



# U.S. Department of Transportation Federal Aviation Administration FY-2013 COMPLIANCE REVIEW REPORT

Airport Name: DENVER INTERNATIONAL AIRPORT

Site Visit Date(s): JULY 23-24-25, 2013

Review Conducted By FAA Staff: RICKY WATSON and GENE ROTH

Airport Staff : Heather Barry, Director of Business Affairs and External Relations , Chris Martinez, DSBO Director (DBELO/ACDBELO); Max Taylor, Assistant City Attorney; Diana Lopez, DBE Program Coordinator/Management Analyst; Vicki Padilla, ACDBE Program Coordinator; Alicia Sewell, Certification Analyst/Contract Compliance Coordinator; Cristina Lopez, Contract Compliance Coordinator; and Julie Wilson, Contract Compliance Technician

**Purpose:** Review of monitoring and enforcement aspect of your Disadvantaged Business Enterprise (DBE) and Airport Concession Disadvantaged Business Enterprise (ACDBE) programs. 49 CFR 26 and 49 CFR 23 require 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 DBE Program and 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		Recommended Action	Due Date
		Y	N		Y	N		
1	Did the airport disseminate its DBE Policy Statement?	X		DIA posts its policy statement on its web site flydenver.com. DIA also disseminate its policy statement during pre-bid meeting and during the annual planning review to primary contractors and subcontractors to include DBE firms.		X	None	
2	Does the airport have a DBELO in place who has direct independent access to the Airport Director/CEO concerning DBE program matters?	X		DBELO has direct and independent access to the Airport Manager in regard to responsibilities of the DBE program. In the absent of the DBELO, the DBE Compliance Specialist is also given direct independent access to the Airport Director.		X	None	

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		Y	N		Y	N		
3	Is the DBELO responsible for ensuring that DBEs are not discriminated against in the award and administration of FAA funded contracts and subcontracts?	X		DBELO and staff are responsible for the administration of the DBE program. DBE Program Coordinator is knowledgeable of this requirement and continues to maintain her knowledge on current updates to the DBE program.		X	None	
4	Does the airport make reasonable efforts to use DBE financial institutions as well as encourage prime contractors on DOT assisted contracts to make use of DBE financial institutions?	X		DIA has researched the availability of any DBE financial institutions in the Denver, Colorado area.		X	None	
5	Is the DBELO present during the bid openings for FAA funded projects?		X	The DBELO "designee" is present during bid openings.		X	None	
6	Does the airport verify written confirmation from the DBE that it is participating in the contract as provided in the prime contractor's commitment?	X		DIA Division of Small Business Opportunity is responsible for verifying that the DBE has provided a signed letter of intent in the bid proposal as well as reviewing construction contracts and ensuring that prime contractors are utilizing the DBE sub-contractors. Staff closely monitors DBE participation by analyzing reports produced by project managers.		X	None	
7	Does the airport confirm DBE certification prior to awarding the contract?	X		DIA Division of Small Business Opportunity verifies DBE certification through the Colorado UCP online Directory.  Contract Coordinators, verify that the DBEs are certified and also confirm they are certified under the appropriate NAICS codes by checking the State DBE/ACDBE directory.		X	None	
8	In situations where a DBE contract goal has been established, does the airport ensure that all DBE information is complete and accurate and adequately documents the bidder's good faith efforts before committing to the performance of the contract by the bidder?	X		DIA DBELO and/or DBE Program Coordinator review the signed letters of intent from the DBEs to ensure that the contractor has met the goal. Over the last three years, DIA has not awarded any federal assisted contracts without Prime Contractors meeting the DBE goal. A Good Faith Efforts (GFE) review has not been required. The DBELO and staff have an outstanding understanding of the requirements in making GFE and all		X	None	

