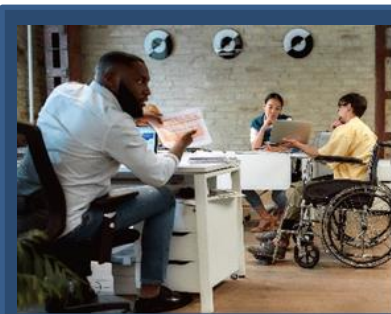




Supplier Diversity Office Comprehensive Annual Report Fiscal Year 2022





William M. McAvoy
Executive Director

THE COMMONWEALTH OF MASSACHUSETTS

Executive Office for Administration and Finance

Supplier Diversity Office

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Maura Healey,
Governor
Kim Driscoll,
Lieutenant Governor
Matthew Gorzkowicz,
Secretary

To: Governor Healey, Lieutenant Governor Driscoll, Members of the General Court, Cabinet Secretaries, Agency Heads, Secretariat and Agency Supplier Diversity Officers
From: William M. McAvoy, Executive Director, Supplier Diversity Office

I am pleased to present the Supplier Diversity Office's (SDO) Comprehensive Annual Report for Fiscal Year 2022 (FY2022), which also includes narrative descriptions of supplier diversity programs and/or results from 14 Commonwealth of Massachusetts quasi-public/non-executive organizations.

The SDO became a separate state agency under the Executive Office for Administration and Finance in 2021, a change which elevated the SDO to an oversight agency and codified SDO programs and certification categories. This change and the issuance of Executive Order 599 on June 24, 2022 strengthened the SDO's ability to carry out its important mission of promoting diversity in state contracting and increased opportunities for underrepresented businesses.

Consistent with the directives in MGL c. 7, §§ 61 and Executive Order 599, the SDO provides certification, programs, training services, and access to business opportunities and resources for Minority (MBE); Women (WBE); Veteran (VBE); Service-Disabled Veteran (SDVOBE); Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) owned businesses, as well as small Massachusetts businesses. The accompanying report includes information about the Commonwealth's diverse and small business programs, including the Certification, Supplier Diversity (SDP), Small Business Purchasing (SBPP), Affirmative Marketing, and Individuals with Disabilities programs.

I am pleased to provide the following highlights from the attached SDO FY2022 Annual Report:

- **Growth in total diverse spending.** The Commonwealth spent approximately \$3.26 billion with diverse and small businesses (a 15% increase over FY2021), which includes discretionary (or program) spending of approximately \$2.12 billion (a 13.5% increase over FY2021) and nondiscretionary (or non-program) spending of approximately \$1.15 billion (a 16.8% increase over FY2021).
- **Growth in spending by category.** In FY2022, discretionary spending grew in the MBE, WBE, SBPP, DOBE and LGBTBE categories by 26.4%, 11.6%, 13.5%, 24% and 76.6% respectively compared to the prior year. Spending with veteran-owned businesses declined by approximately 40% in large part due to changes in spending on two large Commonwealth construction projects.
- **Benchmark performance.** Program participants exceeded spending benchmarks for MBE, WBE, and SBPP by 13.5%, 41.2%, and 34.6%, respectively. The Commonwealth continued its efforts to meet its ambitious veteran-owned business benchmark. Although three Executive Branch secretariats and one constitutional office exceeded their veteran goals, additional vendor capacity is needed to meet the benchmark and make veteran spending stable year over year.

- **Spending by race/ethnicity.** We are pleased to report that, in FY2022, MBE spending by executive departments and other agencies participating in the Supplier Diversity Program grew by \$74.8 million, or 14.8%. Within the MBE category, we saw growth in most race and ethnicity categories, especially with Black, Hispanic/Latino, Asian American (Subcontinent), and Native American businesses. Spending with these business groups increased by 25%, 38.8%, 64.4%, and 95% respectively when compared to FY2021. For example, spending with Black businesses grew by nearly \$23 million, and spending with Hispanic/Latino businesses increased by more than \$16 million.
- **Number of business relationships.** The number of diverse and small companies with which the Commonwealth conducted business directly and number of diverse businesses doing business with Commonwealth contractors continued to grow. The SDO recorded an increase of 4% in the number of diverse and small companies doing business with the state directly and a 1% increase in the number of diverse businesses listed as supplier diversity partners by Commonwealth contractors.
- **Number of certified and recognized businesses.** The number of businesses certified and recognized by the SDO increased in all categories with the exception of Portuguese Business Enterprises. The SDO added 436 new diverse businesses to its directory (an 11% increase over FY2021), including 177 new MBEs, 93 new WBEs, 31 new disability-owned businesses, 62 new veteran-owned and service-disabled veteran-owned businesses, and 165 new LGBT-owned businesses.
- **New training program.** In FY2022, the SDO launched a robust training program addressing the needs of diverse and small bidders, prime contractors, executive agencies, and other public purchasers. In the four months since its establishment, the program developed two brand-new webinars and held 19 training sessions attended by more than 300 vendors and buyers. The SDO also increased its pre-certification webinar program and trained 1,572 representatives of diverse businesses interested in certification, a 22% increase compared to FY2021.
- **Increased compliance efforts.** In FY2022, the SDO developed and staffed a compliance program to ensure the integrity of the diverse and small business programs and to monitor certification, contractor, and agency compliance. The new unit's expanded Spending Compliance Verification program engaged 190 diverse businesses to verify 269 spending reports submitted by prime contractors. The program verified \$197 million in reported spending, a 62% increase compared to FY2021.
- **Policy implementation.** In FY2022, the SDO assisted executive agencies in the implementation of a broad range of supplier diversity policy reforms announced in June 2021. These reforms included a dramatic expansion of the Small Business Purchasing Program, an increase of the minimum percentage of bid evaluation points assigned to SDP Plans, a new requirement to ensure small and diverse business participation in requests for quotes (RFQs) on existing contracts, and many other measures. To ensure effective implementation, the SDO held training and listening sessions, assisted individual agencies, and developed and issued guidance and standard contract language in partnership with the Massachusetts Operational Services Division (OSD).
- **"SDO Means Business" campaign.** The SDO implemented a focused, intentional approach to promote opportunities for diverse and small businesses by creating our "SDO Means Business" campaign. The program looked to connect diverse and small businesses to business opportunities, helpful training resources, as well as financial and technical tools and institutions that could make a positive impact.
- **SDO Advertising Campaign.** The SDO engaged a certified diverse marketing and communications firm to create and implement a public awareness campaign aimed at promoting SDO services to businesses interested in certification and Commonwealth bidding opportunities.
- **Expanded outreach.** Complementing its marketing efforts, the SDO attended 43 public in-person and virtual events. Many of the events featured an SDO representative speaking about its programs and

the Commonwealth's business opportunities. The SDO also rebranded its monthly newsletter, *Pathways and Connections*, to include news and upcoming events from the SDO and its partners.

- **Building state-of-the art IT infrastructure.** As a new state agency, the SDO undertook to improve existing and develop new IT resources to connect small and diverse companies with business opportunities. These efforts included procuring and configuring the first of its kind Supplier Diversity Hub (the Hub), which brings together diverse businesses, prime bidders, contractors, and buyers to form partnerships, promote procurements, and report spending. The SDO also facilitated an upgrade to the COMMBUYS eProcurement system to make small and diverse businesses stand out to buyers at the time of placing an order or requesting a quote. Finally, the SDO upgraded its Certrak certification system to make it easier to find diverse businesses and process and renew certifications.

We look forward to continuing to promote diversity, equity, and inclusion in state procurement and contracting by certifying diverse and small Massachusetts businesses and connecting them with business opportunities and the resources they need to succeed.

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Introduction

This report and the executive summary of SDO accomplishments provided in the attached transmittal letter provide an overview of the FY2022 activities and accomplishments of the Supplier Diversity Office (SDO) and presents comprehensive information on diverse and small business spending across the wide range of Commonwealth departments and quasi-public organizations and their programs.

SDO Overview

The Commonwealth of Massachusetts spends nearly \$6.5 billion each year on goods, services, and construction. The role of the SDO is to certify, provide resources for, and support a wide range of diverse and small businesses in competing for contracts being bid across the Commonwealth. The state's diversity programs include firms certified as Minority¹ (MBE); Women (WBE); Veteran (VBE); Service-Disabled Veteran (SDVOBE); Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) Owned Business Enterprises.² The SDO works to build a more inclusive supplier base for the Commonwealth through the following programs:

- State Certification Program
- Supplier Diversity Program (SDP)
- Small Business Purchasing Program (SBPP)
- Commonwealth and Municipal Construction Affirmative Marketing Programs (MCAMP)
- Individuals with Disabilities in State Procurement and Contracting Program

¹ The term Minority Business Enterprise or MBE is defined in statute as a business that is owned by a racially or ethnically diverse individual. While the terms Minority and MBE are meant to define an ethnically or racially diverse individual or business respectively, they are not meant to denote a smaller or lesser status of the individuals or businesses included in this definition.

² The SDO's State Certification Unit reviews applications for certification as MBE, WBE, VBE, Portuguese-Owned Business Enterprises (PBE), and combinations thereof, as well as Minority (M/NPO), Women (W/NPO), and Veteran (V/NPO) Nonprofit Organizations. The SDO also accepts certifications issued by recognized third-party certifying organizations for MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE business enterprises. While the SDO does certify PBEs, there are limited opportunities for PBEs to participate in the state's diversity programs as described in [425 CMR 2.02](#).

SDO Restructuring and Accomplishments

MASSACHUSETTS SUPPLIER DIVERSITY OFFICE

2021-2022 MILESTONE TIMELINE



Since being elevated to an oversight executive agency in 2021, the SDO has taken on a new role and structure, including the authority to oversee the state's diversity programs and assist diverse and small businesses in the public procurement process as well as in growing their businesses. In FY2022, the SDO has made it possible to go from "intention to impact" with the following hirings, initiatives, and technological advancements:

New Hires and Capabilities

FY2022 saw the SDO expand its staff and offerings to our vendor partners. In this year, we added a Compliance unit (with a Director of Compliance), a Marketing and Communications unit (with a Director of Marketing and Communications), a dedicated Training and Policy Coordinator, and a Construction and Persons with Disabilities Program Coordinator. These positions are essential for the SDO to fulfill its mission of bringing fairness to the state bidding process.

Executive Order 599

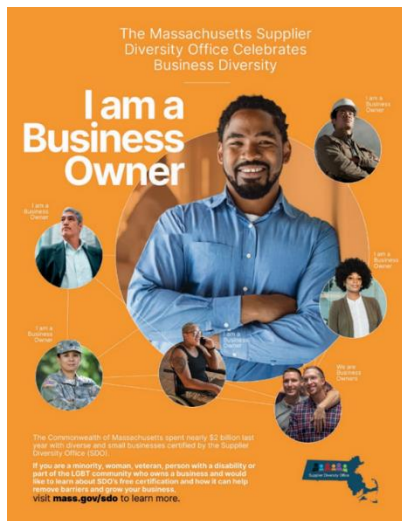
In FY2022, Massachusetts leadership issued Executive Order 599, which repealed and consolidated Executive Orders 523 (regarding the SBPP) and 565 (regarding the SDP). This Executive Order:

- Formally moved administration and oversight of the state's supplier diversity program, small business purchasing program, and related initiatives to the SDO;
- Created the 15-person SDO Diverse and Small Business Advisory Board, which will guide and advise the SDO in fulfilling its mission to promote equity and fairness in state contracting;
- Formalized the appointment of Secretariat and Agency Supplier Diversity Officers;
- Directed the SDO to expand outreach to other public entities in all areas of public procurement, contracting, and other public sector commerce, including providing access to resources to help eliminate barriers such as access to capital, training and technical assistance programs; and
- Formalized the creation of the SDO's compliance unit to ensure the integrity of SDO programs.

SDO Advertising Campaign

To raise awareness of the SDO and the various programs we offer for diverse and small businesses, the department started a statewide advertising campaign. The SDO worked with Archipelago Strategies Group (ASG), which is certified as an MBE, WBE and LGBTBE. Together, we created a campaign covering local signage, a far-reaching media buy, a 30-second radio ad, and a digital campaign.

