Welcome!

DBE Collaboration Technical Assistance Training
• Welcome
  Tamaka Thornton (Port of Seattle)
• Introductions
  Brenda Nnambi (Sound Transit)
• How to Operate a Business as a DBE
  Tamaka Thornton
• Sound Transit – DBE Program Overview
  Lisa Phair and Brenda Nnambi
• Washington State Department of Transportation – DBE Program Overview
  Diane Gard
• Port of Seattle – DBE Program Overview
  Tamaka Thornton
• Q&A
  Diane Gard
How to Operate a Business as a DBE

Tamaka Thornton, Disadvantaged Business Enterprise Manager
Thornton.T@portseattle.org
How to Operate a Business as a DBE

Software
- IT Service
- Types of Programs/Platforms (Microsoft Office, Zoom, etc.)

Human Resources
- Workforce (Employees)
- Affirmative Action/EEO

Accounting/Finances
- Payroll & Certified Payroll (Certified required for Federal contracting projects over $2,000)
- Taxes

Legal
- Attorney (on retainer or available-business/subject matter expertise)
- 49 CFR Part 26 (DBE Program Rules, Regulations)

Insurance
- Professional (Type and cost depends on business)

Safety/OSHA
- Employees (especially craft/laborers), Managers, etc.
- 10 Hour OSHA Safety minimum

ALL THESE PIECES ARE NEEDED TO FIT IN ORDER FOR YOUR BUSINESS TO OPERATE AS AN EFFECTIVE DBE
Office of Civil Rights, Equity & Inclusion

Vision
Where all Sound Transit employees, passengers and the community feel welcomed, are connected to what they need and have equitable access to opportunities, programs & services.

Mission
To advance civil rights, equity and inclusion for our employees, passengers and the community.
Goals

DBE goals

Sound Transit requires federal DBE certification through the Office of Minority and Women’s Business Enterprises (OMWBE). A DBE is a for-profit small business that is at least 51% owned by individuals who are socially and economically disadvantaged.

Small Business goals

Businesses must meet the Small Business Administration’s small business size standards and be below $26.29 million in gross receipts over the last five years.
Disadvantaged Business Enterprise (DBE) Program

Objectives

• Create a level playing field so that DBEs can compete fairly
• Ensure nondiscrimination
• Help to remove barriers
• Ensure regulatory monitoring, compliance and enforcement
• Promoting the use of all types of DBEs
Sound Transit Contract Requirements

- Performing DBE Commercially Useful Function (CUF) reviews on projects
- Monthly payment reporting in the Diversity Management System (a.k.a. B2GNow)
- 5-day prompt payment requirement
Sound Transit’s Overall DBE Goal

Federal Fiscal Year 2018-2020 Agency Goal: 16.1%
- Attainment - 19.29%

Federal Fiscal Year 2021-2022 Goal: 16.39%
- 9.39% race/gender conscious means
- 7% race/gender neutral means
Leveling the playing field

• The time to build DBE/SB capacity is now!

• Technical Assistance:
  • USDOT Small Business Transportation Resource Center - Northwest Region
  • Minority Business Development Agency - Tacoma Business Center

• Capacity Building Mentoring Program
  • Partnership with the Washington State Department of Transportation (WSDOT)
Sound Transit’s Small Capital Projects

Provides the agency with an avenue to accomplish ongoing public works projects through several different procurement types based on dollar thresholds and other factors.

<table>
<thead>
<tr>
<th>Dollar threshold for various procurement methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $50,000</td>
</tr>
<tr>
<td>• Limited Public Works (LPW)</td>
</tr>
<tr>
<td>• Job Order Contracting Work Order (JOC WO)</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
## Upcoming and active procurement opportunities

