



Market research · Policy analysis  
Business strategy · Implementation

701 N. 1st Street  
Phoenix AZ 85004

[www.keenindependent.com](http://www.keenindependent.com)



October 17, 2019

Re: ODA Statewide Disparity Study

Dear Airport Managers:

The Oregon Department of Aviation is conducting the Oregon Statewide Airport DBE Disparity Study to help airports operate the Federal Disadvantaged Business Enterprise (DBE) Program for FAA-funded contracts. Keen Independent is assisting the Department with the study. This analysis requires information about prime contracts and subcontracts on past FAA-funded contracts, including both DBE and non-DBE prime contractors and subcontractors.

You will be contacted by Keen Independent staff who will facilitate the collection of this information.

More information on the study can be found at <https://www.keenindependent.com/oregon-airport-dbe-study/>

Thank you for your assistance,

Heather Peck  
Planning and Projects Manager  
Oregon Department of Aviation  
(503) 378-3168  
[heather.peck@aviation.state.or.us](mailto:heather.peck@aviation.state.or.us)

Cathy Clark  
Planning and Projects Administrative Coordinator  
Oregon Department of Aviation  
(503) 378-2894  
[Cathy.RB.Clark@aviation.state.or.us](mailto:Cathy.RB.Clark@aviation.state.or.us)

Annette Humm Keen  
Principal, Keen Independent Research  
(303) 385-8515, (303) 522-7269  
[hummkeen@keenindependent.com](http://hummkeen@keenindependent.com)

Andrew Prelog, Ph.D.  
Senior Consultant, Keen Independent Research  
(303) 385-8515  
[Andrew.Prelog@keenindependent.com](mailto:Andrew.Prelog@keenindependent.com)