To highlight the SDO's services during this campaign, ASG created a media buy schedule that included a mix of platforms to create brand recognition and to connect the community with necessary services. The mix of outlets allowed for the campaign to be seen and heard in eight different languages (Amharic, Haitian Creole, Khmer, Portuguese, Simplified Chinese, Spanish, Vietnamese, and English). In total, the media buy created a campaign with an estimated 5.8 million impressions.



Examples of the SDO print ads in various languages.

The digital component used Google ads and drove people to an SDO landing page to collect email addresses to be used in an email strategy also run by ASG. The digital campaign created nearly 90,000 impressions during its eight-week run.



Example of SDO digital ad

The campaign results were encouraging, as visits to the SDO website went up 26% from the previous months. Furthermore, the digital campaign produced a click-through rate five times the industry average.

"SDO Means Business"

To ensure the SDO fulfills its mission to bring equality and equity to the Commonwealth's bidding process, the SDO works with a mindset of "intent to impact," providing resources and tools to eliminate barriers and uplift

diverse and small businesses. To this end, the SDO’s website has a [specific page](#) dedicated to tools and resources for diverse and small businesses, such as:

- SDO Training and Development
- Bidding Opportunities
- Capacity Building, Financial, and Technical Assistance
- SDO Organizational Partnerships
- SDO Overview (Video)
- Supplier Diversity Hub
- Certified Business Directory
- Certification Badges/Certificates

In the first few months of this campaign, the SDO successfully assisted in increasing the representation of SDO-certified diverse and/or small businesses on OSD’s statewide contract number PRF76 for Management Consultants, Program Coordinators and Planners Services.

Number of Diverse and Small Businesses on Statewide Contract for Management Consultants, Program Coordinators and Planners Services

	Prior Statewide Contract PRF61	New Statewide Contract PRF76	% Increase from PRF61 to PRF76
SDO Certified Diverse Businesses	7	23	229%
SDO Verified Small Businesses	4	13	225%
SDO Certified Diverse & SBPP	3	7	133%

The Supplier Diversity Hub

The future of fairness and equity in state contracting will also become simpler due to new technology being rolled out by the SDO. The SDO’s Supplier Diversity Hub (“The Hub”) was procured, developed, tested and launched in 2022, and offers matchmaking of diverse and small businesses to prime contractors, agencies, cities and towns, and technical and financial assistance providers. The Hub also enables state department and contractors to track their own compliance with state-set benchmarks.

We expect The Hub to be widely used by everyone involved in the state bidding process, as it can do everything from finding relevant vendors in a geographic area to keeping track of diverse spending to ensuring your certification is up-to-date. We anticipate more tools and functions to be added to The Hub in the near future.

State Certification Program

One of the SDO’s primary services is to certify diverse and small businesses for participation in Massachusetts statewide and departmental procurements for goods and services, as well as departmental and municipal non-federally funded construction procurements³. Each week, new businesses are certified, some businesses are decertified, and some businesses withdraw their applications. Therefore, the exact number of certified businesses fluctuates.

In FY2022, the total number of certified diverse firms available to do business with the Commonwealth and its prime contractors increased to 4,520 (an 11% increase over FY2021). These numbers are represented in the Diverse Businesses in the SDO directory table below.

Diverse Businesses in the SDO Directory

Certification Type	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Minority-Owned Business Enterprise (MBE)	1,411	1,540	1,717	11%
Women-Owned Business Enterprise (WBE)	2,277	2,362	2,455	4%
Portuguese-Owned Business Enterprise (PBE)	102	126	85	-33%
Disability-Owned Business Enterprise (DOBE)	47	54	85	57%
Veteran-Owned Businesses Enterprise (VBE)	140	171	186	9%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	154	176	223	27%
LGBT-Owned Business Enterprises (LGBTBE)	179	210	375	79%
TOTAL⁴	3,814	4,084	4,520	11%

State Certification

The SDO’s State Certification Unit accepts applications, conducts investigations and site visits, and issues SDO certifications for MBE, WBE, VBE, PBE, and combinations thereof, as well as Minority (M/NPO), Women (W/NPO), and Veteran Nonprofit Organizations (V/NPO)⁵. At the end of FY2022, there was a total of 3,549 SDO-certified businesses (3,397 for-profit and 152 non-profit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO). The total number of businesses that were certified by the SDO’s state certification program increased by 2.7% compared to those in FY2021.

³ The SDO’s supplier diversity certification is distinct from DCAMM certification for prime, small prime, and filed sub-bidders. The latter is focused on construction-related criteria, such as years in business, completed projects, project value, and project evaluation. The SDO’s diverse and small business certification is also distinct from the federal Disadvantaged Business Enterprise (DBE) certification conducted by the Massachusetts Department of Transportation (MassDOT) for participation in the federal Unified Certification Program (UCP), which was established for all recipients and individuals seeking to do business with transportation agencies as DBEs.

⁴ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

⁵ The SDO issues Minority, Women and Veteran Nonprofit Organization (M/NPO, W/NPO and V/NPO) certifications to tax-exempt non-profit organizations that meet the following requirements: (1) at least 51% of the organization’s Board of Directors and Voting Membership must be women, members of a minority group and/or veterans; (2) the same Board of Directors and Voting Membership must control the NPO’s daily and long-term operations; (3) the organization must be regularly and actively engaged in business activity; and (4) the organization cannot be dependent upon or influenced by another non-eligible person or organization.

For-Profit Businesses and Non-Profit Organizations Certified by the SDO

Certification Type	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Minority-Owned Business Enterprise (MBE)	1,389	1,501	1,650	10%
Women-Owned Business Enterprise (WBE)	2,199	2,300	2,308	0%
Portuguese-Owned Business Enterprise (PBE)	112	126	85	-33%
Veteran-Owned Business Enterprise (VBE)	72	84	84	0%
TOTAL⁶	3,288	3,456	3,549	2.7%

In FY2022, the number of certified for-profit MBEs increased in most ethnicity categories, except for the Native American category, which decreased by 6%, Cape Verdean, which decreased by 3%, and the Portuguese category, which decreased by 31%.⁷ The number of PBEs decreased as a result of a change in SDO's regulations which allowed Brazilian-owned businesses to become certified as MBEs.

State-Certified For-Profit Businesses by Ethnicity

Ethnicity/Minority	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
African American, Black	572	632	722	14%
Asian American (Pacific)	190	192	198	3%
Asian American (Subcontinent)	172	190	199	5%
Cape Verdean	35	40	39	-3%
Caucasian	1,678	1,740	1,718	-1%
Eskimo/Aleut	0	0	0	0%
Hispanic/Latino	344	363	418	15%
Native American	18	17	16	-6%
Portuguese	121	126	87	-31%
TOTAL	3,130	3,300	3,397	3%

Third-Party Certification Recognition

In addition to offering its own certification services, the SDO recognizes and accepts certifications issued by third-party partner organizations, namely MBE and WBE certifications issued by the City of Boston, MBE certifications issued by the Greater New England Supplier Development Council (GNEMSDC), WBE certifications issued by the Center for Women and Enterprise (New England WBENC), VBE and SDVOBE certifications issued by VetBiz/U.S. Department of Veterans Affairs, SDVOBE and DOBE certifications issued by Disability:IN, and LGBTBE certifications issued by the National LGBT Chamber of Commerce (NGLCC).

The full list of certifications issued and recognized by the SDO is available in Appendix H: SDO Certifications and Third-Party Certifications Issued and Recognized by the Supplier Diversity Office.

⁶ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

⁷ Only for-profit businesses are categorized by ethnicity. Non-profit organizations are certified based on the composition of their board of directors and the composition of their voting body (if different) and, as a result, cannot be categorized by ethnicity.

Third-Party Certified Businesses in the SDO Directory

Certification Type	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Disability-Owned Business Enterprise (DOBE)	47	54	85	57%
Veteran-Owned Business Enterprise (VBE)	68	87	84	-3%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	154	176	223	27%
LGBT-Owned Business Enterprise (LGBTBE)	179	210	375	79%
City of Boston MBE	11	9	30	275%
City of Boston WBE	3	4	45	1,400%
Greater New England Minority Supplier Development Council MBE	1	30	29	-3%
Center for Women and Enterprise (New England WBENC) WBE	63	58	100	72%
TOTAL	526	628	767	46%

Ongoing Certification Program Activities

In FY2022, the SDO's State Certification Unit processed new applications and conducted triennial renewals and administrative reviews of existing applications.

Certification Program Activities

Activity	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
New Applications	355	407	428	5%
Certification Renewals	911	889	339	-62% ⁸
Administrative Reviews	102	59	50	-15%
TOTAL	1368	1,355	817	-40%

- **New applications.** The SDO reviewed a total of 428 new applications for state MBE, WBE, and VBE certifications (5% more than in the prior fiscal year), including non-profit applications.
- **Certification renewals & administrative reviews.** The SDO maintained the accuracy of existing certifications by conducting 339 certification renewals and 50 administrative reviews.⁹

⁸ Certification Renewals were lower in FY2022 as a result of: (1) the number of businesses to be renewed each year varies since implementing a 3-year certification term; and (2) the SDO decertified certain businesses that went out of business during the pandemic and were not responsive to SDO's multiple attempts to renew their certification.

⁹ Administrative reviews are performed when a certified company changes its business structure, name, scope of products/services offered, or if other material changes take place.

Overview of Diverse and Small Business Spending

In FY2022, the Commonwealth spent more than \$3.3 billion with diverse and small businesses (a 15% increase when compared to FY2021), which occurred in two areas:

- Discretionary (program) spending, which represented 65% of diverse and small business spending
- Non-discretionary (non-program) spending, which accounted for 35% of diverse and small business expenditures.

The following sections measure program success against benchmarks established for each program administered by the Supplier Diversity Office. Consistent with previous SDO reports, this analysis includes combined achievements of all supplier diversity programs that exist in participating organizations through the lens of SDP and SBPP benchmarks organized by business category – MBE, WBE, Veterans, and SBPP.¹⁰

Discretionary Spending with Diverse and Small Businesses

The SDO’s programs focus on discretionary spending for goods, services, construction, and design, which result from competitively procured contracts.¹¹ The SDO’s programs use policy, benchmark-setting, coordination, training, compliance, and recognition of excellence to ensure the participation of diverse and small businesses in these areas of procurement.

In FY2022, organizations participating in the Supplier Diversity, Small Business Purchasing, and Affirmative Marketing programs, as well as municipalities participating in the Municipal Construction Affirmative Marketing Program (MCAMP), increased diversity spending by approximately 13.5% to more than \$2.1 billion.

Discretionary Spending Benchmark Performance

Business Category	Benchmark (% of Discretionary Budget)	Achieved (% of Discretionary Spending)	% of Benchmark Met
Minority Business Enterprises (MBE)	8%	9.08%	113.50%
Women Business Enterprises (WBE)	14%	19.77%	141.21%
Veteran Businesses (VBE/SDVOBE)	3%	0.60%	19.99%
Disability Business Enterprises (DOBE/SDVOBE)	No Benchmark	-	-
LGBT-Owned Business Enterprises (LGBTBE)	No Benchmark	-	-
COMMBUYS-Verified Small Businesses	3.3%	4.42%	134.63%

In FY2022, spending benchmarks were met or surpassed, except in the Veteran (VBE/SDVOBE) business category, which continues to be a challenging program goal.

¹⁰ For example, under DCAMM’s Affirmative Marketing Program (AMP) established under MGL c. 7C, § 6 for construction and design projects, MBE and WBE business participation goals are established consistent with DCAMM’s current Disparity Study. View [DCAMM’s Annual Affirmative Marketing Report](#) which contains design and construction awards, spending and MBE/WBE participation for the fiscal year.