**Bi-Weekly Procurement Snapshot**

### DESIGN & CONSTRUCTION

#### Architecture and Engineering

<table>
<thead>
<tr>
<th>Procurement Title</th>
<th>Department</th>
<th>Solicitation</th>
<th>Pre-Bid Meeting</th>
<th>Submittal Due</th>
<th>Contract Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>On Call Link Light Rail Bridge and Tunnel Inspection Services</td>
<td>OPS</td>
<td>03/17/2021</td>
<td>NA</td>
<td>04/14/2021</td>
<td>June 2021</td>
</tr>
<tr>
<td>Residential Sound Insulation Program for Lynnwood Link Extension</td>
<td>DECM</td>
<td>04/08/2021</td>
<td>4/13/2021</td>
<td>05/07/2021</td>
<td>August 2021</td>
</tr>
<tr>
<td>F210 FWLE Traffic Mitigation Final Design Services</td>
<td>DECM</td>
<td>04/27/2021</td>
<td>05/04/2021</td>
<td>05/28/2021</td>
<td>September 2021</td>
</tr>
</tbody>
</table>

### Construction

<table>
<thead>
<tr>
<th>Procurement Title</th>
<th>Department</th>
<th>Solicitation</th>
<th>Pre-Bid Meeting</th>
<th>Submittal Due</th>
<th>Contract Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>E 135 Mercer Island Transit Integration</td>
<td>DECM</td>
<td>01/11/2021</td>
<td>1/14/2021</td>
<td>02/16/2021</td>
<td>June 2021</td>
</tr>
<tr>
<td>Columbia City Link Station Warning Tile Replacement</td>
<td>OPS</td>
<td>04/14/2021</td>
<td>4/23/2021</td>
<td>05/21/2021</td>
<td>June 2021</td>
</tr>
<tr>
<td>SeaTac Airport Station Platform Fall Protection</td>
<td>OPS</td>
<td>05/07/2021</td>
<td>5/14/2021</td>
<td>06/04/2021</td>
<td>July 2021</td>
</tr>
</tbody>
</table>

### GC/CM Subcontracts procured by Sound Transit

<table>
<thead>
<tr>
<th>Procurement Title</th>
<th>Prime Contractor / Bidder</th>
<th>Scope</th>
<th>Solicitation</th>
<th>Pre-Bid Meeting</th>
<th>Submittal Due</th>
<th>Contract Award</th>
</tr>
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Procurement links

- **Biddingo** - [http://vendorportal.soundtransit.org](http://vendorportal.soundtransit.org)
- **Small Works Roster** - [https://mrsrosters.org](https://mrsrosters.org)
- **SoundTransit.org** - [Doing Business With Us](http://www.soundtransit.org)
- **Current Snapshot of Active and Immediate Future Procurements (Future dates are estimated)** - [Procurement Snapshot](http://www.soundtransit.org)
Contact Us – Economic Development

CivilrightsDBE@soundtransit.org

Lisa Phair
Small Business Manager
lisa.phair@soundtransit.org
206-822-9503

Jacki Doty
Sr. Small Business Program Specialist
jacki.doty@soundtransit.org
206-553-3988

Mike Johnson
Small Business Program Specialist
mike.johnson@soundtransit.org
206-689-3325
Contact information & resource links

Reach us at:
• CivilrightsDBE@soundtransit.org

Resources:
• 2021-2022 Sound Transit DBE Goal & Methodology
• Washington State Office of Minority & Women’s Business Enterprises
• King County Small Contractors and Suppliers Program
• Small Business Resource Guide
• Capacity Building Mentorship Program
Public Works Contracting with the Washington State Department of Transportation

Roger Millar, Secretary of Transportation
Keith Metcalf, Deputy Secretary of Transportation
Public Works Contracts

- HIGHWAYS
- BRIDGES
- MARINE
- RAIL
- REST AREAS
- FACILITIES
- TUNNELS
- FERRY TERMINALS
- RESURFACING
- SIGNING
- REHABILITATION
- PAINTING
- NEW
- CONSTRUCTION
- STRIPING & MARKING
- SLOPE
- STABILIZATION
- ADA
- IMPROVEMENTS
- FISH BARRIER
- REMOVAL
- SAFETY
- IMPROVEMENTS
Roles

- PRIME CONTRACTOR
- DESIGN-BUILDER
- SUBCONTRACTOR
- SUPPLIER
- VENDOR
- MANUFACTURER
- DESIGNER
- CONSULTANT
- OTHERS
Doing Business

https://wsdot.wa.gov/Business/default.htm
Today’s Session

https://wsdot.wa.gov/biz/contaa/
Today’s Session

https://wsdot.wa.gov/biz/contaa/
Call For Bids

https://www.wsdot.wa.gov/biz/contaa/AD.pdf
Prequalification

https://www.wsdot.wa.gov/biz/contaa/prequal/default.htm

Prequalification ensures that our bidders can do the job

Work Experience
• Based on completed contracts.
• Project owners rate contractors using a form.
• Project total is broken out into “classes of work.”
• Only work self-performed can be used.
• Only work that is standard or above will count (no marginal comments).