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		Y	N		Y	N		
				relevant documentation. If the contractor fails to provide GFE, DIA considers the contractor is non-responsive to the bid proposal.				
9	In situations where a DBE contract goal has been established, is the award of the contract conditioned on meeting the requirements of 49 CFR Section 26.53?	X		Yes. However, over the last three years DIA has not been required to evaluate GFE on construction contracts.		X	None	
10	Does the airport have mechanisms in place to ensure that work committed to DBEs at contract award is actually awarded to DBEs?	X		The DBELO works with the Contract Compliance Coordinator to ensure that contracts with DBE goals are not awarded until there are DBE subcontracts between the Prime and the DBE firms.		X	None	
11	Do the mechanisms 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?	X		DIA Division of Small Business Opportunity maintains a running tally of all payment invoices to both prime contractors and DBE subcontractors via the B2G Now monitoring system. DIA has a dedicated staff member to ensure proper tracking and maintenance of DBE participation records.		X	None	
12	Does the airport have mechanisms in place to verify that the DBEs are managing their work, utilizing their own work forces, equipment, and materials?	X		DIA construction project manager and/or inspectors conduct daily project site visit and create daily reports that detail existing firms, equipment, and materials used on projects. However, DIA Division of Small Business Opportunity does not maintain any of the site visit records.	X		DIA Division of Small Business Opportunity should collaborate with the construction project manager to ensure that adequate DBE monitoring is occurring and develop a standard DBE site visit form to utilize in this process. The form should include the specific 49 CFR Part 26 regulation requirements related to verification of DBEs' work, equipment, and materials.	8/25/13
13	Does airport staff conduct regular construction site visits and verify that the DBEs are performing a commercially useful function?		X	DBELO does not have a process in place for this requirement, however DIA construction project manager and/or inspectors conduct daily project site visits and create daily reports that detail existing firms,	X		DIA Division of Small Business Opportunity should receive and review project site visit reports that detail existing firms,	8/25/13

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				<p>equipment, and materials used on projects.</p> <p>It is recommended that the project manager's daily report be modified to address DBE requirements. DBELO will need to train DIA inspectors on the DBE requirements and ensure that they obtain a copy on a regular basis.</p>			<p>equipment, and materials used on projects. To further strengthen its verification process, DIA should incorporating random site visits when DBEs are subcontractors on federal projects.</p>	
14	During the construction site visits, does the airport verify that business names on equipment and vehicles are not covered with paint or magnetic signs?		X	<p>DBELO does not have a process in place for this requirement, however DIA construction project manager and/or inspectors conduct daily project site visits and create daily reports that detail existing firms, equipment, and materials used on projects.</p> <p>It is recommended that the project manager's daily report be modified to address DBE requirements. DBELO will need to train DIA inspectors on the DBE requirements and ensure that they obtain a copy on a regular basis.</p>	X		<p>DIA Division of Small Business Opportunity should incorporating random site visits as part of its verification process.</p>	8/25/13
15	During the construction site visits, does the airport verify who employs the workers on site?		X	<p>DBELO does not have a process in place for this requirement, however DIA construction project manager and/or inspectors conduct daily project site visits and create daily reports that detail existing firms, equipment, and materials used on projects.</p> <p>It is recommended that the project manager's daily report be modified to address DBE requirements. DBELO will need to train DIA inspectors on the DBE requirements and ensure that they obtain a copy on a regular basis.</p>	X		<p>DIA Division of Small Business Opportunity should incorporating random site visits as part of its verification process.</p>	8/25/13
16	Does the airport have a monitoring mechanism in place that provides a written certification that contracting records are being reviewed and work sites are being monitored?	X		<p>DIA Division of Small Business Opportunity has a contracting records review process, but there is no written certification of those records.</p> <p>DBELO was reminded of the regulatory</p>	X		<p>DIA should develop a checklist to use in it contracting record review process so that there is written certification that the contracting records are</p>	8/25/13