¹¹ Consistent with previous SDO annual reports, this analysis includes combined achievements of all supplier diversity programs that exist in participating organizations and use SDO-certified businesses. While the SDP and SBPP address goods and services, [MGL c. 7C, § 6](#) and [MGL c. 7, § 61](#) charge DCAMM and the SDO with establishing MBE and WBE participation goals for capital facility projects under DCAMM’s control and state-assisted municipal building projects under SDO’s oversight. This report includes spending data for DCAMM’s construction projects available at the time of the report’s publication. Final information on DCAMM’s Affirmative Marketing Program efforts is published as a separate report issued by DCAMM’s [Office of Access and Opportunity](#). Commonwealth departments, including MassDOT, manage their own supplier diversity or affirmative marketing programs addressing construction, relying on the SDO’s certification services and setting their own supplier diversity goals or using those established by the SDO and DCAMM.

Discretionary Spending with Diverse and Small Businesses

Business Category	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Minority Business Enterprises (MBE)	\$433,277,992	\$521,238,195	\$659,073,707	26.44%
Women Business Enterprises (WBE)	\$1,031,867,984	\$1,189,929,600	\$1,328,301,819	11.63%
Veteran Businesses (VBE/SDVOBE)	\$38,208,264	\$64,348,687	\$38,705,172	-39.85%
Disability Business Enterprises (DOBE/SDVOBE)	\$8,418,879	\$12,173,739	\$15,102,456	24.06%
LGBT-Owned Business Enterprises (LGBTBE)	\$517,315	\$5,514,612	\$9,739,932	76.62%
COMMBUYS-Verified Small Businesses	\$222,879,660	\$251,380,299	\$285,198,824	13.45%
TOTAL¹²	\$1,586,667,058	\$1,866,112,898	\$2,117,828,341	13.49%

Discretionary spending grew in nearly all business categories in FY2022 over FY2021. Spending with veteran businesses (VBE/SDVOBE) continued to fluctuate as it depended on a relatively small number of contractor relationships.¹³

Number of Diverse and Small Businesses Receiving Direct and Indirect Discretionary Payments

The SDO continues to track the number of diverse and small businesses with which the Commonwealth conducted business directly as well as the number of diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners, which resulted in indirect spending.¹⁴ In FY2022, the Commonwealth increased the number of diverse and small companies it did business with by 55, or 4%, compared to the prior year. The number of Commonwealth contractors' diverse partners increased by seven companies, or 1%, compared to FY2021.

Number of Vendors Receiving Direct and Indirect Discretionary Payments

Type of Spending	FY2019	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Vendors Receiving Direct Spending	1,152	1,291	1,406	1,461	4%
Vendors Receiving Indirect Spending	1,133	1,144	1,184	1,191	1%

Non-Discretionary Spending with Diverse and Small Businesses

The Commonwealth makes pension and insurance-related expenditures, awards grants and subsidies, manages entitlement programs, and maintains loans and special payments, which are considered non-discretionary spending. While the Commonwealth's supplier diversity programs do not apply to these non-discretionary areas of spending, diverse and small businesses are part of that marketplace, and so the SDO also tracks this spending.

In FY2022, combined non-discretionary direct expenditures totaled more than \$1.1 billion, representing a 16.8% increase when compared to the prior fiscal year. While most of this spending is the Commonwealth's direct

¹² This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

¹³ SDVOBE spending contributes to both veteran and disability business spending measures. As a result, these categories display similar spending patterns.

¹⁴ The list of vendors that have received direct and indirect payments can be found in Appendix F: Vendor List – Direct Spending and Appendix G: Vendor List – Indirect Spending.

expenditures, indirect spending in this category was also reported by the Group Insurance Commission (GIC), the Division of Capital Asset Management and Maintenance (DCAMM), and the Department of Correction (DOC), which voluntarily includes supplier diversity provisions in non-discretionary contracts.

The SDO does not set policies for or direct non-discretionary spending, but it continues to promote such opportunities to our diverse and small businesses and track such spending and, whenever possible, to advocate for vendors doing business in this category to become certified and establish supplier diversity partnerships. While the MBE spending in this category increased significantly, spending in all other categories declined compared to FY2021, which may be related to post-COVID changes in Commonwealth spending.

Non-Discretionary Spending by Business Category

Business Category	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Minority Business Enterprises (MBE)	\$318,291,595	\$495,352,322	\$683,154,242	37.91%
Woman Business Enterprises (WBE)	\$326,112,678	\$414,044,665	\$367,007,718	-11.36%
Veteran Businesses (VBE/SDVOBE)	\$494,551	\$663,488	\$195,295	-70.57%
Disability Business Enterprises (DOBE/SDVOBE)	\$486,184	\$298,140	\$61,128	-79.50%
LGBT-Owned Business Enterprises (LGBTBE)	\$0	\$0	\$9,999	-
COMMBUYS-Verified Small Businesses	\$136,331,837	\$209,939,418	\$246,184,620	17.26%
TOTAL¹⁵	\$661,140,469	\$981,372,432	\$1,146,536,767	16.83%

Total Spending with Diverse and Small Businesses

Total discretionary and non-discretionary spending with diverse and small businesses in FY2022 increased in all business categories with the exception of veteran business spending. Overall, spending across all supplier diversity categories grew by more than \$400 million, or 14.64%, compared to FY2021.

Total Program and Non-Program Spending by Business Category

Business Category	FY2020	FY2021	FY2022	% Change
Minority Business Enterprises (MBE)	\$751,569,587	\$1,016,590,517	\$1,342,227,948	32.03%
Women Business Enterprises (WBE)	\$1,357,980,662	\$1,603,974,265	\$1,695,309,537	5.69%
Veteran Businesses (VBE/SDVOBE)	\$38,702,815	\$65,012,176	\$38,900,467	-40.16%
Disability Business Enterprises (DOBE/SDVOBE)	\$8,905,063	\$12,817,635	\$15,163,584	18.30%
LGBT-Owned Business Enterprises (LGBTBE)	\$571,883	\$5,514,612	\$10,030,240	81.88%
COMMBUYS-Verified Small Businesses	\$359,211,498	\$461,319,717	\$531,383,443	15.19%
TOTAL¹⁶	\$2,247,807,527	\$2,847,485,330	\$3,264,365,108	14.64%

¹⁵ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

¹⁶ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

Supplier Diversity Program (SDP)

The SDP is established through MGL c. 7, § 58 and § 61 and [Executive Order 599](#) to promote equity of opportunity in the state procurement and contracting process. The SDP applies to all executive department procurements for goods and services with annual values exceeding \$250,000. The program institutes policies to encourage participating organizations and their contractors to use SDO-certified MBEs, WBEs, VBEs, SDVOBEs, DOBEs, and LGBTBEs in their contracts for goods and services. In consultation with the Governor’s Office for Access and Opportunity, the SDO sets annual benchmark goals for specific certification categories. These goals are expressed as a percentage of each participating organization’s discretionary budget. In FY2022, the SDP spending benchmarks were set as follows:

FY2021 Supplier Diversity Program Benchmarks

Business Category	Benchmark (% of Discretionary Budget)
Minority Business Enterprises (MBE)	8%
Women Business Enterprises (WBE)	14%
Veteran Businesses (VBE/SDVOBE)	3%

Currently, 73 organizations participate in the SDP, falling into one of three groups:

- **Executive branch departments in all secretariats**
- **Non-executive departments and constitutional offices** (such as the Office of the Governor, the Massachusetts Gaming Commission, the Massachusetts Commission Against Discrimination, and the Disabled Persons Protection Commission)
- **Quasi-public entities** (such as the Massachusetts Convention Center Authority and the Massachusetts Housing Finance Agency)

Only executive departments are required to participate in the SDO’s procurement programs, which include the SDP and the SBPP. Through SDO’s continued collaboration and outreach, an additional 17 non-executive departments, constitutional offices or quasi-public organizations participate in the SDP only and do so voluntarily. For quasi-public organizations, the degree of adherence to the SDO’s program rules and participation in this report varies:

- Six non-executive, constitutional or quasi-public organizations fully participate in the SDP with goal-setting, tracking, and reporting consistent with procedures used by executive branch departments:
 - Office of the Governor
 - Massachusetts Commission Against Discrimination
 - Disabled Persons Protection Commission
 - Massachusetts Convention Center Authority (MCCA)
 - Massachusetts Gaming Commission (MGC)
 - MassHousing
- An additional 11 quasi-public organizations submit narrative program reports for inclusion in the report:
 - Cannabis Control Commission
 - Commonwealth Corporation
 - Massachusetts Growth Capital Corporation (MGCC)
 - Massachusetts Water Resources Authority (MWRA)
 - Massachusetts School Building Authority (MSBA)
 - Massachusetts State College Building Authority (MSCBA)

- MassDevelopment
- Massport
- Office of the Inspector General
- UMass Building Authority (UMBA)
- University of Massachusetts (UMass)

Participating organizations may use two types of spending to achieve program spending goals:

- **Direct spending** with MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE prime contractors
- **Indirect spending** resulting from business partnerships between the organizations’ contractors and MBE, WBE, VBE, SDVOBE, DOBE, or LGBTBE vendors used in the contractors’ operations. This includes subcontracting, as well as other types of business-to-business relationships.¹⁷

Indirect spending can be further subdivided into the following types:¹⁸

- **Subcontracting**, defined as a partnership in which the SDP partner is involved in the provision of products and/or services to the Commonwealth. Such relationships typically, but not always, involve a formal written agreement between the SDP partner and the prime contractor.
- **Ancillary Products and Services**, defined as a business relationship in which the SDP partner provides the prime contractor products or services that are not directly related to the prime contractor’s contract with the Commonwealth (such as maintenance or office supply services). In most cases, this type of partnership is related to the prime contractor’s general business operations and may or may not involve a formal written agreement with the SDP partner. It is also recognized that, in some cases, products and/or services provided by the SDP partner may contribute to both subcontracting (when used by the Commonwealth) and ancillary (when used by other customers) spending.

The SDO obtains information about direct spending with certified contractors from the Commonwealth Information Warehouse (CIW), a repository of the Commonwealth’s financial transactions. Indirect spending is reported to agencies by their contractors and then compiled and submitted to the SDO.¹⁹ Quasi-public organizations monitor supplier diversity spending internally and submit their direct and indirect expenditure information to the SDO for analysis and publication.

Minority-Owned Business Enterprise (MBE) Spending

The 8% benchmark for MBE spending was exceeded by 13.50% in FY2022, which means that program participants spent approximately 9.1% of their discretionary budgets with minority-owned businesses.

¹⁷ While contractors may use DOBE and LGBTBE vendors to meet their contractual SDP commitments, organizations participating in the SDP do not yet have spending goals for these certification categories.

¹⁸ In previous years, indirect spending also included partner and growth development, defined as a type of partnership where a Commonwealth prime contractor provides education, training, mentoring, resource sharing, joint activities, and general assistance to diverse businesses, which results in increasing their capacity in a specific industry and/or increases the pool of qualified diverse businesses. The SDO issued a policy effective January 1, 2021, stating that “...Bidders and contractors will no longer be allowed to propose or implement Partner Growth and Development partnerships as a form of indirect spending which counts towards SDP spending goals. Existing Partner Growth and Development relationships shall be allowed to continue for the duration of their respective contracts. While valid for the purposes of contract compliance for existing contracts, this type of spending may not be included in spending reports submitted by departments to the SDO and will not contribute to meeting departmental SDP spending goals...”

¹⁹ At the time of publication of this report, the SDO has recently launched the “Supplier Diversity Hub,” which provides many tools to assist the SDO’s clients. One of these tools is a contract management tool that will send quarterly notices, track and provide reports on prime contractor SDP commitments and spending with diverse businesses.