Financial Resources
• Updated each year.
• Based on audited or reviewed financial statement.
• Net worth is multiplied by a factor based on the number of successfully completed past projects.
Small Works Roster

Qualifying for the Small Works Roster does not require submittal of a financial statement.

- Limited to projects estimated at $350,000 or less
- Only those on the roster receive notice
- A good way for smaller contractors to start doing business with WSDOT

https://www.wsdot.wa.gov/biz/contaa/prequal/default.htm
Project Information

https://wsdot.wa.gov/biz/contaa/Contracts/default.htm

https://www.wsdot.wa.gov/biz/contaa/prequal/default.htm
Electronic Bidding

https://www.wsdot.wa.gov/biz/contaa/electronicbidding.htm
Bid Results

https://www.wsdot.wa.gov/biz/contaa/BidOpening/default.htm
Bid Tabulations

https://www.wsdot.wa.gov/biz/contaa/BIDTAB/default.htm
Design-Build Contracts

https://www.wsdot.wa.gov/biz/contaa/ProjectContracts/DESIGNBUILDCONTRACTS/default.htm
Upcoming Contracts

https://www.wsdot.wa.gov/biz/contaa/FUTURE.htm
Other Items

https://www.wsdot.wa.gov/biz/contaa/

Active Projects & upcoming bidding opportunities

- Advance schedule of contracts
- Active contracts & bid history

Stay updated

- Alerts & bulletins

You may be looking for:

- Forms & samples
- Unit Bid Analysis
- Specifications, Amendments and General Special Provisions (GSPs)
Q&A

Questions?
Contact Information

• Jenna Fettig, Manager
  Phone: (360) 705-7017
  Fax: (360) 705-6810
  Email: FettigJ@wsdot.wa.gov

• Dianna Rader, Prequalification
  Phone: (360) 705-7837
  Fax: (360) 705-6966
  Email: RaderD@wsdot.wa.gov Email: Prequal@wsdot.wa.gov

• Main Office
  Phone: (360) 705-7835
  Fax: (360) 705-6810
  Email: CAA@wsdot.wa.gov
Tamaka Thornton, Disadvantaged Business Enterprise Manager
Thornton.T@portseattle.org
Agenda

- DBE Program Overview
- DBE Participation Program Requirements
  - Certification/NAICS Code
  - Good Faith Effort (GFE)
  - Types of Participation
  - Contract Language
  - Commercially Useful Function
  - Prompt Pay
  - Trucking
- DBE Reporting Requirements
  - Certified Payroll
  - Monthly Payments to CDS & MAPS (Internal to Port of Seattle)
  - EEO
- Resources
Disadvantaged Business Enterprise Program (DBE)

*DBE program is intended to remedy past and current discrimination against disadvantaged business enterprises, to ensure a "level playing field" and foster equal opportunity in DOT-assisted contracts*

**Guiding Document:** 49 CFR Part 26

**Contract Goal Type:** Mandatory DBE

**Prime Requirements:** DBE Subcontracting Plan (at bid time), Good Faith Efforts (submit at bid - through contract life), Contract Compliance (through contract life).

**Contract Types:** A/E and Construction

**Dollar Value:** Over $1 Million Airport/Airfield Focused – *FAA funded and/or Federal funded grants*

**Certification:** Certified DBE at time of bid

**Bonding/Insurance** – Required (i.e. Exceptions or reduced amounts-case by case basis)

**Retainage** – Not Applicable

**Appeals Process:** DBE Liaison Officer (Decision Maker) - Accept or Deny if DBE Goal not met at Bid Submission)
Must be certified as a DBE in the State of Washington from the Office of Minority, Women and Business Enterprise (OMWBE)

**NAICS Code in which firm received certification – must match scope description on subcontracting plan and/or contract awarded**

If a request for substitution/termination occurs and is granted, the replacement DBE firm needs to have the same NAICS code/scope of work as the original DBE firm in order to meet the DBE participation goal.
**Good Faith Effort (GFE):**

“An implied contractual term and it is defined as "what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances."