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		Y	N		Y	N		
				<p>requirement of having "written certification" that the contract records have been reviewed.</p> <p>DIA should incorporate this monitoring mechanism into its DBE program and process for contract verification.</p>			reviewed.	
17	Does the airport review monthly DBE participation reports? (Provide copy of sample report)	X		DIA Division of Small Business Opportunity receives and reviews the prime contractors' DBE participation reports on a monthly basis.		X	None	
18	Does the airport randomly verify who orders and pays for the necessary supplies being used by the DBE subcontractor?		X	DIA Division of Small Business Opportunity does not verify the supply orders	X		DIA establish a process to randomly check DBE supply orders. DIA must count only the value of work actually performed by the DBE firms toward the DBE project goal. (IAW 49 CFR 26.55)	Ongoing
19	Does the airport have prompt payment mechanisms in place?	X		DIA has an established a prompt payment requirement for Prime and Subcontractors contractors. DIA has established a written policy in which Prime contractors are paid within 30 days upon completion of the work and then required to pay all subcontractors including DBEs within 7 days.		X	None	
20	In the case of post-award terminations, pre-award deletions or substitutions of DBE firms, does the airport verify that the DBE has been notified AND given time to respond before approving the termination/substitution?	X		DIA has followed this procedure for recent terminations, pre-award deletions or substitutions of DBE firms. DBELO has a clear understanding that the prime contractors must have written consent from DIA prior to termination of any DBE subcontractor.		X	None	
21	Before approving a termination and/or substitution of a DBE subcontractor, does the airport verify the documented good cause that compels the termination of the DBE subcontractor?	X		DBELO, DBE Program Coordinator, and Contract Compliance Coordinator have a clear understanding that the prime contractors must have written consent from DIA prior to termination of any DBE subcontractor.		X	None	

#	Question	Response		Observations/Comments	Compliance Issue		Recommended Action	Due Date
		Y	N		Y	N		
22	Does the airport submit its Uniform Report on DBE participation to the DOORS system?	X		The DOORS reflects that DIA has submitted the Annual DBE Uniform Report for the last three fiscal years (FY-10, FY-11, & FY-12).		X	None	
23	Was the airport required to prepare a DBE goal accountability report for fiscal year 2012?	X		DIA under achieve its overall DBE goal for fiscal years 2011 & 2012. DIA has submitted the required accountability reports on 8/10/12 & 4/14/13 to the FAA.		X	49 CFR 26.47 – More Timely Submittal - IF REQUIRED - DIA must submit, within <b>90 DAYS</b> of the end of the FY, the analysis and corrective action plan to FAA for approval.	Ongoing
24	Has the airport implemented its Small Business element for the DBE Program?		X	DIA is in the process of developing its Small Business element in accordance with 49 CFR 26.39.	X		DIA should submit a SBE to the FAA, Office of Civil Rights by the set due date.	9/25/13
25	Does the airport have a mentor-protégé program?		X	DIA has not developed a mentor protégé program.		X	None	
26	Does the airport have a current and approved DBE Program in place?	X		DIA does have a current 2013 DBE program document that has been approved by the FAA.		X	None.	
27	Has the airport submitted its three year DBE goal and received concurrence with its methodology from the FAA.	X		DIA has established and submitted its FY 2011-2013 DBE goal and has received approval from the FAA on 11/31/11		X	None	

### Documents Reviewed:

- A. Airport organization chart, showing DBELO's position.
- B. Records documenting monitoring of contracts with DBE participation.
- C. Sample forms used to monitor monthly DBE participation.
- D. Copy of airport's approved DBE Triennial Goal.
- E. Copy of DBE accomplishment reports for the most recent three years.
- F. List of all active FAA funded projects.
- G. List of active FAA funded projects that have DBE participation, identifying DBE goal and actual contract percentage achieved to date.
- H. Sample of an FAA funded contract.
- I. Sample of a contract that includes a DBE goal requirement.