MBE Benchmark Attainment

Secretariat/Organization	FY2022 Discretionary Budget	FY2022 Benchmark (8%)	FY2022 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$288,140,409	\$23,051,233	\$29,231,254	126.81%
Housing and Economic Development	\$199,372,098	\$15,949,768	\$28,312,443	177.51%
Education	\$389,569,344	\$31,165,548	\$95,054,939	305.00%
Energy and Environmental Affairs	\$120,934,441	\$9,674,755	\$8,456,456	87.41%
Health and Human Services	\$3,903,990,129	\$312,319,210	\$307,435,270	98.44%
Labor and Workforce Development	\$67,913,755	\$5,433,100	\$21,055,988	387.55%
Public Safety and Security	\$156,189,561	\$12,495,165	\$18,559,773	148.54%
Technology Services and Security	\$67,137,250	\$5,370,980	\$16,906,057	314.77%
Transportation	\$1,216,771,946	\$97,341,756	\$57,343,780	58.91%
Executive Department Subtotal	\$6,410,018,933	\$512,801,515	\$582,355,962	113.56%
Commission Against Discrimination	\$399,051	\$31,924	\$231,459	725.03%
Disabled Persons Protection Commission	\$997,692	\$79,815	\$126,020	157.89%
Massachusetts Gaming Commission	\$5,858,804	\$468,704	\$400,417	85.43%
Office of the Governor	\$52,419	\$4,193	\$2,812	67.06%
Non-Executive Department Subtotal	\$7,307,966	\$584,637	\$760,709	130.12%
Massachusetts Convention Center Authority	\$25,293,038	\$2,023,443	\$1,178,128	58.22%
MassHousing	\$12,093,510	\$967,481	\$1,773,606	183.32%
Quasi-Public Entity Subtotal	\$37,386,548	\$2,990,924	\$2,951,734	98.69%
TOTAL	\$6,454,713,447	\$516,377,076	\$586,068,405	113.50%

When compared to the previous fiscal year, the Commonwealth's spending with MBEs increased by approximately \$80 million, or 15.84%.

Expenditures with Minority Business Enterprises (MBE)

Secretariat/Organization	FY2019	FY2020	FY2021	FY2022
Administration and Finance	\$19,789,122	\$19,997,720	\$18,655,542	\$29,231,254
Housing and Economic Development	\$18,517,568	\$19,045,947	\$22,872,445	\$28,312,443
Education	\$27,849,797	\$27,296,805	\$56,068,736	\$95,054,939
Energy and Environmental Affairs	\$2,936,125	\$5,354,944	\$5,765,253	\$8,456,456
Health and Human Services	\$239,489,272	\$254,189,470	\$272,807,125	\$307,435,270
Labor and Workforce Development	\$2,671,762	\$7,598,387	\$21,185,224	\$21,055,988
Public Safety and Security	\$15,550,431	\$20,957,302	\$21,527,855	\$18,559,773
Technology Services and Security	\$13,733,964	\$13,120,738	\$17,505,610	\$16,906,057
Transportation	\$59,829,779	\$52,783,464	\$68,016,543	\$57,343,780
Executive Department Subtotal	\$400,367,821	\$420,344,775	\$504,404,334	\$582,355,962
Commission Against Discrimination	\$94,239	\$112,659	\$95,296	\$231,459
Disabled Persons Protection Commission	\$86,859	\$85,514	\$109,858	\$126,020
Massachusetts Gaming Commission	\$542,611	\$484,953	\$359,657	\$400,417
Office of the Governor	\$5,806	\$6,963	\$8,771	\$2,812
Non-Executive Department Subtotal	\$729,514	\$690,089	\$573,582	\$760,709
Massachusetts Convention Center Authority	\$4,143,751	\$2,938,004	\$329,827	\$1,178,128
MassHousing	\$532,242	\$464,306	\$639,854	\$1,773,606
Quasi-Public Entity Subtotal	\$4,675,993	\$3,402,310	\$969,681	\$2,951,734
TOTAL	\$405,773,328	\$424,437,174	\$505,947,597	\$586,068,405

Women-Owned Business Enterprise (WBE) Spending

In FY2022, total spending with WBEs exceeded the benchmark by more than 41% with program participants spending 19.77% of their discretionary budgets with women-owned businesses.

WBE Benchmark Attainment

Secretariat/Organization	FY2022 Discretionary Budget	FY2022 Benchmark (14%)	FY2022 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$288,140,409	\$40,339,657	\$58,853,890	145.90%
Housing and Economic Development	\$199,372,098	\$27,912,094	\$46,742,150	167.46%
Education	\$389,569,344	\$54,539,708	\$68,304,922	125.24%
Energy and Environmental Affairs	\$120,934,441	\$16,930,822	\$31,272,549	184.71%
Health and Human Services	\$3,903,990,129	\$546,558,618	\$801,084,486	146.57%
Labor and Workforce Development	\$67,913,755	\$9,507,926	\$27,204,374	286.12%
Public Safety and Security	\$156,189,561	\$21,866,538	\$29,246,709	133.75%
Technology Services and Security	\$67,137,250	\$9,399,215	\$12,053,100	128.24%
Transportation	\$1,216,771,946	\$170,348,072	\$195,709,129	114.89%
Executive Department Subtotal	\$6,410,018,933	\$897,402,651	\$1,270,471,310	141.57%
Commission Against Discrimination	\$399,051	\$55,867	\$181,518	324.91%
Disabled Persons Protection Commission	\$997,692	\$139,677	\$540,436	386.92%
Massachusetts Gaming Commission	\$5,858,804	\$820,233	\$428,036	52.18%
Office of the Governor	\$52,419	\$7,339	\$10,011	136.41%
Non-Executive Department Subtotal	\$7,307,966	\$1,023,115	\$1,160,001	113.38%
Massachusetts Convention Center Authority	\$25,293,038	\$3,541,025	\$2,632,462	74.34%
MassHousing	\$12,093,510	\$1,693,091	\$1,791,699	105.82%
Quasi-Public Entity Subtotal	\$37,386,548	\$5,234,117	\$4,424,161	84.53%
TOTAL	\$6,454,713,447	\$903,659,883	\$1,276,055,472	141.21%

When compared to the previous fiscal year, the Commonwealth's spending with WBEs increased by over \$160 million, or 14.4%.

Expenditures with Women Business Enterprises (WBE)

Secretariat/Organization	FY2019	FY2020	FY2021	FY2022
Administration and Finance	\$34,944,759	\$41,742,894	\$51,147,640	\$58,853,890
Housing and Economic Development	\$36,801,367	\$36,876,446	\$37,194,745	\$46,742,150
Education	\$41,901,915	\$47,594,487	\$52,326,144	\$68,304,922
Energy and Environmental Affairs	\$22,368,057	\$24,460,832	\$15,994,993	\$31,272,549
Health and Human Services	\$585,705,670	\$633,311,230	\$700,439,610	\$801,084,486
Labor and Workforce Development	\$2,559,528	\$4,828,081	\$27,013,823	\$27,204,374
Public Safety and Security	\$14,913,445	\$21,802,574	\$22,117,662	\$29,246,709
Technology Services and Security	\$15,374,721	\$11,847,913	\$18,471,024	\$12,053,100
Transportation	\$122,539,810	\$142,899,504	\$188,390,550	\$195,709,129
Executive Department Subtotal	\$877,109,271	\$965,363,960	\$1,113,096,193	\$1,270,471,310
Commission Against Discrimination	\$138,916	\$76,453	\$58,536	\$181,518
Disabled Persons Protection Commission	\$103,033	\$96,291	\$127,773	\$540,436
Massachusetts Gaming Commission	\$510,686	\$490,775	\$388,790	\$428,036
Office of the Governor	\$6,140	\$7,485	\$9,937	\$10,011
Non-Executive Department Subtotal	\$758,775	\$671,003	\$585,036	\$1,160,001
Massachusetts Convention Center Authority	\$2,992,572	\$3,249,838	\$855,572	\$2,632,462
MassHousing	\$408,793	\$658,840	\$883,187	\$1,791,699

Secretariat/Organization	FY2019	FY2020	FY2021	FY2022
Quasi-Public Entity Subtotal	\$3,401,366	\$3,908,678	\$1,738,759	\$4,424,161
TOTAL	\$881,269,412	\$969,943,641	\$1,115,419,988	\$1,276,055,472

Combined Veteran-Owned Business Spending

The Commonwealth continues to pursue the challenging goal of spending 3% of its discretionary budget with veteran-owned (combined VBE and SDVOBE) businesses. While significant progress has been made toward this goal since it was established in FY2015, and three secretariats and one non-executive department exceeded this goal in FY2022, the Commonwealth has not yet attained this benchmark.

Combined Veteran Benchmark Attainment

Secretariat/Organization	FY2022 Discretionary Budget	FY2022 Benchmark (3%)	FY2022 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$288,140,409	\$8,644,212	\$11,633,672	134.58%
Housing and Economic Development	\$199,372,098	\$5,981,163	\$195,599	3.27%
Education	\$389,569,344	\$11,687,080	\$768,307	6.57%
Energy and Environmental Affairs	\$120,934,441	\$3,628,033	\$932,978	25.72%
Health and Human Services	\$3,903,990,129	\$117,119,704	\$14,947,815	12.76%
Labor and Workforce Development	\$67,913,755	\$2,037,413	\$1,007,679	49.46%
Public Safety and Security	\$156,189,561	\$4,685,687	\$3,011,641	64.27%
Technology Services and Security	\$67,137,250	\$2,014,117	\$1,965,823	97.60%
Transportation	\$1,216,771,946	\$36,503,158	\$3,656,864	10.02%
Executive Department Subtotal	\$6,410,018,933	\$192,300,568	\$38,120,379	19.82%
Commission Against Discrimination	\$399,051	\$11,972	\$195	1.63%
Disabled Persons Protection Commission	\$997,692	\$29,931	\$38,341	128.10%
Massachusetts Gaming Commission	\$5,858,804	\$175,764	\$72,139	41.04%
Office of the Governor	\$52,419	\$1,573	\$0	0.00%
Non-Executive Department Subtotal	\$7,307,966	\$219,239	\$110,676	50.48%
Massachusetts Convention Center Authority	\$25,293,038	\$758,791	\$186,000	24.51%
MassHousing	\$12,093,510	\$362,805	\$288,117	79.41%
Quasi-Public Entity Subtotal	\$37,386,548	\$1,121,596	\$474,117	42.27%
TOTAL	\$6,454,713,447	\$193,641,403	\$38,705,172	19.99%

In FY2022, the Commonwealth's overall spending with veteran-owned businesses decreased by \$25.6 million, or 40%, compared to the prior year. The change is due to the relatively small number of veteran-owned companies currently doing business with the Commonwealth. As a consequence, changes in spending with individual businesses (e.g. project commencements and completions and non-recurring purchases) have a significant impact on overall spending.

Specifically, in FY2021, DCAMM spent \$26.7 million on a construction project performed by Commodore Builders Corporation. In FY2022, spending on this project decreased to \$15 million. Similarly, State Police completed a \$1.4 million project with APC Development Group, Inc. and, consequently, spent less than \$40,000 with the contractor in FY2022. These changes in individual vendor expenditures account for more than 50% of the reduction in veteran spending.

To address this issue and continue our efforts to meet the veteran spending benchmark, the SDO has

implemented outreach and training measures focused on increasing the number of certified and recognized veteran businesses as well as the number of veteran businesses doing business with the Commonwealth, including outreach to national and regional veteran organizations.

Expenditures with Veteran-Owned Businesses

FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
\$33,621	\$2,166,802	\$14,877,414	\$31,461,625	\$39,922,636	\$38,208,260	\$64,348,687	\$38,705,172

Disability and LGBTBE Spending

DOBE and LGBTBE are the newest categories to be included in the SDP, and the SDO continued to focus on developing contractor capacity in those two categories. Similar to spending with veteran-owned businesses, significant changes in expenditures shown in both categories are due to the relatively small number of contractors currently engaged.

In FY2022, spending in the disability-owned business category increased by approximately \$3 million, or 24.06%, compared to FY2021 while spending with LGBT businesses increased by \$4.2 million, or 76.62%.