(49 CFR 26.53[a])

- Good Faith Efforts Form and DBE Proposal form **must be submitted at time of bid** showing DBE firms solicited and the responses
- Ensure lower Tier Subcontractors Satisfy GFE Requirements
- Good Faith Efforts documentation is required to ensure that the Primes, Subs and Owner-Agency are complying with the DBE rules/regulations.
Types of Participation

**Subcontracting (furnish and install) – 100%**
- Furnish and install materials; provides labor

**Manufacturing/Fabricating – 100%**
- Altering raw materials (e.g. structural steel)

**Material Supply /Regular Dealer – 60%**
- Must be part of regular inventory
- If bulk item (e.g. pipe), must regularly provide item and own or long-term lease distribution equipment (e.g. flatbed truck)

**Trucking – 100%**
- Trucking firm is owned/operated by DBE and utilizes firm’s trucks only
- Owns and operates as least one truck plus employs driver, subcontracts other trucking service to DBE firm.

**Manufacturer’s Representative/Broker –**
- **Commission or Fee (Must submit copies/documentation showing price/ markup)**
Federal laws and regulations require that an sponsor (a recipient of federal assistance) include specific clauses in certain contracts, solicitations, or specifications regardless of whether or not the project is federally funded.

- The term **sponsor** is used in this document to mean either an obligated sponsor on a project that is not federally funded, or a sponsor on an AIP funded project.
- The term **Owner** is generally used in the solicitation or contract clauses because of its common use in public contracts.
- An Owner becomes an obligated sponsor upon acceptance of the Airport Improvement Program (AIP) grant assurances associated with current or prior AIP grant funded projects.
- For purposes of determining requirements for contract provisions, the term **contract** includes subcontracts and supplier contracts such as purchase orders.
- For purpose of remaining compliant with its obligations, a sponsor must incorporate applicable contract provisions in all its procurements and contract documents. Unless otherwise stated, these provisions flow down to subcontracts and sub-tier agreements.
  - **Note:** Not incorporate the entire contract provisions guidelines in its solicitation or contract documents, whether by reference or by inclusion in whole, could result in the following: A sponsor that fails to properly incorporate applicable contract clauses may place themselves at risk for audit findings or denial of Federal funding.
Contract Provisions

- Affirmative Action Requirement
- Breach of Contract
- Buy American Preferences
- Civil Rights – General
- Civil Rights - Title VI Assurances
- (1) Notice - Solicitation
- (2) Clause - Contracts
- Clean Air/Water Pollution Control
- Copeland Anti-Kickback
- Contract Work Hours and Safety Standards
- Davis Bacon Requirements
- Debarment and Suspension
- Equal Employment Opportunity
- (1) EEO Contract Clause
- Federal Fair Labor Standards Act
- Foreign Trade Restriction
- Lobbying Federal Employees
- Occupational Safety and Health Act
- Veteran’s Preference
Commercially Useful Function:

“Firm is responsible for the execution of the work of a contract or a distinct element of the work . . . by actually performing, managing, and supervising the work involved.” (49 CFR 26.55[c])

- DBE must perform at least 30% of work with its own workforce
- DBE firms must own or lease trucks and equipment it uses; leases from Primes are not countable unless the Prime firm is a DBE
- Involves Fraud Detection
All five (5) elements should be reviewed to determine whether the DBE firm is performing a commercially useful function.

- In order for DBE participation to count toward the goal, it is the responsibility of the Agency, Prime, and DBE Firm to know with certainty that the DBE firm is indeed performing the scope of work contracted, by conducting a CUF visit.
- A DBE firm MUST meet all five elements in order to be CUF compliant. A CUF Failure means no work performed will count toward the goal. There are some exceptions.
- Conduct CUF’s within 30-60 days of starting work (i.e. specialty-1st time on site)

1. Management and Supervision
2. Workforce
3. Equipment
4. Materials and Supplies
5. Performance
Prompts Pay

Applies to ALL Federal contracts and subcontractors (DBE & non-DBE alike)

