Faith Efforts requirements and required documentation (page 1):

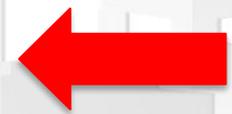
[Short Project Name] WBS No. [WBS No.]		PRE-BID GOOD FAITH EFFORTS							
Document 00471									
PRE-BID GOOD FAITH EFFORTS									
Bidder Name: _____		Project Name _____							
<p>A) Bidder or Proposer that may be unable to complete or follow a Participation Plan (Document CCD-00470) to meet the Contract Goal in the Supplemental Conditions (Document 00800), must submit this completed form, Goal Deviation Request Form (Document 00472), providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (see Document 00808).</p> <p>The Bidder or Prime Contractor has the burden to demonstrate "Good Faith Efforts" to meet the MWSBE goal, which includes correctly and accurately preparing and submitting this form and other efforts described in the City's Good Faith Efforts Policy (Document 00808). The Office of Business Opportunity will review Good Faith Efforts and Participation Plan after selection of an apparent low bidder.</p>									
<i>UNLESS THE BIDDER'S/PROPOSER'S PARTICIPATION PLAN MEETS THE CONTRACT GOAL, FAILURE TO SUBMIT THIS FORM MAY RESULT IN THE BID BEING FOUND NON-RESPONSIVE.</i>									
NAICS Code	Plan Item No.	MWSBE Type for Goal	Certified Firm Name Address, Phone No. and E-Mail	Certified Firm Contact Person	Methods of Contact	Prime Contact Dates	Certified Firm Response	Results of Contact (why suitable or not suitable for work)	
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>				



Document 00471 - Enhancement # 2

- Language underlined for emphasis (page 1):

[Short Project Name] WBS No. [WBS No.]		PRE-BID GOOD FAITH EFFORTS							
Document 00471									
PRE-BID GOOD FAITH EFFORTS									
Bidder Name: _____					Project Name: _____				
<p>A) Bidder or Proposer that may be unable to complete or follow a Participation Plan (Document CCD-00470) to meet the Contract Goal in the Supplemental Conditions (Document 00800), must submit this completed form, Goal Deviation Request Form (Document 00472), providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (see Document 00808).</p> <p>The Bidder or Prime Contractor has the burden to demonstrate "Good Faith Efforts" to meet the MWSBE goal, which includes correctly and accurately preparing and submitting this form and other efforts described in the City's Good Faith Efforts Policy (Document 00808). The Office of Business Opportunity will review Good Faith Efforts and Participation Plan after selection of an apparent low bidder.</p>									
<u>UNLESS THE BIDDER'S/PROPOSER'S PARTICIPATION PLAN MEETS THE CONTRACT GOAL, FAILURE TO SUBMIT THIS FORM MAY RESULT IN THE BID BEING FOUND NON-RESPONSIVE.</u>									
NAICS Code	Plan Item No.	MWSBE Type for Goal	Certified Firm Name Address, Phone No. and E-Mail	Certified Firm Contact Person	Methods of Contact	Prime Contact Dates	Certified Firm Response	Results of Contact (why suitable or not suitable for work)	
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>				



Document 00471 - Enhancement # 3

- Selection boxes and language added to MWSBE Type for Goal (page 1 and page 2):

[Short Project Name]
WBS No. [WBS No.]
**PRE-BID
GOOD FAITH EFFORTS**

Document 00471

PRE-BID GOOD FAITH EFFORTS

Bidder Name: _____ Project Name: _____

A) Bidder or Proposer that may be unable to complete or follow a Participation Plan (Document CCD-00470) to meet the Contract Goal in the Supplemental Conditions (Document 00800), must submit this completed form, Goal Deviation Request Form (Document 00472), providing supporting documentation evidencing their "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (see Document 00808).

The Bidder or Prime Contractor has the burden to demonstrate "Good Faith Efforts" to meet the MWSBE goal, which includes correctly and accurately preparing and submitting this form and other efforts described in the City's Good Faith Efforts Policy (Document 00808). The Office of Business Opportunity will review Good Faith Efforts and Participation Plan after selection of an apparent low bidder.