SECTION II - Title 49 CFR Part 23 – Concessions

#	Question	Response		Observations/Comments	Compliance Issue		Recommended Action	Due Date
		Y	N		Y	N		
1	Has the airport's ACDBE program been approved by FAA?	X		DIA has a current FAA-approved 2006 ACDBE program. DIA ACDBE is in the process of updating the ACDBE program and submitting a new three-year ACDBE goal.		X	None	
2	Did the airport distribute its ACDBE Policy Statement?	X		DIA posts its policy statement on its web site at flydenver.com. DIA also disseminate its policy statement in all RFPs.		X	None	
3	Does the airport have an ACDBELO in place who has direct independent access to the Airport Director/CEO concerning DBE program matters?	X		ACDBELO has direct access to the Airport Manager in regard to responsibilities of the DBE program. In the of absence the DBELO, the ACDBE Compliance Specialist is also give direct independent access to the Airport Director.		X	None	
4	Is the ACDBELO responsible for ensuring that DBEs are not discriminated against in the award and administration of FAA funded contracts and subcontracts?	X		ACDBELO and ACDBE Program Coordinator are responsible for the administration of the ACDBE program. The ACDBE Program Coordinator Staff is knowledgeable of this requirement.		X	None	
5	Does the approved ACDBE program on file with FAA reflect the current organizational structure of the agency?	X		DIA's 2006 ACDBE program has been reviewed and approved by the FAA. The organizational chart provided reflects the current reporting structure of the agency.		X	None	
6	Does the airport include enforcement provisions in concession agreements?	X		FAA staff reviewed contract records. Required clauses are consistently included in the solicitations and contracts.  DIA has template language for concession contracts with the required clauses included.		X	None	
7	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?	X		DIA includes required ACDBE participation forms as part of its RFP process. DIA also requires prime concessionaire to submit sub-concessionaire signed agreement between the parties prior to be awarded the concession contract.		X	None	

#	Question	Response		Observations/Comments	Compliance Issue		Recommended Action	Due Date
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8	Does the airport require a prime or master concessionaire to submit written documentation to confirm that the ACDBE firm has agreed to participate in the concession contract?	X		DIA require prime concessionaire to submit sub-concessionaire signed agreement between the parties prior to be awarded the concession contract.		X	None	
9	Does the airport confirm ACDBE certification prior to awarding the contract?	X		DIA Division of Small Business Opportunity verifies the ACDBE certification through the online Colorado UCP directory including verifying that the firm is certified in the appropriate NAICS code.		X	None	
10	In situations where an ACDBE contract goal has been established, is the award of the concession contract conditioned on meeting the requirements of 49 CFR Part 23?	X		Award of concession contracts is conditioned on meeting the requirements of 49 CFR 23.		X	None	
11	In situations where an ACDBE concession contract goal has been established, does the airport ensure that all ACDBE information is complete and accurate and adequately documents the bidder's good faith efforts before awarding the concession contract?	X		DIA Division of Small Business Opportunity has a process in place to ensure that all ACDBE information is complete and accurate before awarding concession contracts.		X	None	
12	Does the airport have a monitoring mechanism in place that provides a written certification that contracting records are being reviewed and work sites are being monitored?		X	DIA's Commercial Department oversees the concession program. DBELO was reminded of the regulation requirement of having "written certification" that the contract records have been reviewed.  DIA should ensure written certification of review of contracting records is established and included in its ACDBE program.	X		DIA ACDBE Program should include updated process to address this requirement.	9/25/13
13	Does the airport verify that the work committed to ACDBEs is actually performed by the ACDBEs?	X		Prior to 2013 ACDBES had direct contracts with DIA.  The Commercial Department oversees and verifies that work committed is actually being performed by the ACDBEs during random site visits.		X	DIA should establish a reporting system in which the DBELO receive status of ACDBE firms from the Commercial Department.	
14	Does the airport prohibit prime or master concessionaires from terminating ACDBE firms for convenience?	X		Required clause is included in contracts. DIA's contracts require prime concessionaires to request permission from DIA and to provide good cause for the termination of ACDBE firms.		X	None	