Expenditures with Disability-Owned and LGBT Businesses Enterprises

Business Category	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
Disability Businesses	\$8,418,879	\$12,173,774	\$15,102,456	24.06%
LGBT Businesses	\$517,315	\$5,514,618	\$9,739,932	76.62%

Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)²⁰ was established in 2010 through Executive Order 523 and reaffirmed in 2021 and 2022 through MGL c. 7, §§ 58 and 61 and [Executive Order 599](#) to direct state spending for non-construction goods and services to participating Massachusetts small businesses. This program applies to executive department procurements with annual values equal to or less than \$250,000.²¹

Small Business Registration

In FY2022, COMMBUYS continued to provide automated registration of small businesses. Similar to the state certification program, some businesses joined the program, while the SBPP participation of others expired. Overall, the program experienced a 13.66% increase in the number of verified businesses compared to FY2021.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

Certification Type	FY2020	FY2021	FY2022	FY2022 vs. FY2021 Change (%)
COMMBUYS-verified Massachusetts Small Businesses	1,322	1,376	1,479	7%

Small Business Purchasing Program (SBPP) Spending

Only the Commonwealth executive and non-executive departments participate in the SBPP, which has a 3.3% benchmark for discretionary spending. Total SBPP spending in FY2022 exceeded the benchmark by more than 34.6%, with program participants spending approximately 4.4% of their discretionary budgets with COMMBUYS-verified small businesses.

²⁰ To qualify for the SBPP, a firm must: (1) have its principal place of business in Massachusetts; (2) have been in business for at least one year; (3) currently employ a combined total of 50 or fewer full-time employee (FTE) equivalents in all locations; and (4) have gross revenues as reported on the appropriate Massachusetts Department of Revenue state tax forms of \$15 million or less, based on a three-year average.

²¹ Effective July 1, 2021, the SBPP applies to procurements with annual value equal to or less than \$250,000.

SBPP Benchmark Attainment

Secretariat/Organization	FY2022 Discretionary Budget	FY2022 Benchmark (3.3%)	FY2022 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$288,140,409	\$9,508,633	\$11,265,465	118.48%
Housing and Economic Development	\$199,372,098	\$6,579,279	\$31,778,706	483.01%
Education	\$389,569,344	\$12,855,788	\$41,707,643	324.43%
Energy and Environmental Affairs	\$120,934,441	\$3,990,837	\$10,770,051	269.87%
Health and Human Services	\$3,903,990,129	\$128,831,674	\$122,106,694	94.78%
Labor and Workforce Development	\$67,913,755	\$2,241,154	\$398,254	17.77%
Public Safety and Security	\$156,189,561	\$5,154,255	\$18,968,631	368.02%
Technology Services and Security	\$67,137,250	\$2,215,529	\$9,031,210	407.63%
Transportation	\$1,216,771,946	\$40,153,474	\$36,091,319	89.88%
Executive Department Subtotal	\$6,410,018,933	\$211,530,625	\$282,117,973	133.37%
Commission Against Discrimination	\$399,051	\$13,169	\$4,411	33.50%
Disabled Persons Protection Commission	\$997,692	\$32,924	\$99,815	303.17%
Massachusetts Gaming Commission	\$5,858,804	\$193,341	\$2,875,755	1487.40%
Office of the Governor	\$52,419	\$1,730	\$4,146	239.70%
Non-Executive Department Subtotal	\$7,307,966	\$241,163	\$2,984,128	1237.39%
Massachusetts Convention Center Authority	\$25,293,038	N/A	N/A	N/A
MassHousing	\$12,093,510	N/A	N/A	N/A
Quasi-Public Entity Subtotal	\$37,386,548	N/A	N/A	N/A
TOTAL	\$6,454,713,447	\$211,771,788	\$285,102,101	134.63%

In FY2022, program participants' expenditures through the SBPP increased by more than \$33.7 million, or nearly 13.4% over the prior fiscal year.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

Secretariat/Organization	FY2019	FY2020	FY2021	FY2022
Administration and Finance	\$8,747,689	\$7,193,023	\$9,403,332	\$11,265,465
Housing and Economic Development	\$27,997,674	\$27,993,641	\$28,986,446	\$31,778,706
Education	\$29,225,433	\$32,970,976	\$33,723,812	\$41,707,643
Energy and Environmental Affairs	\$11,792,813	\$9,814,594	\$12,656,137	\$10,770,051
Health and Human Services	\$100,847,697	\$105,925,100	\$106,334,770	\$122,106,694
Labor and Workforce Development	\$866,168	\$557,884	\$660,592	\$398,254
Public Safety and Security	\$10,060,392	\$11,140,867	\$12,632,390	\$18,968,631
Technology Services and Security	\$1,380,713	\$1,562,826	\$5,709,412	\$9,031,210
Transportation	\$20,343,231	\$22,580,764	\$38,536,020	\$36,091,319
Executive Department Subtotal	\$211,261,810	\$219,739,675	\$248,642,911	\$282,117,973
Commission Against Discrimination	\$3,977	\$6,747	\$6,962	\$4,411
Disabled Persons Protection Commission	\$94,428	\$157,789	\$157,855	\$99,815
Massachusetts Gaming Commission	\$1,764,509	\$2,974,230	\$2,572,571	\$2,875,755
Office of the Governor	\$0	\$1,219	\$0	\$4,146
Non-Executive Department Subtotal	\$1,862,915	\$3,139,985	\$2,737,388	\$2,984,128
Massachusetts Convention Center Authority	N/A	N/A	N/A	N/A
MassHousing	N/A	N/A	N/A	N/A
Quasi-Public Entity Subtotal	N/A	N/A	N/A	N/A
TOTAL	\$213,124,725	\$222,879,660	\$251,380,299	\$285,102,101

MBE Spending by Race and Ethnicity

In the process of certifying MBEs, the SDO collects information on the race and ethnicity of the owner(s) in order to establish the business’s eligibility for certification. Similarly, data on race and ethnicity of boards and voting bodies of M/NPOs are collected. Race and ethnicity information is considered confidential and is not published. In the same vein, the Commonwealth’s supplier diversity policies treat all MBEs and M/NPOs as one group and do not provide individual business owner race and ethnicity information for procurement decision-making.

While this information on individual businesses is not available to buyers, the SDO is providing the following aggregated information on the Commonwealth’s direct and indirect spending by race and ethnicity. This is the third year that the SDO is reporting this information in our annual report.

FY2022 MBE Spending by Race and Ethnicity

Ethnicity/Minority	Direct Spending	Indirect Spending	Total Spending	Total Spending Percentage	FY2022 vs. FY2021 Change (%)
African American, Black	\$76,414,315	\$37,924,817	\$114,339,132	19.51%	25.02%
Asian American (Pacific)	\$45,872,067	\$26,227,089	\$72,099,156	12.30%	-19.02%
Asian American (Subcontinent)	\$64,066,972	\$34,393,430	\$98,460,402	16.80%	68.44%
Cape Verdean	\$2,557,525	\$4,544,159	\$7,101,684	1.21%	-21.00%
Hispanic/Latino	\$28,499,730	\$29,976,474	\$58,476,204	9.98%	38.76%
Multiple (Minority-led Non-profits)	\$227,409,535	\$6,835,589	\$234,245,124	39.97%	8.97%
Native American	\$0	\$1,958,763	\$1,958,763	0.33%	95.14%
Overlap Adjustment	\$0	-\$612,060	-\$612,060	-0.10%	636.61%
Grand Total	\$444,820,146	\$141,248,259	\$586,068,405	100.00%	15.84%

Client health and social services (also known as Purchase of Service, or POS) provided by M/NPOs accounted for 39% of the Commonwealth’s direct MBE spending in FY2022, which is a reduction from FY2021 when this represented 42% of the Commonwealth’s MBE spending. These expenditures are shown in the table as spending with multiple races and ethnicities because M/NPO certification is based on the races and ethnicities of multiple individuals comprising the non-profit organization’s board and/or voting body.²² The vast majority of these expenditures are direct payments by Commonwealth departments to certified minority-led non-profit organizations for providing health and human services to individuals across the state.

In FY2022, expenditures with companies with African-American/Black owners accounted for 19.51% of the total MBE spending, which represented 32.5% of the MBE spending with for-profit organizations. The amount spent with African-American/Black businesses increased by 25% compared to FY2021. Businesses owned by Asian American (Subcontinent) individuals accounted for 16.8% of the Commonwealth total MBE spending (approximately 28% of the MBE spending with for-profits), and the amount spent in FY2022 increased by 68% compared to the prior year.

²² MGL c. 7, § 61(l).

Asian American (Pacific)-owned businesses earned 12.3% of the total MBE spending (20.5% of the MBE spending with for-profits), and spending with these businesses decreased by 19% in comparison with FY2021. Companies with Hispanic/Latino ownership represented approximately 10% of the Commonwealth's total MBE spending (16.62% of MBE for-profit spending), and the total amount of spending with these businesses grew by 38.76%. Cape Verdean and Native American businesses accounted for 1.21% and 0.33% of the Commonwealth minority spending respectively (2.02% and 0.56% of the Commonwealth's MBE spending with for-profit businesses). Spending with Cape Verdean businesses decreased by 21% while spending with Native American-owned businesses nearly doubled compared to FY2021.

Indirect Spending by Type (Subcontracting and Ancillary Products and Services)

The SDO's programs recognize two types of indirect spending: Subcontracting, and Ancillary Products and Services. This report is the second to provide information on indirect spending by type of business relationship. While the SDO reviews the business relationship information reported by contractors, it is the Commonwealth contractor's responsibility to accurately classify the nature of the business relationship with their supplier diversity partners.

FY2021 Indirect Spending by Type

Business Category	Subcontracting	Ancillary Products & Services	Total	FY2022 vs. FY2021 Change (%)
Minority Business Enterprises (MBE)	\$81,509,843	\$59,738,416	\$141,248,259	3.93%
Women Business Enterprises (WBE)	\$192,498,939	\$106,894,528	\$299,393,467	19.13%
Veteran Businesses (VBE/SDVOBE)	\$6,328,319	\$15,108,586	\$21,436,905	-17.07%
Disability Business Enterprises (DOBE/SDVOBE)	\$516,628	\$12,329,627	\$12,846,255	40.37%
LGBT-Owned Business Enterprises (LGBTBE)	\$411,572	\$268,690	\$680,262	282.67%
TOTAL²³	\$247,788,455	\$159,466,137	\$407,254,592	11.81%

In FY2022, approximately 61% of all indirect spending fell into the subcontracting category, most of which occurred in construction. The remaining 39% represented supplier diversity spending on ancillary products and services. Indirect spending increased in all categories with the exception of veteran spending, which was addressed in the Supplier Diversity Program section of this report.

²³ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

Municipal Construction Affirmative Marketing Programs (MCAMP)

The Municipal Construction Affirmative Marketing Program (MCAMP) was established for the purpose of ensuring the fair participation of minority-owned and women-owned businesses on state-assisted building projects. The SDO, in consultation with DCAMM, is charged with establishing MBE and WBE participation goals for state-funded municipal construction contracts.

The mission of the MCAMP (formerly known as the Construction Reform Program) is to educate, monitor, and assist municipalities in the attainment and enforcement of MBE/WBE participation goals for the design and construction phases of municipal projects.

Prior to FY2021, MCAMP combined the MBE and WBE goals to provide designers and contractors with flexibility in utilizing SDO-certified MBE and/or WBE contractors on state-assisted vertical construction projects. The combined MBE and WBE goal percentage was 17.9% for design and 10.4% for Construction.²⁴

Effective July 1, 2020, based on the results of the DCAMM disparity study, in addition to annual AMP program goals, project-specific MBE and WBE goals were set for individual state vertical construction projects conducted by DCAMM. This ensures more realistic MBE and WBE goals for individual projects based on construction trades and geographic availability.

In its construction project goal setting, MCAMP continued to utilize the annual MBE and WBE goals consistent with the DCAMM disparity study. The following annual goals were used in FY2022:²⁵

- Design - MBE 6.6% and WBE 15%
- Construction - MBE 4.2% and WBE 8.8%

Massachusetts School Building Authority (MSBA) Spending

The Massachusetts School Building Authority (MSBA) funds nearly 100% of the projects that fall under MCAMP. As a result, the SDO tracks their projects exclusively and serves as a resource for promoting these projects and on policy and process related to the implementation of MCAMP by municipalities. However, individual municipal recipients of MSBA funds make the final decisions regarding project MBE/WBE utilization goals for school construction projects.