UNLESS THE BIDDER'S/PROPOSER'S PARTICIPATION PLAN MEETS THE CONTRACT GOAL, FAILURE TO SUBMIT THIS FORM MAY RESULT IN THE BID BEING FOUND NON-RESPONSIVE.

NAICS Code	Plan Item No.	MWSBE Type for Goal	Certified Firm Name Address, Phone No. and E-Mail	Certified Firm Contact Person	Methods of Contact	Prime Contact Dates	Certified Firm Response	Results of Contact (why suitable or not suitable for work)
		MBE <input type="checkbox"/> WBE <input type="checkbox"/> SBE <input type="checkbox"/>			Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/>			



Document 00471 - Supporting Documentation



Bidder may attach an Excel Spreadsheet with equivalent information.

Company Name	DBA Name	Owner First	Owner Last	Physical Address	City	St	Zip	Mailing Address	City2	St2	Zip2	Phone	Fax	Email	Cart	Renewal	Capability	Category
2H Resources, Inc		Barbara A.	Porter	10700 Richmond Ave., Suite 154	Houston	T	77042	10700 Richmond Ave., Suite 154	Houston	TX	77042	713-875-8800	888-442-8024	2Hresources@gmail.com	MBE	2/28/15	Supplier of Aggregate & Other Construction Supplies, Construction Mgmt, Hauling & Logistics Services	Construction Services & Equipment
2H Resources, Inc		Barbara A.	Porter	10700 Richmond Ave., Suite 154	Houston	T	77042	10700 Richmond Ave., Suite 154	Houston	TX	77042	713-875-8800	888-442-8024	2Hresources@gmail.com	MBE	2/28/15	Supplier of Aggregate & Other Construction Supplies, Construction Mgmt, Hauling & Logistics Services	Construction Services & Equipment
2H Resources, Inc		Barbara A.	Porter	10700 Richmond Ave., Suite 154	Houston	T	77042	10700 Richmond Ave., Suite 154	Houston	TX	77042	713-875-8800	888-442-8024	2Hresources@gmail.com	MBE	2/28/15	Supplier of Aggregate & Other Construction Supplies, Construction Mgmt, Hauling & Logistics Services	Construction Services & Equipment
A & A Trucking LLC		Antonio A.	Rodriguez	418 E TEXAS AVE	Baytown	T	77520	418 E TEXAS AVE	Baytown	TX	77520	281-827-1274	281-427-3124	aaatruck@aol.com	MBE	6/30/14	Dump Truck Services, 24 Hours A Day/Suppliers of Earth Materials, Stone Materials, Crush Concrete, Limestone Materials, & Asphalt Materials	Construction Services & Equipment
A & A Trucking LLC		Antonio A.	Rodriguez	418 E TEXAS AVE	Baytown	T	77520	418 E TEXAS AVE	Baytown	TX	77520	281-827-1274	281-427-3124	aaatruck@aol.com	MBE	6/30/14	Dump Truck Services, 24 Hours A Day/Suppliers of Earth Materials, Stone Materials, Crush Concrete, Limestone Materials, & Asphalt Materials	Construction Services & Equipment
A Tex DBE, Inc.		Don	Briggs	12806 Ridgeway	Mesquite City	T	77489	P.O. Box 206275	Houston	TX	77207	281-438-4246	713-991-7264	atexdb@atp.net	MBE	4/30/13	CONCRETE WORK	Construction Services & Equipment
A Tex DBE, Inc.		Don	Briggs	12806 Ridgeway	Mesquite City	T	77489	P.O. Box 206275	Houston	TX	77207	281-438-4246	713-991-7264	atexdb@atp.net	MBE	4/30/13	CONCRETE WORK	Construction Services & Equipment
A.J.J.A. Trucking, Inc.		Juan Jose	Argueta	14319 Beamanville St.	Houston	T	77065	14319 Beamanville St.	Houston	TX	77065	281-588-8691	281-495-3636	jaan.argueta@aol.net	MBE	6/30/14	Local Transportation of Construction Materials (Asphalt & Dirt)	Construction Services & Equipment
A.J.J.A. Trucking, Inc.		Juan Jose	Argueta	14319 Beamanville St.	Houston	T	77065	14319 Beamanville St.	Houston	TX	77065	281-588-8691	281-495-3636	jaan.argueta@aol.net	MBE	6/30/14	Local Transportation of Construction Materials (Asphalt & Dirt)	Construction Services & Equipment
A-1 Sealing & Paving Company		John	Meador	6221 W San Houston Parkway N	Houston	T	77041	6221 W San Houston Parkway N	Houston	TX	77041	713-875-1819	713-875-6128	john@atp.com	MBE	1/31/14	Seal & Underpinment, Utility, Concrete Construction & Repair, Asphalt Paving, Pavement Marking, Garage & Retail Installation, & Trucking (Oil Spill Repair, Construction Management)	Construction Services & Equipment
AAA Asphalt Paving, Inc.		Michael D.	Huffman	10526 Turner Road	Houston	T	77041	10526 Turner Road	Houston	TX	77041	713-817-4387	713-886-8888	meham@aaaasphalt.com	MBE	1/25/13	Storm Sewer Construction, Concrete and Asphalt paving	Construction Services & Equipment