#	Question	Response		Observations/Comments	Compliance Issue		Recommended Action	Due Date
		Y	N		Y	N		
15	Does the airport require prime or master concessionaires include administrative remedies if a prime or master concessionaire fails to comply with ACDBE requirements?	X		Required clause is included in both the prime and sub-concessionaire contracts.		X	None	
16	In the case of post-award terminations, pre-award deletions, or substitutions of ACDBE firms, does the airport verify that the ACDBE has been notified AND given time to respond before approving the termination/substitution?	X		DIA concession contracts do have the specific clauses addressing this requirement.		X	None	
17	Before approving a termination and/or substitution of a DBE subcontractor, does the airport verify the documented good cause that compels the termination of the DBE subcontractor?	X		DIA does verify that a prime concessionaire has documented good cause that compels the termination of an ACDBE firm. The request is also reviewed by DBELO, DBE Compliance Specialist and DIA legal .		X	None	
18	Does the airport conduct concession sites visits regularly?		X	DIA has dedicated staff that visits concession sites regularly and discusses concession activities with owners and employees but it is not ACDBE program focused.	X		DIA Division of Small Business Opportunity must implement an ACDBE component to the concession site visits already being conducted and should consider random site visits as part of its verification process.	8/25/13
19	During the concession site visits, does the airport verify general managers and to whom they report?		X	DIA has dedicated staff that visits concession sites regularly and discusses concession activities with owners and employees but it is not ACDBE program focused.	X		DIA Division of Small Business Opportunity must implement an ACDBE component to the concession site visits already being conducted and should consider random site visits as part of its verification process.	8/25/13
20	Does the airport verify that the ACDBE is actively managing the concession location(s)?	X		DIA has dedicated staff that visits concession sites regularly and discusses concession activities with owners and employees but it is not ACDBE program focused.	X		Division of Small Business Opportunity must implement an ACDBE component to the concession site visits already being conducted and should consider random site visits as part of its verification process.	8/25/13

#	Question	Response		Observations/Comments	Compliance Issue		Recommended Action	Due Date
		Y	N		Y	N		
21	Does the airport verify gross sales reports accounting for ACDBE participation?	X		DIA verifies this requirement.		X	None	
22	Does the airport submit its Uniform Report on ACDBE participation to the DOORS system?	X		The DOORS reflects that DIA has submitted the Annual ACDBE Uniform Report for the last three fiscal years (FY-10, FY-11, & FY-12).		X	None	
23	Has the airport received any complaints alleging that it was not complying with ACDBE regulations in the past three years?		X	Staff has not directly received any official complaints.		X	It is recommended that DIA clearly post its ACDBE compliant process on the web site and send the information to ACDBE and DBE firms that operate within DIA.	
24	Does the airport have any joint venture agreements currently in place? If YES, please answer the following:	X		N/A		X	None	
	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?	X		DIA has checked JV agreements for compliance with the FAA Joint Venture Guidance. ACDBELO, DIA legal and ACDBE staff are intimately aware of requirements of JV agreements.		X	None	
	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?		X	Not Applicable.		X		
25	Does the airport have Long Term (5+ years) and Exclusive contract(s) currently in place?		X	DIA has no current Long Term and Exclusive (LTE) Lease contracts in place.		X	It is recommend that DIA review the recently released FAA guidance on Principles for Evaluating Long-Term Exclusive Agreement in the ACDBE Program.	
26	If the airport has current Long Term and Exclusive contracts in place, were these contracts submitted to the FAA for approval?		X	Not Applicable.		X	None	
27	Does the airport have an ACDBE mentor-protégé program?		X	DIA is currently developing an ACDBE mentor-protégé program.		X	Once the program is developed, DIA will see FAA approval for the program prior to implementing.	

#	Question	Response		Observations/Comments	Compliance Issue		Recommended Action	Due Date
		Y	N		Y	N		
28	Was the airport required to prepare and/or submit an ACDBE goal accountability report for FY 2012?		X	DIA was not required to submit this report.		X	None	

**Documents Reviewed:**

- A. Airport organization chart, showing ACDBELO's position.
- B. Records documenting monitoring of contracts with ACDBE participation.
- C. Sample forms used to monitor monthly ACDBE participation.
- D. Copy of approved ACDBE Triennial Goal.
- E. Copy of ACDBE accomplishment reports for the most recent three years.
- F. List of all active concession contracts.
- G. List of all active concession contracts that have ACDBE participation, identifying ACDBE goal and actual contract percentage achieved to date.
- H. Copy of the top three revenue generating concession contracts.
- I. Copy of the top three revenue generating sub-concession agreements.
- J. Copy of the bottom three revenue generating sub-concession agreements
- K. Sample of an ACDBE sub-contract agreement.