- Payment required to subcontractor firms for satisfactory completion and acceptance of work.
- Implement Appropriate Mechanisms to Ensure Compliance by All Program Participants
- Ensure work performed by DBE’s as indicated in DBE Participation/Subcontracting plan is paid to **DBE firm only**
- Port of Seattle’s Prompt pay clause requires, payment to all subcontractor(s), supplier(s), etc. no later than 10 days upon receiving payment from the Port (i.e. barring no compliance issues)
- Each project’s assigned Contract Administrator submits Pay Estimate for payment after reviewing all contract compliance requirements are met (i.e. Electronic Payroll, Certified Payroll, Apprenticeship Participation/Utilization, Updated Monthly Amounts Paid to all subs)
The Davis Bacon Act (Davis Bacon, or DBA) was passed by Congress during the Great Depression to protect workers from low pay due to intense competition for public works projects.

What is certified payroll reporting?
Davis Bacon requires contractors who win a bid on a federally-funded construction contract over $2,000 to pay their laborers the local prevailing wage and fringe benefits for their work, and to complete a certified payroll report for those employees.

Certified payroll is a federal form WH-347, submitted weekly to the agency overseeing a government contract.
- The form lists every employee, their wages, the benefits they're entitled to, the type of work they did, and the hours they worked. It shows withholdings and gross wages and includes a statement of compliance.
- The primary purpose is to provide the government with a method of oversight to guarantee that its contractors compensate employees "prevailing wages" in accordance with requirements.
A DBE need not provide all the trucks on a contract to receive credit for transportation services, but it must control the entire trucking operations for which it seeks credit (49 CRF 26.55)

Trucking Credit Worksheet are used to verify that the DBE Firm and/or Owner operator as indeed, certified to perform DBE trucking services.

Based off of the information contained within the credit worksheet(s), the Port calculates how much participation of trucking service(s) will count toward the DBE goal.

Must own & operate at least one truck (licensed, insured & operational) using a driver it employs.

Must control & manage their entire trucking operation.

Leasing is permitted and counted 100% if leased from another DBE firm

Leasing from non-DBE, can count/receive credit only for fees/commissions.

Lease MUST indicate that the DBE has exclusive use of & control over truck(s).

There can not be a false arrangement for the purpose of meeting DBE goals
Purpose of DBE Reporting

- All money paid to DBE’s, Suppliers, Manufacturer’s, Truckers and/or Trucking Firms
- Materials
- Supplies
- Services (Professional & Construction)
- Trucking Credit
- Certified Payroll
- EEO 1 Report (Annual-Due end of July/August)
- Apprenticeship Hours
- Commercially Useful Functions (Onsite Reviews)
- Safety Data (i.e. Any incidents- Safety Dept./Personnel determines when/how/what information is reported, to whom and the format)
Form WH-347 has been made available for the convenience of contractors and subcontractors required by their Federal or Federally-aided construction-type contracts and subcontracts to submit weekly payrolls.

Properly filled out, this form will satisfy the requirements of Regulations, Parts 3 and 5 (29 C.F.R., Subtitle A), as to payrolls submitted in connection with contracts subject to the Davis-Bacon and related Acts.

While completion of Form WH-347 is optional, it is mandatory for covered contractors and subcontractors performing work on Federally financed or assisted construction contracts to respond to the information collection contained in 29 C.F.R. §§ 3.3, 5.5(a).

The Copeland Act (40 U.S.C. § 3145) requires contractors and subcontractors performing work on Federally financed or assisted construction contracts to "furnish weekly a statement with respect to the wages paid each employee during the preceding week."

U.S. Department of Labor (DOL) Regulations at 29 C.F.R. § 5.5(a)(3)(ii) require contractors to submit weekly a copy of all payrolls to the Federal agency contracting for or financing the construction project, accompanied by a signed "Statement of Compliance" indicating that the payrolls are correct and complete and that each laborer or mechanic has been paid not less than the proper Davis-Bacon prevailing wage rate for the work performed.

DOL and federal contracting agencies receiving this information review the information to determine that employees have received legally required wages and fringe benefits.

Under the Davis-Bacon and related Acts, the contractor is required to pay not less than prevailing wage, including fringe benefits, as predetermined by the Department of Labor. The contractor's obligation to pay fringe benefits may be met either by payment of the fringe benefits to bona fide benefit plans, funds or programs or by making payments to the covered workers (laborers and mechanics) as cash in lieu of fringe benefits.

