



February 5, 2025

Subject: ADOT Disparity Study 2024-2026

Dear Disadvantaged Business Owners:

The Arizona Department of Transportation (ADOT) has begun the process of updating its overall goal for the participation of Disadvantaged Business Enterprise (DBE) in ADOT's federally funded contracts. DBEs include minority-owned, woman-owned and other small businesses that experience social and economic disadvantages.

ADOT retained Keen Independent Research to determine the availability of DBEs and other businesses for these contracts. ADOT will use the results to develop new overall goals for DBE participation.

Identifying businesses that are qualified and interested in working on ADOT transportation contracts is key to this research. In Summer 2025, Keen Independent Research and its survey firm, Customer Research International (CRI), will be contacting businesses by phone to ask about their availability for ADOT and local government work.

This list of interested businesses will also increase ADOT's awareness of potential contractors, subcontractors, suppliers, and consultants for future work.

To learn more about the ADOT Disparity Study 2024-2026, please call Gabe Demarbiex, ADOT's DBE Contract Compliance Officer, at 480-268-0073 or gdemarbiex@azdot.gov.

Additional information can be found on the study [website](#).

Sincerely,

Signed by:
A handwritten signature in black ink that reads "Florentina Samartinean".

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Florentina Samartinean

Employee and Business Development Administrator