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Document 00472

Bidder's MWSBE Goal Deviation Request



Document 00472 – Bidder’s MWSBE Goal Deviation Request



[Short Project Name]
WBS No. [WBS No.]

**BIDDER'S MWSBE GOAL
DEVIATION REQUEST**

Document 00472
BIDDER'S MWSBE GOAL DEVIATION REQUEST

Company Name: _____

Project Name: _____

Department Approved Contract Goals	MBE %	WBE %	Total %
	%	%	%

Bidder's Proposed Participation Plan	MBE %	WBE %	SBE (Max 4% for Credit) %	Total %
	%	%	%	%

Justification: Please provide the reason the Bidder is unable to meet the Contract Goal in Document 00800.

Good Faith Efforts: Please list any efforts not listed in the Bidder's Pre-Bid Good Faith Effort (Document 00471) and provide supporting documentation evidencing "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 808).

Date: _____ Company Name: _____
Email: _____ Company Representative: _____
Phone Number: _____ Title: _____

FOR OFFICIAL USE ONLY: Approved Not Approved

OBO Representative _____ Date: _____
_____ Title: _____

- Submitted at the time of bid.
- Explains why the Bidder was unable to meet the advertised MWSBE goal; and
- Explains what good faith efforts the Bidder made that were not captured on Document 471



Document 00472 - Enhancement # 1



- Language added to SBE % Column of the Bidder's Proposed Participation Plan Table:

[Short Project Name]
WBS No. [WBS No.]

**BIDDER'S MWSBE GOAL
DEVIATION REQUEST**

Document 00472

BIDDER'S MWSBE GOAL DEVIATION REQUEST

Company Name: _____

Project Name: _____

Department Approved Contract Goals	MBE %	WBE %	Total %	
Bidder's Proposed Participation Plan	MBE %	WBE %	SBE (Max 4% for Credit) %	Total %

Justification: Please provide the reason the Bidder is unable to meet the Contract Goal in Document 00800.



Document 00472 - Enhancement # 2

- Language added to emphasize the need to provide supporting documentation.

[Short Project Name] WBS No. [WBS No.]		BIDDER'S MWSBE GOAL DEVIATION REQUEST		
Document 00472 BIDDER'S MWSBE GOAL DEVIATION REQUEST				
Company Name: _____				
Project Name: _____				
Department Approved Contract Goals	MBE %	WBE %	Total %	
Bidder's Proposed Participation Plan	MBE %	WBE %	SBE (Max 4% for Credit) %	Total %
Justification: Please provide the reason the Bidder is unable to meet the Contract Goal in Document 00800. _____ _____				
Good Faith Efforts: Please list any efforts not listed in the Bidder's Pre-Bid Good Faith Effort (Document 00471) and provide supporting documentation evidencing "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 808). _____ _____ _____				



Document 00472 - Enhancement # 3

- Lines for 'Company Name' and 'Company Representative' replaced the lines for 'Bidder' and 'By':

[Short Project Name]
WBS No. [WBS No.]

