



810 Mission Avenue
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GoNCTD.com

August 14, 2021

Re: North County Transit District - Disparity Study Survey

To Whom It May Concern:

The North County Transit District (NCTD) has engaged Keen Independent Research to analyze whether there are disparities in the utilization of diverse firms and/or contractors in the award of its contracts and in the local marketplace.

The disparity study will evaluate NCTD's implementation of the Federal Disadvantaged Business Enterprise (DBE) Program, including helping NCTD set overall goals for DBE participation in federally funded contracts.

A key component of this study is to identify businesses that are interested and available to perform NCTD contracts and subcontracts. In August and September, Keen Independent Research and its survey firm, Customer Research International (CRI), are contacting local businesses by phone. We would greatly appreciate your participation in this survey, as well as in an in-depth interview if contacted by other study team members.

NCTD will publish the report and our proposed overall DBE goal in 2022. This list of interested businesses also helps NCTD add to its information about potential contractors and vendors in the local marketplace.

For more information about the 2021 Disparity Study, please contact Ms. Jennifer M. Taylor at NCTD, by phone at (760) 967-2862 or e-mail at disparitystudy@NCTD.org. Additional information on the study can also be found within the study's website at: www.keenindependent.com/2021nctddisparitystudy/

Sincerely,

A handwritten signature in blue ink that reads "Matthew O. Tucker". The signature is fluid and cursive, with a long horizontal line extending to the right.

Matthew O. Tucker
Executive Director