



**FY 2014**

**DISADVANTAGED BUSINESS ENTERPRISE (DBE)**

**AND**

**AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) PROGRAM**

**COMPLIANCE REVIEW REPORT**

**OF THE**

**Fort Lauderdale-Hollywood International Airport**

**and**

**North Perry Airport**

**Fort Lauderdale, Florida**

REPORT ISSUED: April 30, 2014

PREPARED BY THE

FEDERAL AVIATION ADMINISTRATION

OFFICE OF CIVIL RIGHTS

# **U.S. Department of Transportation Federal Aviation Administration**

## **JURISDICTION AND AUTHORITIES**

The Federal Aviation Administration (FAA) Office of Civil Rights is authorized by the Secretary of the U.S. Department of Transportation (DOT) to conduct civil rights compliance reviews. Reviews are undertaken to ensure compliance of applicants, recipients, and sub-recipients with 49 CFR, Part 26 Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs and 49 CFR, Part 23 Participation by Disadvantaged Business Enterprises in Airport Concessions, referenced in this report as Part 26 and Part 23, respectively. Also, specific sections of the programs are referenced using the nomenclature (23.xx) and (26.xx) in this document.

Part 26 requirements apply to recipients of DOT funds under certain programs including airport funds under 49 U.S.C. 47101 et seq. The program is narrowly tailored under the law. It is designed to allow firms that meet certain eligibility standards to compete fairly, to remove barriers to DBE firms seeking to participate in DOT-funded programs, to assist in developing firms that can compete in the marketplace outside of the DBE program, and to provide flexibility to recipients of federal funds in creating opportunities for DBE firms.

Part 23 requirements apply to airports that had received a grant for airport development at any time after January 1988 that was authorized under Title 49 of the United States Code. The requirements under this part apply to those airports classified as primary airports by the National Plan of Integrated Airport Systems (NPIAS). Part 23 is mandated by 49 U.S.C. 47107(e) and addresses the airport concessions disadvantaged business enterprises (ACDBEs) at airports receiving funds under the Airport Improvement Program (AIP). The requirements of this part became effective April 21, 2005 and have revised several times.

## **OBJECTIVES**

The purposes of Part 26 and Part 23 as stated in the regulations are:

- To ensure nondiscrimination in the award and administration of airport concessions and DOT-assisted contracts in the Department's highway, transit, and airport financial assistance programs.
- To create a level playing field on which DBEs can compete fairly for DOT-assisted contracts.
- To ensure that the Department's DBE program is narrowly tailored in accordance with applicable law.
- To ensure that only firms that fully meet this part's eligibility standards are permitted to participate as DBEs.
- To help remove barriers to the participation of DBEs in airport concessions and DOT-assisted contracts.
- To assist the development of firms that can compete successfully in the marketplace outside the DBE program.
- To provide appropriate flexibility to recipients of Federal financial assistance in establishing and providing opportunities for DBEs.

## SCOPE OF REVIEW

This review process is a high level examination of the Fort Lauderdale/Hollywood International and North Perry Airports' (Airport) compliance with Parts 26 and 23. Unlike a comprehensive audit where testing and extensive examination of records are normal procedures, this compliance review is designed to maximize available resources in assessing an organization's general understanding and implementation of procedures to meet requirements. Some areas may be more heavily scrutinized than others based on review finding of other recipients, recently released guidance or final rules, or reports that FAA may have received about a specific sponsor's compliance.

To maximize the effectiveness of this review, FAA has identified regulatory requirements prior to the review that have higher priorities in the review process. The review also compared the actual implementation of the Part 26 and Part 23 requirements with the written descriptions found in the DBE and ACDBE programs and reviewed contract files, internal documents, and information from contractors and subcontractors. Interviews were conducted with sponsor officials. Three focus group sessions were held with prime contractors, subcontractors, prime concessionaires, ACDBE firms, and other relevant personnel.

## REVIEW PROCESS

The review process began with a desk review of the Airport's DBE and ACDBE Programs. This review focused only on the operations of the Airport. We sent a letter to the Airport notifying it of the planned on-site review. In the notification letter we requested that the airport send us certain information and respond to questions.