**BIDDER'S MWSBE GOAL
DEVIATION REQUEST**

Document 00472
BIDDER'S MWSBE GOAL DEVIATION REQUEST

Company Name: _____

Project Name: _____

Department Approved Contract Goals	MBE %	WBE %	Total %

Bidder's Proposed Participation Plan	MBE %	WBE %	SBE (Max 4% for Credit) %	Total %

Justification: Please provide the reason the Bidder is unable to meet the Contract Goal in Document 00800.

Good Faith Efforts: Please list any efforts not listed in the Bidder's Pre-Bid Good Faith Effort (Document 00471) and provide supporting documentation evidencing "Good Faith Efforts", as required by the City of Houston's Good Faith Efforts Policy (Document 808).

Date: _____

Email: _____

Phone Number: _____

Company Name: _____

Company Representative: _____

Title: _____



Important!!!



- You either turn in ONE document if you meet the Contract Goal:
(Document 00470); OR
- You turn in THREE documents if you cannot meet the Contract Goal:
(Documents 00470, 00471, & 00472)
- Additional supporting documents or justifications cannot be submitted to the OBO for review or consideration after bid submission
- Bidders will be contacted by the OBO only for clarification purposes on a case-by-case basis.





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Case Studies

Approved and Denied Good Faith Efforts



Approved Good Faith Efforts



Approved Good Faith Efforts usually consist of:

- **Completed Documents**
- **Evidence of Good Faith Efforts**
- **Supporting Documents**



Case Study 1- Approved Good Faith Efforts



A **Plant Work** project with a **13 % MBE** & **7 % WBE** Contract Goal.

- Bidder's Participation Plan: **13.82% MBE** , **0.00% WBE**, **0.91% SBE**
- Bidder exceeded the **MBE** Goal, however the excess goal does not count towards the total MWBE Goal Bidder failed to meet the **WBE** Goal by **7 %**. Bidder could combine **SBE** % toward meeting the **WBE** goal:
 - **MBE = 13.00%**, **WBE = 0.91%** **MBE Goal Met, but WBE Goal Unmet by 6.09%**
- **Bidder provided the following documentation for evaluation:**
 - Documents 470, 471 & 472
 - Written narrative to explain step taken to achieve MWBE Goal
 - Documents provided the following information:
 - MWBEs contacted and contact details
 - Certification Type
 - MWBE's work capabilities
 - Scope of work relevant to MWBE's work capabilities
 - Dates of contact for fax and email notification, and telephone call follow ups
 - Results of contact with MWBEs
 - Fax log and email log submissions
 - Sample bid invitation with project details, point of contact & link to project plans & specs
 - Proof of advertising details and link where plans were made available to MWBEs



Case Study 1- Approved Good Faith Efforts



Department Services evaluated documentation and verified details

Bidder met Good Faith Efforts by providing documentation to demonstrate they:

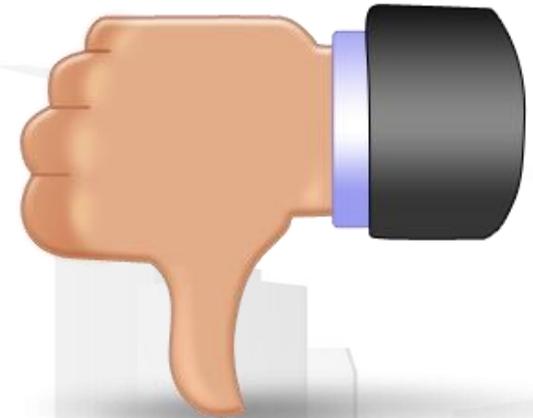
- Identified and designated portions of the work to be performed by MWSBEs to increase the likelihood of meeting the contract goals by encouraging proposals in various scopes of work
- Provided a point of contact that was knowledgeable about the project who possessed decision-making authority to answer questions from MWSBE's by providing estimator as a point of contact
- Notified a reasonable number of certified MWSBEs
- Followed up to determine if they were interested in submitting a bid or participating on a team
- Solicited MWSBEs within a reasonable amount of time by providing written notification to MWBEs more than 7 business days before bid submission
- Provided MWSBEs access to the plans, specifications, scope of work and requirements
- Negotiated in good faith with MWSBEs by proposing a participation plan of 13.91%
- Attended the City's pre-bid meeting



Denied Good Faith Efforts



- Bidders cannot demonstrate good faith efforts merely by stating any of the following:
 - Not enough divisibility
 - Contractor self-performing the work
 - Not enough low MWBE bids
 - Specialty nature of work
 - Running out of time



It is important to address Categorical Goal challenges at the City's Pre-Bid meetings



Case Study 2- Denied Good Faith Efforts

A **Large Water Line** with a **12 % MBE** & **7 % WBE** Contract Goal.