The chart below compares FY2021 and FY2022 MBE and WBE spending on MSBA projects based on notices to proceed issued each year. The total combined MBE/WBE spending in FY2022 exceeded \$125 million, which represents an increase of nearly \$47 million, or 60%, when compared to the prior fiscal year.

Total Supplier Diversity Spending on MSBA School Projects in FY2021-2022

²⁴ Pursuant to MGL c. 7C, § 6(d) and MGL c. 7, § 61(l), the Commissioner of the Division of Capital Asset Management and Maintenance, in consultation with the Executive Director of Supplier Diversity Office, establishes participation goals for minority-owned businesses and women-owned businesses that apply to state capital facility projects and state assisted building projects.

²⁵ With the hiring of the Construction Program Coordinator during the 3rd quarter of FY2022, the SDO intends to begin setting project-specific MBE and WBE goals in FY2023. In addition to MSBA projects, this new Construction Coordinator will review opportunities to include other state-funded construction projects within the MCAMP in compliance with MGL c. 7, § 61.

FY	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
2022	\$627,449,056	\$73,005,302	11.64%	\$52,246,347	8.33%	\$125,251,649	19.96%
2021	\$769,723,700	\$12,235,958	1.59%	\$65,458,880	8.50%	\$78,273,957	10.17%

The MBE construction participation level in FY2022 was 11.64%, which exceeded the 4.2% goal by 7.44%. The WBE construction participation level was 8.33%, which fell just below the 8.8% goal by 0.17%.

Supplier Diversity Performance of MSBA School Projects in FY2022

Project	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
Braintree South Middle School	\$67,444,447	\$1,144,892	1.70%	\$7,616,947	11.3%	\$8,761,839	12.99%
Orange Dexter Park ²⁶	\$45,730,728	\$45,730,728	100.00%	\$7,647,000	16.7%	\$45,730,728	100.00%
Ashland Davies Mindless	\$67,720,728	\$4,788,441	7.07%	\$4,149,681	6.1%	\$8,938,122	13.20%
Boston Quincy Upper School	\$127,324,796	\$4,094,692	3.22%	\$3,687,277	2.9%	\$7,781,969	6.11%
Gloucester East Elementary	\$52,000,000	\$264,970	0.51%	\$8,251,928	15.9%	\$8,516,898	16.38%
Worcester Doherty Memorial High	\$267,228,357	\$16,981,579	6.35%	\$28,540,514	10.7%	\$45,522,093	17.03%
Total	\$627,449,056	\$73,005,302	11.64%	\$52,246,347	8.3%	\$125,251,649	19.96%

²⁶ The Orange Dexter School project was performed by an MBE prime. While the project included MBE subcontracting of \$3,834,500 and WBE subcontracting of \$7,647,000, which were not added to the total spending for MCAMP in order to avoid double-counting. This practice is consistent with DCAMM's accounting for projects performed by diverse primes.

Individuals with Disabilities in State Procurement and Contracting Program

Pursuant to [Section 4 of Chapter 219 of the Acts of 2016](#) and [Section 88 of Chapter 154 of the Acts of 2018](#), the SDO, in collaboration with the [Massachusetts Office on Disability](#) (MOD), established the SDO Individuals with Disabilities Program with the following goals, which are updated every two years. This report provides an update on the following goals established for FY2022/2023:

Goal #1: Expand inclusion of Disability-Owned Business Enterprises (DOBE) and Service-Disabled Veteran-Owned Business Enterprises (SDVOBE). In FY2022, the SDO continued the following initiatives in pursuit of this goal:

- The SDO continues its partnership with Disability:IN, Work Without Limits, the Employment Advocacy Committee, and the VeteransBusiness Outreach Center (VBOC) to promote SDO programs to disability-owned businesses.
- In FY2022, the total number of certified disability-owned businesses recognized by the SDO grew from 230 to 308, a 34% increase.

Number of SDO-recognized Disability-Owned Businesses

Certification Type	FY2018	FY2019	FY2020	FY2021	FY2022
Disability-Owned Business Enterprise (DOBE)	47	46	42	54	85
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	124	121	131	176	223
Total	171	167	173	230	308

Goal #2: Transform and expand the SDO Individuals with Disabilities Pilot Program into an Ongoing Program. The SDO maintained the Pilot Program with two statewide contracts and one departmental contract. A total of 38 contractors, ranging from large national and international companies to small local businesses, participated in the Pilot Program in FY2022. Out of those, 17 contractors reported maintaining a voluntary and confidential self-identification process for individuals with disabilities.

Disability employment statistics were available from 14 contractors employing a combined 52,000 individuals. These contractors employed 1,345 individuals with disabilities, seven of whom were directly involved in providing services to the Commonwealth of Massachusetts. Contractors reported making 21 employment offers to individuals with disabilities over the reporting period. Disability employment percentages varied by contract and averaged 2.5% across those contractors that reported their disability employment levels.

In their annual updates, all responding businesses restated their commitment to the Pilot Program, and many added that the COVID pandemic affected their ability to recruit and retain workforce, including individuals with disabilities. The SDO will work more closely with pilot program participants to increase the recruitment, employment, retention, and promotion of individuals with disabilities on statewide and departmental contracts.

Goal #3: Further develop the program webpage with resources and tools for employers and individuals with disabilities seeking employment. Following the establishment of the SDO as a standalone Commonwealth agency, the agency migrated, reorganized, and revised all program webpages and information. The new webpage, [Learn about SDO's Individuals with Disabilities Program](#) includes program background information, tools, and resources for employees, and Commonwealth resources and tools for job seekers with disabilities.

Enhanced program staffing. In FY2022, the SDO established and filled a new position whose responsibilities include the management of the Individuals with Disabilities Program. The newly-established position of the Construction and Persons with Disabilities Program Coordinator covers such aspects of the program as program goal setting, education, partnerships, data collection, and assistance to Pilot participants.

With the hiring of the Construction and Persons with Disabilities Program Coordinator, the SDO has expanded its efforts to support persons with disabilities in the workforce. The SDO will continue to work closely with the MOD and MRC to coordinate presentations for Prime Contractors on hiring, retaining, and promoting persons with disabilities.

The SDO also looks forward to continuing its work with its other program partners, including the Employment Advocacy Committee²⁷, Work Without Limits, Disability:IN, the Veterans Business Outreach Center (VBOC), and other interested parties in promoting inclusion and opportunities for individuals with disabilities. As always, the main goal of the SDO is to help create a workforce and contractor pool that reflect the diversity of the citizens of the Commonwealth.

²⁷ The Employment Advocacy Committee is a working group that includes Easter Seals Massachusetts, Boston Center for Independent Living, and other organizations that advocate for employment and other opportunities for individuals with disabilities.

Program Outreach, Engagement, and Innovation

In FY2022, the SDO continued its work to recruit new businesses for state certification, to engage and connect these companies with business opportunities, and to provide training and coordination to assist them in securing new business. This vision of creating a steady stream of small and diverse businesses from certification to business relationships is implemented by multiple SDO teams. This section will provide an overview of these efforts in three areas: program outreach, collaboration, and innovation.

Program Outreach

Technical Assistance Sessions and Public Events. In FY2022, the SDO Engagement Team conducted more than 160 one-on-one technical assistance sessions. In partnership with DCAMM and Commodore Walsh, the SDO co-sponsored three Massachusetts Construction Opportunities Events. In addition, the Engagement Team and other SDO staff attended and/or presented at more than 40 events geared toward assisting small and diverse businesses, agencies, and other interested parties. Those events included appearing on a series of panels at Commonwealth Corporation's ReConvene: Increasing the Marketability of Small, Diverse Businesses; speaking at the Governor's Latino Advisory Commission and Black Advisory Commission meetings; and presenting at the Association of Latino Professionals in Finance and Accounting Small Business Pre-Certification and License webinar.

- **Pathways and Connections.** The SDO re-branded and re-launched its monthly newsletter, *Pathways and Connections*, sharing news and upcoming events from the SDO and its partners with more than 4,000 vendors, advocates, and buyers.
- **SDO Ad Campaign.** As mentioned in the "*SDO Restructuring and Accomplishments*" section earlier in this report, the SDO started an advertising campaign to raise awareness of the SDO and the various programs we offer for diverse and small businesses. The department started a statewide advertising campaign by working with Archipelago Strategies Group (ASG), which is certified as an MBE, WBE and LGBTBE. Together, we created a campaign covering local signage, a far-reaching media buy, a 30-second radio ad, and a digital campaign. The campaign was seen and heard in eight different languages, including Amharic, Haitian Creole, Khmer, Portuguese, Simplified Chinese, Spanish, Vietnamese, and English. In total, the media buy created a campaign with an estimated 5.8 million impressions.

Engagement

- **Strategic Partnerships and Collaboration.** In FY2022, in addition to continuing our outreach to small and diverse businesses across the Commonwealth, the SDO established new strategic partnerships and strengthened existing ones, enabling the SDO to better meet needs and collaborate with our community partners and stakeholders. These partnerships helped the SDO to remove procurement barriers and connect community organizations and their members to business opportunities and resources.

These strategic partners include but are not limited to: the Black Economic Council of Massachusetts (BECMA), Amplify Latinx, the Governor's Black and Latino Advisory Commissions, the City of Boston, the Greater New England Minority Supplier Development Council (GNEMSDC), Minority Business Development Agency (MBDA), the Center for Women and Enterprise (CWE, New England WBENC), the

National LGBT Chamber of Commerce (NGLCC), the Massachusetts LGBT Chamber of Commerce, Disability:IN, Work Without Limits, the Persons with Disabilities Employment Advocacy Group, and all of the [SDO's Certification and Community Organizational Partnerships](#).

Examples of FY2022 collaborative projects created through the above partnerships include:

- **Black Economic Council of Massachusetts (BECMA).** In FY2022, the SDO continued to foster and grow its existing strategic partnership with BECMA as SDO's Director of Diverse and Small Business Engagement is a founding member of BECMA's Vendor Advisory Council. The SDO attended monthly meetings with BECMA and procurement officials from Brookline, Somerville, Newton, and Malden to discuss and formalize strategies to address and reduce barriers of entry to public state and municipal contract procurement opportunities. The SDO also actively participated in the in-person and remote presentations as well as exhibiting at BECMA's Mass Black Expo.
- **Holyoke Soldiers' Home Access, Inclusion and Diversity Committee.** The SDO Executive Director serves on this committee which meets on a monthly basis and is responsible for actively promoting and reporting on the inclusion of MBE, WBE and VBE/SDVOBE-owned businesses in the construction of the Holyoke Veteran's Home.
- **Federal Funds Equity and Accountability Review Panel.** The SDO Executive Director serves on this panel which was statutorily-established and tasked with tracking how American Rescue Plan Act (ARPA) funds are spent in Massachusetts, particularly in communities that were disproportionately impacted by COVID-19.
- **Browning the Green Space.** The SDO was a standing committee member and met monthly with Browning the Green Space organization in an effort to coordinate outreach efforts to black and brown business owners in the construction trades in the green construction industry.
- **Amplify Latinx.** The SDO actively participated in the Amplify Latinx 5th Annual PowerUp 5.0 Business Summit. In addition, SDO continued to provide certification and procurement technical assistance resource support.
- **MOD Disability Summit.** The SDO exhibited at the Massachusetts Office on Disability's disability summit.
- **SCORE.** In FY2022, the SDO continued to develop its ongoing strategic relationship with the Service Corps of Retired Executives (SCORE), which is a non-profit and affiliate organization of the Small Business Administration (SBA) with members who provide free consultation services and advice to entrepreneurs. SDO and SCORE developed a pilot program with the intent of introducing SCORE mentors to newly-certified WBEs and MBEs for mentoring and providing technical assistance consultation.
- **Collaboration with Certification Partners.** Throughout FY2022, the SDO continued to work with our cross-certification partners while simultaneously enabling and supporting diverse and small businesses to apply for SDO certification through our streamlined process. The SDO has thus maintained vital relationships with the City of Boston, the Center for Women and Enterprise, the Greater New England Minority Supplier Diversity Council, Disability:IN, the National LGBT Chamber of Commerce, and the U.S. Department of Veterans' Affairs.
- **The City of Boston.** The SDO has continued its partnership with the City of Boston by working with the city to incorporate SDO-certified businesses into their search engine. This enhanced

partnership better enables City of Boston purchasing and procurement staff to locate diverse businesses that may be interested in competing for City work.