Documents reviewed to verify compliance of requirements under 49 CFR Part 26:

- A. Airport organization chart, showing DBELO's position.
- B. Records documenting monitoring of contracts with DBE participation.
- C. Bid documents.
- D. Records documenting work site visits.
- E. Copy of airport's approved DBE Triennial Goal.
- F. Records documenting Good Faith Effort reviews.
- G. Copy of DBE accomplishment reports for the most recent three years.
- H. List of all active FAA funded projects.
- I. List of active FAA funded projects that have DBE participation, identifying DBE goal and actual contract percentage achieved to date.
- J. Sample of an FAA funded contract.
- K. Sample of a contract that includes a DBE goal requirement.
- L. Sample of a DBE sub-contract agreement.

Documents reviewed to verify compliance of requirements under 49 CFR Part 23:

- A. Airport organization chart, showing ACDBELO's position.
- B. Copy of your approved ACDBE Triennial Goal.
- C. Records documenting Good Faith Effort reviews.
- D. Copy of ACDBE accomplishment reports for the most recent three years.
- E. List of all active concession contracts.
- F. List of all active concession contracts that have ACDBE participation, identifying ACDBE goal and actual contract percentage achieved to date.
- G. Copy of the top three revenue generating concession contracts.
- H. Copy of two recent Request For Proposals
- L. Complete listing of all concession contracts including start date, end date, possible contract extensions, total potential term including possible extensions.

According to FAA AIP grant history, in the most recent three years, the FAA awarded the Fort Lauderdale/Hollywood International Airport and North Perry Airport, Airport Improvement Program (AIP) grants for the planning and development of public-use airports that are included in the NPIAS. This review focused on active FAA funded projects funded by the following grants:

**Fort Lauderdale/Hollywood International:**

- 2013
  - \$23,944,694.00 Extend Runway 10R/28L
- 2012
  - \$23,878,132.00 Extend Runway 10R/28L (Phase 2)
  - \$20,000,000.00 Acquire Land for Noise Compatibility within 65 - 69 DNL
- 2011
  - \$23,772,248 Extend Runway 10R/28L (Phase 1)
  - \$20,000,000 Noise Mitigation Measures for Residences within 65 - 69 DNL

**North Perry:**

- 2012
  - \$150,000.00 Install Emergency Generator], Rehabilitate Apron [Rehabilitate South Apron (design)]
- 2011
  - \$53,418.00 Install airfield guidance signs, Rehabilitate Runway 18R-36L (marking), Rehabilitate Runway 10L-28R (marking)

A site visit has been conducted, as noted below:

**Review Conducted By FAA Staff:** Gene Roth and Nancy Cibic

**Site Visit Date(s):** April 28-30, 2014

**Airport/Broward County Staff :** Sandy Michael McDonald, Chris Atkinson, Donna Ann Knapp, Alexander Horton

## DESCRIPTION OF THE FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL AND NORTH PERRY AIRPORTS:

The Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO) form a diverse and dynamic airport system. This airport system serves the needs of over 23 million annual passengers and the general aviation community throughout South Florida. Broward County, a political subdivision of the State of Florida, owns the two airports. The Airports are operated through the Broward County Board of County Commissioners. The Commission delegates the management and operations of FLL and HWO to the Broward County Aviation Department. The two airports are monetarily self-supporting.

Strategically located in the heart of the South Florida region, FLL is one of the economic engines that drive Broward County. FLL provides 134,638 jobs and generates \$10.6 billion annually for the local economy. FLL is classified as a medium hub primary airport by the NPIAS. It is the preferred domestic airport in South Florida, ranked 21st in the U.S. in total passenger traffic and 13th in domestic origin and destination passengers. It is the nation's 14th busiest international air gateway and one of the world's 50 busiest airports. With over 600 flights a day, FLL offers nonstop service to 100 U.S. cities and international destinations to Canada, the Bahamas, the Caribbean, Mexico, Latin American, and Europe. In 2012, passenger activity included 11,445,103 enplanements. In 2013, FLL served 19.9 million domestic and 3.7 million international travelers. FLL primarily serves as an origination and destination airport with 92% of the passengers beginning or ending their trips here. FLL has one principal runway for air carrier use. A second parallel runway for air carriers is under construction. Runway 10L/28R is the primary air carrier runway, 9,000 feet long and 150 feet wide. Runway 10R/28L will be 8,000 feet long and 150 feet wide when completed at the end of 2014.

HWO is classified as a general aviation airport by the NPIAS. HWO is devoted to private and business light aircraft activity. It is unique to South Florida general aviation in that it has two sets of parallel runways. HWO is home to numerous flight schools, banner towing operators, aircraft and helicopter sales and repair stations, and several non-aviation related facilities such as Broward Community College, Broward County Mosquito Control, several community recreation facilities, and a City of Pembroke Pines Fire Station.