## REVIEW SUMMARY

The Federal Aviation Administration (FAA) Office of Civil Rights would like to thank you for your participation in the FY 2013 DBE & ACDBE Compliance Review. We appreciate the substantial effort taken by Denver International Airport (Airport) 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 FAA Office of Civil Rights periodically conducts discretionary reviews of grant recipients and sub-recipients in order to provide technical assistance, note best practices, identify areas for improvement, and ensure program compliance. This review has examined the Airport's compliance with the DBE Program and ACDBE Program. Observations and comments have been registered in each area that was examined.

The objectives of the compliance reviews are not only to ensure compliance, identify areas requiring improvement, and provide technical assistance, but also to identify best practices in the Airport's administration of its DBE Program and ACDBE Program. In examining Airport forms and practices, Airport should be commended for taking proactive efforts to strengthen its program administration in the following areas: **Incorporate DBE and ACDBE focused Site Visits as part of its DBE and ACDBE program; Develop a Small Business Element; Publish DBE/ACDBE complaint process.**

Area(s) requiring your attention, if any, have been noted as a Compliance Issue under each specific question, and corrective action must be taken by each set deadline. To supplement this year's review, we conducted focus group meetings with prime contractors, DBEs, master/prime concessionaires, as well as ACDBEs. The primary objective during these meetings was to evaluate the administration of the DBE and ACDBE program from the participants' perspective. We found that:

*Prime concessionaires spoke very highly of the Airport's oversight of the concession program during the contracting process. However it was noted that there was a lack of site visits by ACDBE staff compared to other airports the size of DIA. While conducting concession site visits, it was apparent that ACDBE firms were among the best producing concessions in the terminals due to the amount of customers conducting business at the concession locations. Concession operators/managers shared their experiences of operation within DIA and reported to have good relationship with the airport staff.*

*Prime concessionaires and ACDBE participants felt that financial barriers were among the leading cause of preventing ACDBE from growing. High build-out cost was a prevalent issue. It was stated that DIA's build-out cost could be twice or three times higher than other airports. ACDBE group wants an explanation on why there is such a great difference in the cost of doing business with DIA as compared to other airports. All ACDBE participants also noted that the program could be improved by implementing a mentor-protégé program to teach firms new skills and more aggressive unbundling of projects.*

*The focus groups also revealed that no one has a clear understanding of DIA complaint process. It is recommended establishing, communicating, and posting on DIA's website and elsewhere, a procedure for ACDBEs, DBEs or any contractor, supplier, etc., to follow for filing a complaint.*

*Part 26, Prime contractor stated that some subcontractors to include DBEs are having issues with the airport's payment system, LCP tracker. It was recommended that DIA provide additional training on the LCP tracker system to subcontractors to include DBE firms.*

Based on the above findings, we have designed specialized technical assistance to focus on the following areas of concern:

- *Provide samples of documents to assist with enhancing DBE/ACDBE programs' monitoring*
- *Create a complaint procedure, if Airport deems it necessary*
- *Conduct a study to determine the reasons for high build cost for concession's construction projects, if Airport deems it necessary*

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 Programs," and 49 CFR Part 23, "Participation of Disadvantaged Business Enterprise in Airport Concessions."

REPORT PREPARED BY:

  
\_\_\_\_\_  
Ricky Watson  
Northwest Mountain Region Compliance Specialist

7/25/13  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Gene E. Roth  
Southern Region Compliance Specialist

7/25/13  
\_\_\_\_\_  
Date

Recommended Resources:

Recommended Resources:

FAA website, [http://www.faa.gov/about/office\\_org/headquarters\\_offices/acr/bus\\_ent\\_program/fed\\_reg/](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 Inspector General <http://www.oig.dot.gov/oig-investigative-priorities>

U.S. Department of Transportation Office of Small and Disadvantaged Business Utilization <http://www.dot.gov/osdbu/disadvantaged-business-enterprise>