- Bidder's Participation Plan: **2.34% MBE**, **0.08% WBE**, **1.07% SBE**
- Bidder failed to meet the **MBE** and **WBE** Goal. Bidder could combine their **SBE%** toward meeting the **MBE** or **WBE** goal:
 - MBE = 3.41%, WBE = 0.08%, **MBE Goal Unmet by 8.59%**, **WBE Goal Unmet by 6.92%**.
- **Bidder provided the following documentation for evaluation:**
 - Documents 470, 471 & 472
 - Documents provided the following information:
 - MWBEs contacted and contact details
 - Certification Type
 - MWBE's work capabilities



Case Study 2- Denied Good Faith Efforts

- **Department Services evaluated documentation and investigated details**
- **Bidder provided documentation to demonstrate they:**
 - Identified and designated portions of the work to be performed by MWSBEs to increase the likelihood of meeting the contract goals by encouraging proposals in various scopes of work
 - Negotiated in good faith with MWSBEs by proposing a participation plan of 3.49%
 - Solicited bids in news media and organizations focused towards minority and women
 - Notified a reasonable number of MWSBEs
- **While bidder demonstrated the above, a Good Faith Effort was not established:**
 - Dates MWBEs were contacted was not identified
 - Method of contact for MWBEs was not identified
 - Results of contact from MWBEs were not identified
 - Dates Organizations and Associations contacted was not identified
 - Method of contact for Organizations and Associations was not identified
 - Results of contact from Organizations and Associations were not identified



Case Study 2- Denied Good Faith Efforts (Cont)



- The City's Good Faith Efforts Policy outlines a multitude of options in order to make the requisite good faith efforts request.
- The bidder did not *demonstrate* a genuine effort to comply with the City's Good Faith Effort Policy:
 - Media and organizations were not notified within a timely manner
 - Method of contact for Organizations and Associations was not identified
 - MWBEs were not notified within a timely manner
 - Method of contact for MWBEs was not identified
 - No follow up to determine if they were interested in submitting a bid or participating on a team
 - Bidder did not provide interested MWSBEs certified to perform the work with prompt access to plans, specifications, scope of work and requirements of the contract
 - Bidder did not provide a point of contact that was knowledgeable about the project and possessed decision-making authority to answer questions
 - Bidder did not attend pre-bid meeting





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Appealing A Good Faith Efforts Denial



Appeals Process



Once OBO notifies Bidder of the Denial:

- Bidder may appeal by making a written request to OBO's Director via email at director.obo@houstontx.gov within (3) three business days from the date of the notice of denial.
- If the OBO Director upholds the Denial, the Bidder may appeal that decision by making a written request to the Legal Department's Contract Section via email at director.obo@houstontx.gov within three (3) business days of the date of the Director's decision.



Appeals Process



- The decision rendered by the Legal Department will be the final determination by the City of Houston regarding the Pre-Bid Good Faith Efforts Request.
- Bidder will be provided a written determination at each stage of the appeals process.

******Failure to submit Good Faith Efforts (Forms 470, 471 & 472) results in waiver of the right to appeal OBO determination.***





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Post-Award Good Faith Efforts



Post-Award Good Faith Efforts



- If Contractor fails to achieve the Participation Plan Percentage, Contractor must demonstrate its efforts to meet the Participation Plan Percentage and failure to do so based on circumstances that the contractor could not reasonably control.
- The *Good Faith Efforts Policy (Doc 808)* outlines those factors that will be considered in determining post-award good faith efforts.
- **Remember:** MWBE goals are not quotas. The standard for meeting MWBE goals is the demonstration of good faith efforts.