## FINDINGS: SECTION 1 - Title 49 CFR Part 26 – AIRPORT CONSTRUCTION

#	QUESTION/REGULATION REFERENCE	Response YES/NO	FINDINGS / RECOMMENDED CORRECTIVE ACTION (If Any)	Compliance Issue YES/NO	Action Due Date
1	Did the airport disseminate its DBE Policy Statement? (49 CFR 26.23)	YES	The Airport stated that the policy statement was disseminated throughout the Airport and Broward County Management Staff as well as being distributed during outreach and pre-bid meetings.	NO	N/A
2	Does the airport have a DBELO in place who has direct, independent access to the Airport Director/CEO concerning DBE program matters and do you have adequate staff to administer the program? (49 CFR 26.25)	YES	The DBELO and has direct, independent access to the Airport Director/CEO.	NO	N/A
3	Is the DBELO responsible for ensuring that DBEs are not discriminated against in the award and administration of FAA funded contracts and subcontracts? (49 CFR 26.25)	YES		NO	N/A
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? (49 CFR 26.27)	YES	The Airport frequently checks the Florida UCP DBE database for financial institutions and is currently not aware of any DBE financial institutions in the State of Florida.	NO	N/A
5	Is the DBELO present during the bid openings for FAA funded projects? (49 CFR 26.25)	NO	The DBELO is present for bid openings for FAA funded projects on an occasional basis.	NO	N/A
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? (49 CFR 26.53)	YES	The Airport requires a letter of intent signed by the DBE.	NO	N/A
7	Does the airport confirm DBE certification prior to awarding the contract? (49 CFR 26.53)	YES	The Airport confirms DBE certification prior to awarding the contract as part of its bidder responsiveness review.	NO	N/A
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? (49 CFR 26.53)	YES	The Airport uses the letter of intent for this purpose.	NO	N/A
9	Does the airport have mechanisms in place to ensure that work committed to DBEs at contract award is actually awarded to DBEs? (49 CFR 26.37)	YES		NO	N/A



#	QUESTION/REGULATION REFERENCE	Response YES/NO	FINDINGS / RECOMMENDED CORRECTIVE ACTION (If Any)	Compliance Issue YES/NO	Action Due Date
10	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? (49 CFR 26.37)	YES	Monthly reports are required from the primes and reviewed by the Airport staff.	NO	N/A
11	Does the airport have mechanisms in place to verify that the DBEs are managing their work, utilizing their own work forces, equipment, and materials? (49 CFR 26.37)	YES	The Airport has a form that is used to verify that the DBEs are managing their work, utilizing their own work forces, equipment, and materials.	NO	N/A
12	Does airport staff conduct regular construction site visits and verify that the DBEs are performing a commercially useful function? (49 CFR 26.37)	YES	The Airport staff monitors all projects and verifies that the DBEs are performing a commercially useful function and documents the site visit using a form.	NO	N/A
13	During the construction site visits, does the airport verify that business names on equipment and vehicles are not covered with paint or magnetic signs? (49 CFR 26.37)	YES		NO	N/A
14	During the construction site visits, does the airport verify who employs the workers on site? (49 CFR 26.37)	YES		NO	N/A
15	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? (49 CFR 26.37)	YES	The Airport stated that it does review all subcontracts to ensure that the required contract provisions are contained within; however, it does not currently document that process. The Airport should develop a written certification process.	YES	7/1/14
16	Does the airport review monthly DBE participation reports? (Provide copy of sample report) (49 CFR 26.37)	YES		NO	N/A
17	Does the airport randomly verify who orders and pays for the necessary supplies being used by the DBE subcontractor? (49 CFR 26.37)	YES	The Airport's on-site review form addresses this specifically.	NO	N/A