- **Cannabis Control Commission.** The SDO continued to work closely with the Cannabis Control Commission to enable full participation in the marijuana industry by people from communities that have previously been disproportionately harmed by marijuana prohibition and enforcement, and to positively impact those communities. In support of these efforts, the SDO provides supplier diversity certification services to cannabis companies and collaborates with the Commission to educate diverse cannabis companies about certification.
- **Massachusetts Clean Energy Council (CEC).** In FY2022, the SDO was asked to participate as an advisor in developing the diversity, equity, and inclusion criteria for a CEC offshore wind procurement. A separate group of SDO employees, independently, worked to assist potential bidders in identifying potential supplier diversity partners in preparation for the bid.

Innovation

- **The Supplier Diversity Hub.** The future of fairness and equity in state contracting will also become simpler due to new technology being rolled out by the SDO. The SDO’s Supplier Diversity Hub (“the Hub”) was procured, built and tested in FY2022 and is designed to connect diverse and small businesses to prime contractors and Commonwealth agencies and cities and towns. The Hub’s first feature made available to state agencies was a set of spending dashboards that allows each agency to track their SDP and SBPP performance virtually in real time, including direct spending and, for the first time, indirect spending as reported by Commonwealth prime contractors. Additional features include a Business Opportunity Exchange and Prime Contractor Spend Reporting. All businesses creating Hub accounts undergo a certification self-assessment that identifies SDO programs that the business may be eligible for. The Hub launched in stages starting in early FY2023.



Example of Supplier Diversity Hub Agency Diverse and Small Business Spending Dashboard

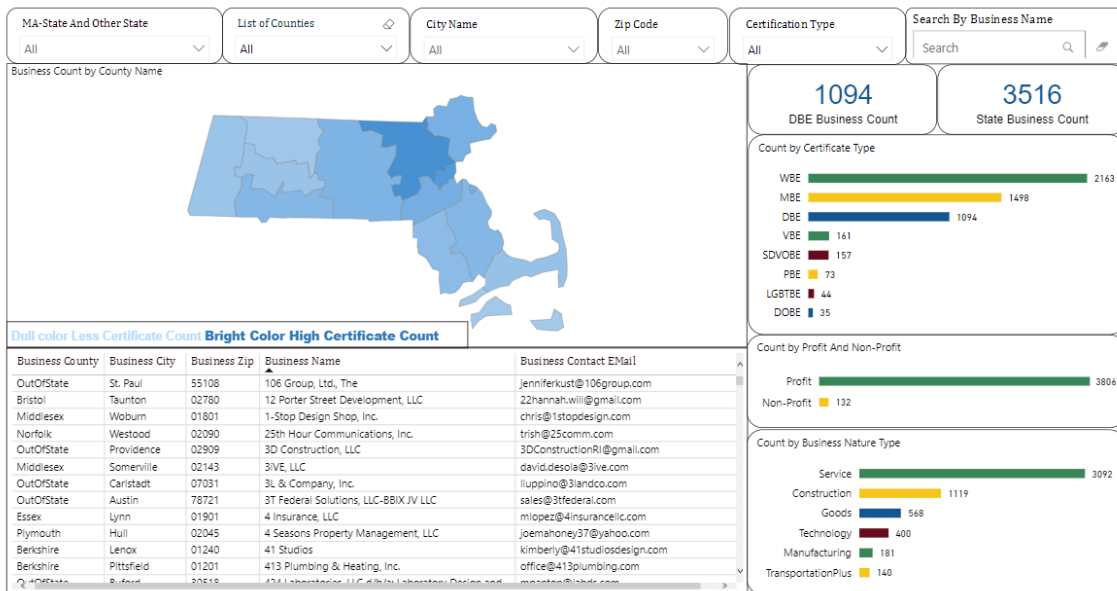


Planned Procurements	Pending Opportunities	Active Opportunities *	Cancelled & Expired	Search		
All Planned Procurements	View All Planned Procurement:					
Archives						
Type	Issuer	Title	Applicable Program	Estimated Posting Date	Potential Diverse Bidders	Action
Health & Human Services/Purchase of Service	Supplier Diversity Office	Mobile Psychiatrics	Health & Human Services/Purchase of Service	12/31/2022		Actions
Goods & Services-Departmental	Supplier Diversity Office	Facilities Procurements for FY23	Goods & Services	01/01/2023		Actions

Example of Supplier Diversity Hub Business Opportunity Exchange

- Supplier Diversity Heat Map.** Additionally, the SDO in partnership with ANF IT, designed, tested, and plans to launch a “supplier diversity heat map” of Massachusetts diverse and small businesses. The map will help Commonwealth departments, cities and towns and prime vendors find diverse and small businesses by business name, certification category, zip code, city/town, or county. The map enables buyers to engage not only diverse and small businesses but local ones as well.

SDO Certified Businesses Geographical Location



Preview of Supplier Diversity Heat Map Dashboard

- Certification Directory and Application System Upgrades.** In FY2022, the SDO completed additional enhancements to its online application system. These updates enabled users of the SDO’s Online Directory of Certified Businesses to execute more sophisticated searches, improved processing of certification applications from diverse cannabis businesses, and made internal certification and renewal workflows more efficient.

- **Making Diverse and Small Contractors Visible in COMMBUYS.** In FY2022, the SDO continued to collaborate with ANF IT and OSD Data and Analytics to specify, fund, and deploy several enhancements to COMMBUYS, the Commonwealth's eProcurement marketplace. The goal of the enhancements was to make small and diverse business information visible to buyers at critical points in requesting quotes, evaluating quotes, or placing orders. SDO-funded COMMBUYS enhancements released in FY2022:
 - Simplify searching for small and diverse businesses;
 - Identify COMMBUYS-verified Massachusetts small businesses to buyers who may need this information to implement the SBPP business preference in quote evaluation; and
 - Prominently display the small business status and certification type for relevant contractors on multi-vendor contracts when buyers are choosing vendors for soliciting quotes or placing an order.

SDP Spending Compliance Verification

In FY2022, the SDO continued to expand its SDP Spending Compliance Verification program. The goal of the effort was to assess the accuracy of SDP reports submitted by Statewide Contractors by requesting SDO-certified vendors to confirm that they received the payments as stated on the spending reports. The SDO sent out 419 sets of reports to certified diverse vendors to confirm payments received. 190 diverse businesses responded, verifying a total of 269 reports. The response rate for reported spend verification was 64%, which is consistent with FY2021’s verification rate. The amount of spending that was verified totaled over \$197 million, a 62% increase over FY2021. Based on the responses received, the SDO found the following:

- **Accurate and understated reports:** Spending in 229 sets of reports (85% of the reports, representing 81% of the expenditures reported) were confirmed to be accurate or higher than reported. Of that number, 40 sets (15% of the responses, representing 7% of the reported expenditures) were understated, and the Statewide Contractor, in fact, spent more than reported.
- **Overstated reports:** Spending in 40 sets of reports (15% of the reports and 18% of the expenditures reported) were found to be overstated by the Statewide Contractors. In each of those cases, the SDO notified the OSD Sourcing Unit and the prime contractor of the discrepancy and requested that any corrections, updates, or revisions be provided to both the SDO and OSD. Data used for this Annual Report spending section was updated to reflect the accurate (and not overstated) spending amounts for the contractors in question.

Summary of Responses to the FY2022 SDP Spending Compliance Verification

Response Type	Number of Responses	% of Responses	Reported Expenditures	% of Total Reported Expenditures
Accurate	189	70%	\$147,212,961	74%
Understated	40	15%	\$14,621,965	7%
Overstated	40	15%	\$35,822,293	18%
Total	269	100%	\$197,657,218	100%

Training

In FY2022, the SDO established and filled a new position for a Training and Policy Coordinator whose responsibilities include developing and delivering training programs focusing on SDO policy, programs and systems. This allowed the SDO to establish a robust training program for small and diverse businesses, prime bidders and contractors, executive department purchasers, and other public buyers.

- New Training Sessions:** In the latter part of the fiscal year, three new courses were introduced to the vendor and buyer community. The first, “Unlocking Opportunities: How to Make Your State Certification Work for You,” assists certified vendors to learn more about using their state certification to identify opportunities in public procurement and develop business-to-business relationships with other vendors. The second, “Using Existing Contracts to Achieve Supplier Diversity Benchmarks,” helps buyers understand SDP benchmarks and identifies tools available in finding diverse and small business vendors. In support of the Hub rollout, the third course, “Supplier Diversity Hub: Getting Started,” was created for executive agencies to show how to navigate the new system.

The SDO also collaborated with DCAMM and held a DCAMM Certification Overview class for SDO state-certified construction businesses interested in pursuing DCAMM certification. In addition, internal classes were conducted for SDO staff on a variety of topics including procurement processes and policies, SDO programs, and certification.

SDO’s Training Sessions in FY2022

Class Name	Month	Number of Classes	Attended
Using Existing Contracts to Achieve Supplier Diversity Benchmarks	March – May 2022	13	178
Supplier Diversity Hub: Getting Started	May 2022	2	42
DCAMM Certification Overview (in partnership with DCAMM)	June 2022	1	45
Unlocking Opportunities: How to Make Your State Certification Work for You	June 2022	3	48
Total		19	313

- Pre-certification Webinars:** In addition, the SDO continued to offer pre-certification webinars, led by a team of SDO staff and a trainer, and which are designed for businesses interested in applying for state certification. These webinars introduce SDO certification, discuss certification criteria, processes, and forms, and explain the marketing benefits of certification. Attendance at the pre-certification webinar is a requirement for all in-state businesses that wish to become certified. In FY2022, the SDO held 13 pre-certification webinars, five more than the prior year. These webinars were attended by 1,572 representatives of diverse businesses interested in certification, 22% more than in FY2021.

SDO's Pre-certification Webinars in FY2022

Date	Attended
July 2021	120
August 2021	110
September 2021	114
October 2021 (2 events)	244
November 2021	122
December 2021	92
January 2022	105
February 2022	142
March 2022	138
April 2022	138
May 2022	140
June 2022	107
Total	1,572

- **Pre-Bid Conferences, Contractor Onboarding, and Contract Kick-off Events:** The SDO teamed with OSD, the Commonwealth's central procurement agency, to educate buyers and vendors on the Commonwealth's procurement process and the critical role of SDO certification and programs. In FY2022, the SDO participated in 12 pre-bid conferences, 12 prime vendor onboarding sessions, and 13 contract kick-off events for buyers related to OSD's Statewide Contracts. The SDO also presented in three Strategics Sourcing certificate program courses.
- **Monthly Secretariat and Agency Supplier Diversity Officer Forums:** The SDO Training and Policy Coordinator and other SDO staff conducted monthly information sharing, training and collaboration forums about SDO programs, policies, systems and results with the Secretariat and Agency Supplier Diversity Officers.

Narrative Reports by Quasi-Public/Non-Executive Organizations

In FY2022, the SDO, in collaboration with the Governor’s Office of Access, Opportunity, and Community Affairs, continued to coordinate supplier diversity activities among more than two dozen quasi-public and non-executive organizations across the state. In addition to meetings, resources, and best practices, participants in this effort were offered an opportunity to report the results of their supplier diversity programs through this Annual Report.

This chapter contains information from 14 quasi-public or non-executive organizations that submitted such narrative reports, including three organizations also participating in the quantitative sections of this report (the Massachusetts Convention Center Authority, Massachusetts Gaming Commission, and MassHousing).²⁸

Cannabis Control Commission

The Cannabis Control Commission (“Commission”), established in 2017, implements and administers the laws enabling access to medical and adult-use marijuana. The Commission regulates an industry that is characterized by small and larger participants, including minorities, women, and veterans. The Commission encourages full participation by people from communities that were disproportionately harmed by marijuana prohibition.