Good Faith Efforts Policy: Post-Award

- Designate an MWSBE liaison officer
- Provide up-to-date Utilization Plans & Schedules and promptly upload payments to the contract management system.
- Genuinely attempt to resolve disputes with certified firms
- Request a deviation when needed, and make good faith efforts to replace MWSBE with another MWSBE
- Promptly respond to inquiries from City regarding MWSBE participation for goal credit
- Ensure goal credit MWSBEs are performing a Commercially Useful Function



Good Faith Efforts Policy: Post-Award (Cont.)



- Provide information that is factually accurate and free of material misrepresentation
- Attend all meetings and mediation hearings requested by the City
- Notify OBO of effect of change orders on Participation Plan

***City may consider other factors or types of relevant efforts in appropriate cases, as documented by contractor.*



Assessment of Good Faith Efforts



- Contractor's efforts to meet the MWBE contract goal are assessed at the end of the project
- Failure to make good faith efforts will result in "unsatisfactory" compliance rating
- Ratings are reviewed by City Council and Mayor
- Unsatisfactory ratings may impact award of future projects if a sanction is imposed.



Documenting Good Faith Efforts



- Document all efforts made to comply with the goal(s)
- Execute subcontracting agreements outlining terms of engagement (required)
- Keep a log of efforts made throughout course of contract to meet goals
- Contact OBO for assistance if you are experiencing challenges meeting your goal
- When possible, provide subcontractors with advance notice when they will be needed for project



Common Observations: Failure to Make GFE

- Failure to respond to inquiries (letters, email, calls) regarding MWSBE utilization
- Failure to execute subcontracting agreements outlining terms of engagement
- Lists MWSBEs for goal credit without notifying subcontractors
- Failure to submit deviation request for a change in Participation Plan
- Failure to fully report payments made to MWSBEs



Common Observations: Failure to Make GFE

- Self performing work intended for MWSBEs, without notification
- Failure to understand how MWSBEs will perform on the contract (no Commercially Useful Function or partial goal credit work)
- Failure to understand impact of MWSBEs subcontracting work to non-MWSBEs
- Failure to notify MWSBEs and OBO promptly of any challenges that will affect MWSBE utilization



Commercially Useful Function



- **An MWSBE performs a commercially useful function when it is responsible for a discrete task or group of tasks required in the contract using its own forces or by actively supervising on-site the execution of tasks. MWSBE has to be certified in the NAICS code in which they are performing.**
- Prime Contractors only get goal credit when an MWSBE performs a commercially useful function
- Do not confuse commercially useful function with certification



Commercially Useful Function & Goal Credit

- **Subcontractors** must:
 - Perform specific work items with own forces pursuant to a contract agreement with prime
- **Suppliers** must:
 - (a) Negotiate price;
 - (b) Determine quality and quantity;
 - (c) Order the materials;
 - (d) Show that the invoice is in the certified firm's name;
 - (e) Pay for the material itself;
 - (f) Control delivery; and
 - (g) Be certified to provide the supplies in the appropriate NAICS code
- **Truckers** must:
 - Use their own trucks and trucks owned and operated by other certified City of Houston firms.
 - For each truck the MWSBE firm owns, that firm may receive credit for one truck used on the project, owned by a non-certified firm.



Challenging an “Unsatisfactory” Rating

- OBO evaluates the MWBE compliance of Contractors before final clearance and a final payment request is made to City Council on all construction projects.
- After evaluation of Contractor’s good faith efforts to meet the MWBE goal, Contractors are notified of their compliance rating via letter.
- Contractors who don’t agree with their ratings have 14 days to challenge them by contacting Morris Scott at 832-393-0631 or via email at Morris.Scott2@houstontx.gov . OBO will review all explanations and documents, then notify Contractors of the final rating.
- The initial rating will become final if Contractor fails to challenge it within 14 days.



Questions

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Annise D. Parker

Mayor

Carlecia D. Wright

Director

611 Walker, 7th Floor
Houston, TX 77002
www.houstontx.gov/obo

T. 713.837.9000 F. 713.837.9055





THANK YOU

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