#	QUESTION/REGULATION REFERENCE	Response YES/NO	FINDINGS / RECOMMENDED CORRECTIVE ACTION (If Any)	Compliance Issue YES/NO	Action Due Date
18	Does the airport have prompt payment mechanisms in place and ensures retainage is given to all subcontractors upon substantial completion of their work on the project? (49 CFR 26.29)	YES	The Airport has a 10-day prompt payment requirement and a retainage policy to ensure retainage is given to all subcontractors upon substantial completion of work. However, during our focus group meetings with DBE subcontractors it became very apparent that is not working as intended in all cases. It appeared that the challenges that the DBEs were experiencing were limited to one prime contractor. The Airport should revisit its policies on prompt payment and retainage to ensure that they achieve the intended outcomes.	YES	7/1/14
19	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? (49 CFR 26.53)	YES	The Airport is in compliance with the proper termination requirements in 26.53. There appeared to be a disconnect between the Airports termination process requirements and the contracts between the primes and DBE subcontractors based on anecdotal remarks heard during the review and focus groups. The Airport should be proactive and address this issue going forward through some communication process with the primes and subcontractors prior to contracts being signed.	NO	N/A
20	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? (49 CFR 26.53)	YES		NO	N/A
21	Does the airport submit its Uniform Report on DBE participation? (49 CFR Part 26.11 and Appendix B)	YES		NO	N/A
22	Was the airport required to prepare a DBE goal accountability report for fiscal year 2013? (49 CFR 26.47)	NO	The airport is going to revisit its DBE reporting the past three fiscal years and reconfirm that its slight underachievement of its DBE goal is actually due to the timing of completed multi-year projects.	NO	5/12/14
23	Has the airport implemented its Small Business element? (49 CFR 26.39)	YES	The Airport has used the small business program element on several projects at the Airport.	NO	N/A



#	QUESTION/REGULATION REFERENCE	Response YES/NO	FINDINGS / RECOMMENDED CORRECTIVE ACTION (If Any)	Compliance Issue YES/NO	Action Due Date
24	Does the airport have a business development or mentor-protégé program? (49 CFR 26.35 and Appendix C/D)	NO	The Airport stated that it is in process of developing a mentor-protégé program. The Airport understands that any formal program that it develops must be approved by the FAA prior to implementation.	NO	N/A
25	Does the airport have a current and approved DBE Program in place? (49 CFR 26.21)	YES		NO	N/A
26	Has the airport submitted its three year DBE goal and received concurrence with its methodology from the FAA. (49 CFR 26.45)	YES		NO	N/A
27	Other miscellaneous item				

## FINDINGS: SECTION II - Title 49 CFR Part 23 – AIRPORT CONCESSIONS

#	QUESTION/REGULATION REFERENCE	Response	FINDINGS / RECOMMENDED CORRECTIVE ACTION (If Any)	Compliance Issue	Action Due Date
1	Has the airport's ACDBE program been approved by FAA? (49 CFR 23.23)	YES		NO	N/A
2	Did the airport distribute its ACDBE Policy Statement? (49 CFR 23.23)	YES	The Airport stated that the policy statement was disseminated throughout the Airport and Broward County Management Staff as well as being distributed during outreach and pre-bid meetings.	NO	N/A
3	Does the airport have an ACDBELO in place who has direct independent access to the Airport Director/CEO concerning DBE program matters? (49 CFR 23.23)	YES	The ACDBELO and has direct, independent access to the Airport Director/CEO.	NO	N/A
4	Is the ACDBELO responsible for ensuring that DBEs are not discriminated against in the award and administration of FAA funded contracts and subcontracts? (49 CFR 23.23)	YES		NO	N/A
5	Does the approved ACDBE program on file with FAA reflect the current organizational structure of the agency? (49 CFR 23.23)	YES		NO	N/A
6	Does the airport include enforcement provisions in concession agreements? (49 CFR 23.29)	YES		NO	N/A
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? (49 CFR 23.29)	YES	The Airport uses the letter of intent as well as asks for JV and subcontracting agreements in advance.	NO	N/A
8	Does the airport confirm ACDBE certification prior to awarding the contract? (49 CFR 23.29)	YES		NO	N/A
9	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? (49 CFR 23.25)	YES		NO	N/A
10	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? (49 CFR 23.29)	YES		NO	N/A

