



Federal Aviation Administration

FY-2012 MONITORING & ENFORCEMENT COMPLIANCE REVIEW REPORT

Airport Name: Fort Wayne International Airport	Review Date(s): March 27-28, 2012
Review Conducted By FAA Staff: Nancy Cibic and Dolores Leyva	
Areas Reviewed: MONITORING & COMPLIANCE <input checked="" type="checkbox"/> CONCESSIONS <input checked="" type="checkbox"/> CONSTRUCTION	
Airport Staff: Torrance Richardson, Executive Director; Laura Hakes, Purchasing Manager; Craig Williams, Director of Administration and Finance; Scott Hinderman, Director of Operations; Rebecca Ross, Property Manager	

Purpose: Review of monitoring and enforcement aspect of your DBE and ACDBE programs. 49 CFR 26 and 49 CFR 23 requires that you implement appropriate mechanisms to ensure compliance with the parts' requirements by all program participants. You are required to set forth these mechanisms as part of your Disadvantaged Business Enterprise (DBE) Program and Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program.

This compliance review is not to directly investigate whether there has been discrimination against disadvantaged business by the grant recipients or its sub-recipients, nor to adjudicate these issues on behalf of any party.

SECTION 1 - Title 49 CFR Part 26 – Construction

#	Question	Response	Observations/Comments	Compliance Issue
1	Did the airport distribute its DBE Policy Statement? (§ 26.23)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA distributes its policy statement to the FWA Board of Directors and all components of its organization, DBE and non-DBE business communities that perform work on FWA projects. In addition, the policy is included in all bid advertisements and the advertisements are published in both majority and minority publications. Also, the policy statement is posted on FWA's website, as well as included in all of its specification documents for DOT assisted projects.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
2	Does the airport make reasonable efforts to use DBE financial institutions? (§ 26.27)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA has investigated and made good faith efforts but found no DBE financial institutions.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
3	Does the airport encourage prime contractors on DOT assisted contracts to make use of DBE financial institutions? (§ 26.27)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA has investigated and made good faith efforts but found no DBE financial institutions.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended

#	Question	Response	Observations/Comments	Compliance Issue
4	Is the DBELO present during the bid openings for FAA funded projects? (§ 26.25)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>The DBELO participates in all pre-bid meetings. FWA has a process in place to allow for the DBE documentation to be reviewed for Good Faith Efforts (GFE) post bid opening. The DBELO conducts the review and makes a recommendation. In addition, FWA has an excellent bid tabulation form. FWA does not proceed with finalizing selection until all information has been received.</p> <p>We recommend that FWA establishes standard language in their bid documents to identify a set number of days to allow the apparent successful bidder to provide the details of their DBE participation or submit documentation demonstrating good faith efforts prior to the award of the bid. This will allow more consistency in the bid process of FAA funded projects.</p> <p>Furthermore, on the issue of the DBE Liaison Officer's duties and responsibilities is that this person has direct and independent access to the Chief Executive Officer concerning DBE Program matters. FWA DBE Program indicates that the DBE Liaison Officer reports directly to the Executive Director of Airports. However the organizational chart does not reflect this reporting relationship.</p> <p>We recommend that all documents, available to general public, including organizational chart, Policy statement and DBE Program clearly display this direct and independent access.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
5	Does the airport verify that the Letters of Intent are included in the bid package? (§ 26.53)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA's DBE Program identifies its bid processing as a matter of 'responsible'. The apparent successful bidder commits to provide the details of their DBE participation or submit documentation demonstrating good faith efforts prior to the award of the bid. All DBE participants also submit written confirmation of their participation in the project prior to contract execution.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
6	Does the airport confirm DBE certification prior to awarding the contract? (§ 26.53)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA requires firms to sign a Certification Acknowledgement Form to verify the firm is a certified DBE in the State of Indiana. In addition, FWA obtains a copy of the State of Indiana letter indicating the firm is certified including the categories of work the firms are certified in. The DBELO verifies this information.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
7	Does the airport have mechanisms in place to ensure that work committed to DBEs at contract award is actually performed by the DBEs? (§§ 26.37, 26.53)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>The DBELO ensures that work committed and awarded is verified and matched against the monthly pay estimates. FWA's contract documents require that approval be obtained in order to substitute an approved DBE firm. In requesting the substitution, the contractor is required to provide written documentation to substantiate the request so that FWA can confirm that it meets the criteria.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended

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			FWA staff was reminded of the recent Regulation updates on termination for "good cause" and timelines and requirements associated with termination of a DBE subcontractor listed in response to 26.53(b)(2) or an approved substitute. We recommend that FWA updates its process to incorporate necessary steps to meet this requirement.	
8	Do the mechanism provide for a running tally of actual DBE attainments (e.g., payments actually made to DBE firms), including a means of comparing these attainments to commitments. (§ 26.11)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA has a DBE Participation Report that indicates this information. FWA's Consultant, engineering firm's Resident Project Representative (RPR) verifies the information. The prime contractor must submit the DBE Participation Report along with its invoice before FWA will make payment to the prime.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
9	Does the airport have mechanisms in place to verify that the DBEs are managing their work, utilizing their own work force, equipment, and materials? (§ 26.37)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA is not currently verifying this information. However, FWA has a potential tool for this requirement utilizing the daily inspection progress report. We recommend that this form be modified to address DBE requirements. FWA's DBELO will need to train the inspector on the DBE requirements and ensure that they obtain a copy on a regular basis.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
10	Does the airport verify that the DBEs are performing a commercially useful function? (§ 26.37, 26.55)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA does not have a process in place for this however is considering adding it to the daily inspection progress report. We recommend that this form be modified to address DBE requirements. FWA's DBELO will need to train the inspector on the DBE requirements and ensure that they obtain a copy on a regular basis.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
11	Does the airport conduct random construction sites visits? (§ 26.37)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The Engineering firm conducts random construction site visits. However, the random site visits do not include monitoring of DBE requirements. FWA staff was reminded of the recent Regulation update requiring the "written certification" that the work sites are being monitored. FWA plans to update its forms to include the "written certification" including signature of the person that conducted the work site inspection and expand on the narrative to allow for more specific details. We recommend that this form be modified to address DBE requirements. FWA's DBELO will need to train the inspector on the DBE requirements and ensure that they obtain a copy on a regular basis.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
12	During the construction site visits, does the airport verify that business names on equipment and vehicles are not covered with paint or magnetic signs? (§ 26.37)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA does not have a process in place for this however is considering adding it to the daily inspection progress report. We recommend that this form be modified to address DBE requirements. FWA's DBELO will need to train the inspector on the DBE requirements and ensure that they obtain a copy on a regular basis.. In addition, FWA should consider developing a process to address the issue of potential fraud.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended

#	Question	Response	Observations/Comments	Compliance Issue
13	During the construction site visits, does the airport verify whether the DBE owner is present at job sites? (§ 26.53)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<p>FWA does not have a process in place for this however is considering adding it to the daily inspection progress report.</p> <p>We recommend that this form be modified to address DBE requirements. FWA's DBELO will need to train the inspector on the DBE requirements and ensure that they obtain a copy on a regular basis.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
14	During the construction site visits, does the airport verify who employs the workers on site? (§ 26.55)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA does not have a process in place for this however is considering adding it to the daily inspection progress report.</p> <p>We recommend that this form be modified to address DBE requirements. FWA's DBELO will need to train the inspector on the DBE requirements and ensure that they obtain a copy on a regular basis.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
15	Does the airport verify contracts between prime contractors and DBE subcontractors? (§ 26.53)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA obtains written confirmation from DBE participants of their participation in the project as a verification of their participation agreed upon with the prime contractor. FWA does not obtain actual copies of subcontracts.</p> <p>We recommend that the DBELO develops a process to review and verify the actual contract documents. FWA staff was reminded of the recent Regulation update requiring "written certification" that the contract records have been reviewed. FWA plans to update its forms to include the "written certification" requirement.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
16	Does the airport review monthly DBE participation reports? (§ 26.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA has a DBE Participation Report that indicates this information. The DBELO verifies the information.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
17	Does the airport randomly verify who orders and pays for the necessary supplies being used by the DBE subcontractor? (§ 26.55)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<p>FWA has not identified a need for this type of verification. FWA's documentation that is attached to pay estimates is verified by the Engineering firm. FWA has not had any sub-contractors ordering supplies for quite some time.</p> <p>We recommend that the DBELO develops a process to address this requirement and possibly train the Engineering firm on the DBE requirements</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
18	Does the airport have prompt payment mechanisms in place? (§ 26.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA incorporates contract clauses to meet this requirement. Further monitoring is done through review of pay estimates.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
19	Does the airport submit its Uniform Report on DBE participation to the DOORS system? (§ 26.11)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>FWA has a good tracking data tracking system. The DBELO has an active account in DOORS.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended

#	Question	Response	Observations/Comments	Compliance Issue
20	Is the airport required to prepare a DBE goal accountability report? (§ 26.45, §26.45)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA is not a CORE airport however FWA closely evaluates its DBE goal and accomplishments throughout the year. FWA recently adjusted its DBE goal due to address a new 2012 project. FWA is challenged with the new three-year goal process because it can only provide project estimates and does not feel the process can provide an accurate representation.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended

Documents Reviewed:

- Airport's DBE Program
- Airport's DBE Triennial Goal
- FY-2011 DBE Goal accountability report.
- Forms:
 - DBE Substitution Request
 - Contract Monitoring Form
 - Good Faith Effort Review
 - Site Visits
 - Monthly DBE Participation
- Template of a sample FAA funded contract.
- Sample template of a contract that includes a DBE goal requirement.

SECTION II - Title 49 CFR Part 23 – Concessions

#	Question	Response	Observations/Comments	Compliance Issue
1	Has the airport's ACDBE program been approved by FAA? (§ 23.51)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA is operating under an approved ACDBE program and updated 2011-2013 goal. The DBELO prepares the DBE program and goal updates. FWA is re-reviewing its market area.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
2	Did the airport distribute its ACDBE Policy Statement? (§§ 23.1, 23.23)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA distributes its policy statement to the FWA Board of Directors and all components of its organization, ACDBE and non-ACDBE business communities. The policy is made available by postal or electronic distribution to concession stakeholders and community professionals involved in the business development and promotion of small businesses, minorities or women.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
3	Does the approved ACDBE program on file with FAA reflect the current organizational structure of the agency? (§ 23.23)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	A key requirement of the ACDBE Liaison Officer's duties and responsibilities is that this person has direct and independent access to the Chief Executive Officer concerning ACDBE Program matters. FWA ACDBE Program indicates that the DBE Liaison Officer reports directly to the Executive Director of Airports. However the organizational chart does not reflect this reporting relationship. We recommend that all documents, available to general public, including organizational chart, Policy statement and ACDBE Program clearly display this direct and independent access.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
4	Does the airport include enforcement provisions in concession agreements? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA includes enforcement provisions in all agreements. The ACDBELO monitors the contracts including the inclusion of specific clauses.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
5	Does the airport verify that the prime or master concessionaire and ACDBE have entered into a written commitment prior to submitting a response to an RFP/RFQ? (§ 23.11)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA ACDBELO verifies the data and documents as required.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
6	Does the airport require a prime or master concessionaire have written confirmation from the ACDBE firm that it is participating in the contract? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA requires the sub concession to sign a form verifying it agrees to provide services throughout the term of the contract.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
7	Does the airport confirm ACDBE certification prior to awarding the contract? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA requires firms to sign a Certification Acknowledgement Form to confirm they are ACDBE certified with the State of Indiana and to attach copy of the State of Indiana letter indicating the firm is certified including the categories of work the firms are certified in.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended

#	Question	Response	Observations/Comments	Compliance Issue
8	Does the airport verify that the work committed to ACDBEs is actually performed by the ACDBEs? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA has direct contact with the ACDBE prime concessionaire on a regular basis. The ACDBELO verifies this information during random site visits.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
9	Does the airport prohibit prime or master concessionaires from terminating ACDBE firms for convenience? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA should update its concessionaire contract to include all the necessary regulation requirements.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended
10	Does the airport require prime or master concessionaires include administrative remedies if a prime or master concessionaire fails to comply with ACDBE requirements? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA currently has one ACDBE prime concessionaire operating all concessions at the airport.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
11	Does the airport conduct concession sites visits regularly? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA has dedicated staff familiar with the concession locations and ACDBE program requirements. Regular random visits are conducted as part of the monitoring process.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
12	During the concession site visits, does the airport verify general managers and who they report to? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA ACDBELO verifies this information.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
13	Does the airport verify that the ACDBE is actively managing the concession locations(s)? (§ 23.29)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA conducts regular random visits to verify this as part of the monitoring process.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
14	Does the airport verify gross sales reports accounting for ACDBE participation? (§ 23.XX)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA controller is responsible for auditing this information.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
15	Has the airport submitted its FY 2010 Uniform report on ACDBE participation to the FAA? (Appendix A to Part 23)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA has a good tracking system that allows them to submit accurate reports. FWA was reminded regarding 23.55(k); do not count cost incurred in connection with the renovation, repair, or construction of a concession facility.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
16	Does the airport submit its Uniform Report on ACDBE participation to the DOORS system? (Appendix A to Part 23)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The ACDBELO has direct access to the DOORS system. FWA's tracking system allows for timely submission of the required report.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
17	Has the airport received any complaints alleging that it did not comply with the ACDBE regulations in the past three years? (§ 23.29)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA does not have a formal process for managing complaints. FWA has not received any complaints. FWA should consider developing a written complaint process to be made available to the general public. This type of documentation is extremely beneficial during an official FAA complaint investigation.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Enhancement Recommended