This payroll provides for the contractor to show on the face of the payroll all monies to each worker, whether as basic rates or as cash in lieu of fringe benefits, and provides for the contractor's representation in the statement of compliance on the payroll (as shown on page 2) that he/she is paying for fringe benefits required by the contract and not paid as cash in lieu of fringe benefits.
### Purpose of DBE Reporting

**U.S. Department of Labor**  
Wage and Hour Division

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**PAYROLL**  
(For Contractor's Optional Use; See Instructions at www.dol.gov/whd/forms/wh347Instr.htm)

Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number.

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**NAME OF CONTRACTOR**  
[ ] Build-It Construction Co.

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**PAYROLL NO.**  
329

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**FOR WEEK ENDING**  
07/31/2019

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**LOCATION AND PROJECT**  
Electric Power Transmission Line

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**PAYROLL**  
Build-It Construction Co.

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**U.S. Wage and Hour Division**  
Rev. Dec: 2008

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**OMB No.: 1235-0088**  
Expires: 04/09/2021

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**Race:**  
BLK  
**Gender:**  
Male

---

**Name and Individual Identifying Number (e.g., last four digits of Social Security number) of worker**

<table>
<thead>
<tr>
<th>Name and Individual Identifying Number</th>
<th>Work Classification</th>
<th># of Wks</th>
<th>Appr.</th>
<th>Work Classification</th>
<th>Total Hours</th>
<th>Non-Hourly</th>
<th>Total Deductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stevanov, Rick L. 7451 E. 56th Ave. Cleveland, OH 44132</td>
<td>S1 (Electrician)</td>
<td>4</td>
<td>4.00</td>
<td>8:00</td>
<td>40.00</td>
<td>17.50</td>
<td>805.00</td>
</tr>
<tr>
<td>Cashman, Arthur A 306 Cavanaugh Hall Cleveland, OH 44132</td>
<td>S0 (Operator-Foreman)</td>
<td>4</td>
<td>4.00</td>
<td>8:00</td>
<td>40.00</td>
<td>17.50</td>
<td>805.00</td>
</tr>
</tbody>
</table>
| Brandon, Michael A 123 Abbot  
Berea, OH 44089 | M0 (Laborer) | 4         | 4.00  | 8:00               | 40.00       | 17.50      | 805.00          |

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**Report the following earnings and deductions for each worker each week.**

<table>
<thead>
<tr>
<th>Name and Individual Identifying Number</th>
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**Public Burden Statement**

We estimate that it will take an average of 55 minutes to complete this collection, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. If you have any comments regarding these estimates or any other aspect of this collection, including suggestions for reducing this burden, send them to the Administrative Office and Hour Division, EOA, U. S. Department of Labor, Room S502C, 200 Constitution Avenue, N. W., Washington, D. C. (20210).
Project reporting is done via the **Port’s CDS System** (Contractors are given their on login to enter the required information per their contract and for each project)

- Each Prime must enter the **(MAPS) monthly amounts paid** to subs each month (regardless of tier, this includes suppliers, trucking, etc.)
- Each project has a system of how the information gets to the Reporting Stage (TEAM effort)
  - DBE, LBE, SBE M/WBE Subcontractor submits Invoices, etc.
  - Resident Engineers reviews/approves
  - Pay Estimate approval submitted for payment
  - Contract Administrator/personnel verifies contract requirements are met for payment
  - Information entered into Accounting system
    - Check is Issued
  - Monthly Reports are generated and reviewed during project staff meeting(s)
    - (i.e. Monitoring compliance)
United States Department of Transportation (USDOT) – US Office of Civil Rights DBE Program
https://www.transportation.gov/civil-rights/disadvantaged-business-enterprise

Office of Minority Women’s Business Enterprise (OMWBE) Washington
https://omwbe.wa.gov/

49 CFR Part 26
https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title49/49cfr26_main_02.tpl

Department of Labor
www.dol.gov

Federal Aviation Administration
www.faa.gov

Port of Seattle – Diversity in Contracting
https://www.portseattle.org/business/bid-opportunities
Questions?