#	QUESTION/REGULATION REFERENCE	Response	FINDINGS / RECOMMENDED CORRECTIVE ACTION (If Any)	Compliance Issue	Action Due Date
11	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? (49 CFR 23.29)	YES	The airport has a detailed and documented monitoring program in place. The Airport states that it reviews contracting documents to ensure that the required language is contained within the documents. The Airport should develop a process for providing written certification that contracting records are being reviewed.	YES	7/1/14
12	Does the airport verify that the work committed to ACDBEs is actually performed by the ACDBEs? (49 CFR 23.29)	YES		NO	N/A
13	Does the airport prohibit prime or master concessionaires from terminating ACDBE firms for convenience? (49 CFR 23.29)	YES	The Airport does not allow primes or master concessionaires to terminate ACDBE firms for convenience and requires the primes or master concessionaires to follow the proper process for terminating for cause.	NO	N/A
14	Does the airport include administrative remedies if a prime or master concessionaire fails to comply with ACDBE requirements? (49 CFR 23.29)	YES		NO	N/A
15	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? (49 CFR 23.29)	YES		NO	N/A
16	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? (49 CFR 23.29)	YES		NO	N/A
17	Does the airport conduct concession sites visits regularly? (49 CFR 23.55)	YES	The airport conducts concession site visits at least once per year. The airport should take a balanced approach when conducting site visits to ensure that the ACDBE is performing a commercially useful function and is performing work with its own forces without being overly intrusive into the ACDBE's business affairs.	NO	N/A
18	Does the airport verify that the ACDBE is actively managing the concession locations(s)? Including who the general managers are and to whom they report ? (49 CFR 23.55)	YES		NO	N/A

#	QUESTION/REGULATION REFERENCE	Response	FINDINGS / RECOMMENED CORRECTIVE ACTION (If Any)	Compliance Issue	Action Due Date
19	Does the airport verify gross sales reports accounting for ACDBE participation? (49 CFR 23.55)	YES		NO	N/A
20	Does the airport submit its Uniform Report on ACDBE participation? (49 CFR 23 Appendix A)	YES		NO	N/A
21	Has the airport received any complaints alleging that it was not complying with ACDBE regulations in the past three years?	NO		NO	N/A
22	Does the airport have any joint venture agreements currently in place? If YES, please answer the following: (49 CFR Part 23 & JV Guidance)	YES		NO	N/A
	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?	YES			
	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?	YES			
23	Does the airport have Long Term (5+ years) and Exclusive contract(s) currently in place? (49 CFR 23.75)	YES	The luggage cart contract is the only LTE contract in place and the Airport did receive FAA approval for that contract.	NO	N/A
24	If the airport has current Long Term and Exclusive contracts in place, were these contracts submitted to the FAA for approval? (49 CFR 23.75)	YES			
25	Does the airport have an ACDBE business development or mentor-protégé program? (49 CFR 23.25 and Appendix C/D)	NO		NO	N/A
26	Was the airport required to prepare submit an ACDBE goal accountability report for fiscal year 2012? (49 CFR 23.57)	NO		NO	N/A
27	Additional compliance area(s).  Staffing	N/A	The Airports ACDBE Program is required since the Airport is a primary airport and does accept Federal funds. The Airport should ensure that it has adequate staffing to fully support its required ACDBE program.	NO	N/A

## REVIEW SUMMARY

The Federal Aviation Administration (FAA) Office of Civil Rights would like to thank you for your participation in this FY 2014 DBE & ACDBE Compliance Review. We appreciate the substantial effort taken by Fort Lauderdale/Hollywood International Airport in providing 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 as necessary.

Area(s) requiring your attention, if any, have been noted as a Compliance Issue under each specific question, corrective 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 participants felt that the Airport has designed and implemented its DBE and ACDBE Programs with the spirit and intent of 49 CFR Part 23 and 26. The DBEs and ACDBEs that we interviewed felt that the Airports program did in fact level the playing field for them. However, the DBE participants and to some degree the Airport staff also noted that conduct of one of the construction primes was unprofessional and abusive. The Airport should consider whether such conduct from a prime contractor is consistent with its contractual requirements, including that the work be performed in a good and professional manner. In addition, the Airport should consider if the conduct matches up with its requirement that performance exceed the best local, national and industry standards, and whether the Airport believes that such conduct meets the requirement to perform in a safe, qualified and professional manner. Potentially this could be creating a hostile work environment and safety issue at the airport.

The FAA would like to remind the Airport that the firms and other individuals that we spoke with shouldn't be intimidated/retaliated against for their honesty and what 49 CFR 26.109(d) states regarding intimidation and retaliation: If you are a recipient, contractor, or any other participant in the program, you must not intimidate, threaten, coerce, or discriminate against any individual or firm for the purpose of interfering with any right or privilege secured by this part or because the individual or firm has made a complaint, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under this part. If you violate this prohibition, you are in noncompliance with this part.

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

- DBE and ACDBE Program monitoring

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:



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FAA Great Lakes Region Compliance Specialist

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 Small and Disadvantaged Business Utilization <http://www.osdbu.dot.gov/DBEProgram/GuidanceforDBEProgramAdministrators/index.cfm>