#	Question	Response	Observations/Comments	Compliance Issue
18	Does the airport have any joint venture agreements currently in place? If YES, please answer the following: (§ 23.55 & FAA Joint Venture Guidance)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	FWA does not currently have joint venture agreements.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
	a) Has the airport undertaken an internal review of its joint venture agreements, if any, in order to verify that they are in compliance with the FAA Joint Venture Guidance?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	b) Did the airport make any change in the counting of ACDBE participation of the joint venture toward ACDBE goals as a result of its joint venture agreement reviews findings?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
19	Does the airport have Long Term (5+ years) and Exclusive contract(s) currently in place? (§ 23.75)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	FWA has an FAA approved Long Term and Exclusive Agreement. FWA submitted the agreement to FAA in advance of implementation.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Enhancement Recommended
20	If the airport has current Long Term and Exclusive contracts in place, were these contracts submitted to the FAA for approval? (§ 23.75)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

Documents Reviewed:
<ul style="list-style-type: none"> • Airport's ACDBE Program • Airport's ACDBE Goal • FY-2011 DBE Goal accountability report. • Forms: ACDBE Substitution Request; ACDBE Concession Agreement Monitoring Form; Good Faith Effort Review, Site Visits Forms, Monthly DBE Participation Tracking. <ul style="list-style-type: none"> • Template of a sample ACDBE concessionaire agreement. • Template or sample of Long Term and Exclusive Concession Agreement • Sample template of a contract that includes a ACDBE goal requirement.

REVIEW SUMMARY

The Federal Aviation Administration (FAA) Office of Civil Rights would like to thank you for your participation in the FY 2012 DBE & ACDBE Compliance Review. We appreciate the substantial effort taken by Fort Wayne International Airport (FWA) in providing the numerous documents and meeting with the FAA team during this on-site visit. Your timely response and active participation was an essential element in the successful completion of this important initiative. The collective assessments made during the review have been incorporated into this report.

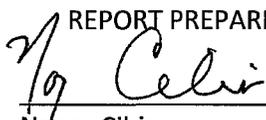
The main purpose of this compliance review was to examine the compliance of the "Monitoring and Enforcement" aspect of the recipient's DBE Program and ACDBE Program. In examining FWA monitoring and enforcement forms and practices, FWA should be commended for taking proactive efforts to strengthen their monitoring and enforcement process in the following areas:

- FWA has developed an excellent bid record tracking spreadsheet form and system.
- FWA does not award a contract until all information has been received from the prime.
- FWA does not pay the prime if the prime does not submit its DBE Participation Form with its request for payment.
- FWA requires DBE firms to sign a Certification Acknowledgement Form to verify the firm is a certified DBE with the State of Indiana.

Area(s) requiring your attention, if any, have been noted as "Enhancement Recommended" under the Compliance Issue column under each specific question. Please ensure to correct any deficiencies as identified in each section.

The FAA Office of Civil Rights looks forward to continuing to work with you in ensuring compliance with 49 CFR Part 26, "Participation by Disadvantaged Business Enterprise in Department of Transportation Financial Assistance Program," and 49 CFR Part 23, "Participation of Disadvantaged Business Enterprise in Airport Concessions."

REPORT PREPARED BY:



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Recommended Resources:

FAA website, http://www.faa.gov/about/office_org/headquarters_offices/acr/bus_ent_program/fed_reg/

FAA dbE-Connect System, <https://faa.dbesystem.com/Default.asp?>

U.S. Department of Transportation Office of Small and Disadvantaged Business

Utilization <http://www.osdbu.dot.gov/DBEProgram/GuidanceforDBEProgramAdministrators/index.cfm>