The Commission requests information from vendors about their internal diversity, equity, and inclusion training as part of procurement, and awards points for MBE, WBE, and other designations.

Cannabis Control Commission’s FY2022 Spending with SDO-certified Businesses

Women Owned Businesses	Minority Owned Businesses	Veteran Owned Businesses	LGBTBE Owned Businesses
\$745,834	\$585,594	\$177	\$4,133

Since 2019, the Commission has worked with the SDO to educate cannabis businesses on how to obtain SDO certifications. Marijuana Establishment applicants that complete SDO training and sign attestations about their ownership receive expedited processes for licensing applications. Additionally, Marijuana Establishment licensees that are ultimately certified by the SDO and meet the Commission’s small business eligibility requirements receive fee waivers associated with their licenses and future applications for other types of operations.

Commonwealth Corporation

Commonwealth Corporation, CommCorp for short, is a quasi-public agency established in 1996 through the merger of two Massachusetts non-profit organizations: the Industrial Service Program and the Bay State Skills Corporation. CommCorp delivers innovative and collaborative career development solutions that help employees and businesses succeed and is dedicated to creating a globally competitive workforce that fosters the success and well-being of all individuals.

At the heart of CommCorp's diversity, equity, and inclusion strategy is their commitment to organizational change so that they can continue to best serve individuals and communities. These changes and opportunities

²⁸ The Narrative Reports included in this SDO Annual Report were written and submitted by each individual Quasi-Public/Non-Executive Organization and were not authored by the SDO.

for growth include integrating SDO certifications into the Workforce Training Fund Express Program Directory and actively identifying and pursuing opportunities to support and build partnerships with organizations currently engaged in promoting racial and economic justice within the communities served.

CommCorp works to provide economic opportunities to historically and systemically marginalized communities through our grant services and technical assistance programs—preparing them to administer funds and expand their capacity. However, this goal requires the collaborative effort of personnel, partners, and the community at large. They use the Supplier Diversity Office’s directory to look for relationships that allow them to leverage their unique assets across disciplines and sectors to build power for marginalized communities, seeking out partnerships and vendors that focus on the intersection of DEI issues with other pressing social problems such as health disparities, education disparities, and criminal justice reform.

The journey to supporting, expanding, and investing in an equitable workforce is not always linear. Therefore, Commonwealth Corporation’s goal is two-fold: to learn from the mistakes they are aware of, and to foster an environment that encourages partners, stakeholders, and employees to hold them accountable. Read more about CommCorp’s DEI initiatives here: <https://commcorp.org/dei/>

The Massachusetts Convention Center Authority (MCCA)

The MCCA adopted the Administration’s methodology and procedures for measuring diverse business spending, beginning with its FY2017 reporting. While it has not tracked additional categories for diverse business types in the past, the MCCA now is asking vendors to report their certification status among a broader set of business categories (e.g., veteran-owned, LGBT-owned). In FY2018, the MCCA was proud to receive a Supplier Diversity Award for its efforts in promoting economic opportunity for small and diverse businesses in the Commonwealth in the prior fiscal year.

Through its centralized Purchasing and Procurement team, the MCCA is looking to continually build upon this achievement to increase opportunities for diverse suppliers. In the fall of 2022, the MCCA welcomed back to the Boston Convention & Exhibition Center (BCEC) the Mass Black Expo 2022 event and looks forward to hosting the event again in 2023.

The COVID-19 pandemic had a dramatic impact on the finances of the MCCA, which continue to recover from historically low levels of business activity. In lieu of the loss of business for large portions of fiscal years 2020 and 2021, many of the MCCA’s annual operating expenses were cut dramatically. This impact continued into fiscal year 2022. However, the MCCA is optimistic that, with the re-opening of its facilities to large events in late spring of 2021, it will see a steady recovery in its operating and financial performance to hopefully being normalized by fiscal year 2024.

The MCCA advertises major procurements on its website and through local and regional news outlets. Typically, firms responding to such procurements are required to identify how and in what amount they are including diverse businesses within their proposals. Please visit the [MCCA Business Opportunities](#) page for information on current and upcoming Requests for Proposals, Requests for Qualifications, and Invitations for Bids.

Massachusetts Development Finance Agency (MassDevelopment)

Massachusetts Development Finance Agency's (MassDevelopment) Board of Directors (Board) voted at its June 8, 2017, Board of Directors Meeting to adopt a Diverse Business Participation Program (Program) for MassDevelopment's direct contracting. This Program encourages parties seeking contracts with MassDevelopment to use good faith efforts to include MBEs, WBEs, VBEs, and SDVOBEs. MassDevelopment refers to these four categories as Diverse Business Enterprises (DBE).²⁹

MassDevelopment's Program encourages DBE participation and measures such participation for yearly reports to the Board. MassDevelopment staff encourages DBE participation by providing all Requests for Proposal, Requests for Qualifications, and Invitations of Bids to the SDO, the Greater New England Minority Supplier Development Council, and the Center for Women & Enterprise for dissemination.

In FY2018, MassDevelopment worked to roll out the Program and track its "baseline" for future years and annual reporting to the Board which resulted from collaboration between the finance, legal/procurement, and information technology divisions.

MassDevelopment used the FY2018 methodology to determine its FY2022 reporting. MassDevelopment's total consolidated dollar spend on all vendors for FY2022 (the denominator of the percentage calculation) was \$23,824,738. MassDevelopment then identified (through cross-checking with the SDO database and through subsequent coding) all vendors eligible for inclusion in the Program. The total SDO certified, DBE vendor spend (the numerator) was determined to be \$948,880. Accordingly, 4% of MassDevelopment's total direct contracting was procured through DBE vendors in FY2022. However, if factoring in non-certified DBE vendors and subcontractors in the amount of \$548,299, the number jumps to \$1,497,179 or 6.3% participation by DBE vendors.

It should further be noted that 47.9% of our vendor payments, or \$11,412,137, is to businesses with DBE subcontractors. Unfortunately, our current system cannot extract the subcontractor portion so that number is not reportable at this time. Lastly, non-certified DBE vendors are routinely encouraged to seek or update their SDO certifications.

Massachusetts Gaming Commission (MGC)

The Massachusetts Gaming Commission (MGC) has elected to follow 801 CMR 21.00, which governs the acquisition of all commodities and services by executive agencies including following SDO and OSD's guidelines regarding diversity spending. MGC posts bid opportunities on COMMBUYS and on MGC's website, in addition to engaging a company to enlarge the pool of diverse vendors to many of our RFRs.

The MGC continues to make small and diverse businesses a priority in our procurements resulting in \$2.87M spending with small business, \$283K with women owned businesses, \$301K with minority owned businesses, and \$41K with Veteran owned businesses. The MGC fully participates in the SDP and SBPP and their results are included in the quantitative sections of this report.

²⁹ The abbreviation "DBE" as used by MassDevelopment is distinct from the federal Disadvantaged Business Enterprise certification with the same abbreviation.

In addition to the Commission’s direct purchasing, MGC monitors the casino licensees in meeting their own supplier/vendor diversity goals and compliance with required diversity plans (available on the [MGC website](#)). Each casino’s progress toward reaching those goals is published on the [MGC Reports and Publications Webpage](#).

The Massachusetts Gaming Commission Licensees’ Supplier Diversity Performance in FY2022

Licensee Company Name	MBE		WBE		VBE	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	8%	9%	14%	18%	3%	2%
MGM Springfield	10%	3%	15%	3%	2%	2%
Plainridge Park	6%	6%	12%	13%	3%	5%

Oversight for each licensee’s spending involves quarterly diversity reporting, compliance audits and reviews, as well as working with community organizations to assist the casinos in sourcing diverse vendors. The most current information on supplier diversity status can be found in their quarterly reports posted to the website.

Massachusetts Growth Capital Corporation (MGCC)

MGCC empowers small businesses in Massachusetts through access to capital, managerial education, and resources, and promotes economic development in underserved and under-resourced communities in our gateway cities. With economic opportunities, these business owners – often women, minorities and veterans – can build assets, create employment, and strengthen their communities. MGCC has been providing these entrepreneurs with alternative funding solutions and free managerial assistance since 2010.

MGCC communicates with statewide partners and the SDO to expand its reach to diverse suppliers. MGCC offerings, as well as further inclusive opportunities and initiatives supported by MGCC, may be found on MGCC’s website: [EmpoweringSmallBusiness.org](#).

Massachusetts Housing Finance Agency (MassHousing)

The Massachusetts Housing Finance Agency (MassHousing) is now in its sixth decade of providing economic opportunities to Diverse Business Owners, not limited to Minority Businesses (MBEs) and Women Businesses (WBEs).

MassHousing’s Diversity & Inclusion team works in partnership with property managers and construction contractors at MassHousing-financed rental housing communities. The goal is to connect these companies with capable diverse businesses. It is all part of MassHousing’s long-standing commitment to leverage economic opportunities within the affordable and mixed income housing realm.

MassHousing’s multifamily borrowers must also make good-faith efforts to hire MBEs and WBEs along with a reflective workforce. The Agency negotiates and manages Equal Opportunity Construction Contracts with general contractors to establish MBE/WBE contracting opportunities, and partners with property management companies to ensure that MBE/WBE vendor utilization goals are being met and Fair Housing Marketing Plans are implemented.

Recently compiled data from fiscal year 2022 (which ended June 30, 2022) shows that of the \$447 million in construction contracts awarded at 19 MassHousing-financed projects, \$102 million was awarded to MBEs, \$44

million to WBEs. In addition, of the 1.6 million workforce hours completed at those sites, 905,571 were performed by minority workers, and 60,737 by women.

During FY22, 377 MassHousing-financed rental developments located in six regions across the Commonwealth participated in the Equal Opportunity Property Management Program. Of their \$284 million in total expenditures, \$46 million went to MBEs and MWBEs, and \$31 million to WBEs and MWBEs.

MassHousing actively participates in trade fairs, conferences and workshops sponsored by public and non-profit organizations. Through [an interactive website](#), the Agency provides outreach, technical assistance, information and created a new electronic feature which list potential work opportunities at housing developments throughout the Commonwealth.

Finally, in FY2022, MassHousing continues to set ambitious goals and expand opportunities for the participation of diverse businesses in all aspects of the Agency's operations.

Massport

The Massachusetts Port Authority ("Massport") is an independent public authority, is self-supporting, and is governed by a seven-member Board. Five members are appointed by the Governor of Massachusetts, and one is appointed by the Massachusetts Port Authority Community Advisory Committee to staggered terms of seven years each. The Secretary of Transportation and Chief Executive Officer of the Massachusetts Department of Transportation serves as an ex officio member of the Board.

A world-class organization moving people and goods, Massport connects Massachusetts and New England to the world – safely, securely, and efficiently, with a commitment to sustainability, our neighboring communities, and diversity, equity, and inclusion. Massport's facilities generate \$22 billion a year in total economic impact and support more than 107,000 direct jobs.

The pandemic negatively affected Logan Airport's passenger volume and Massport's financial position, requiring significant cuts to operating and capital expenses. While business activity across the Authority's three airports and port facilities continue to rebound, a full recovery is not expected until FY2024-FY2025.

Despite recent challenges, Massport remains committed to expanding economic opportunities to businesses owned by people of color, women, and other diverse groups. Through the Authority's Supplier Diversity program, Massport seeks to expand business partnerships and increase participation of certified minority business enterprises (MBEs), women business enterprises (WBEs), and other diverse groups. During FY2022, 2% of Massport's spending for goods and non-professional services went to M/WBE firms. In addition, Massport awarded 12%, or \$2.1 million, of new and multi-year contracts for goods and non-professional services to M/WBEs. The awards included eight contracts to new M/WBE vendors totaling \$641,000.

Every year since elevating Diversity, Equity, & Inclusion (DE&I) as a main goal, Massport has worked to nurture and cultivate diversity by expanding our outreach efforts, educational and awareness programming, and community commitments. The following are highlights of FY2022 initiatives and outcomes:

Supplier Diversity

- Established internal benchmark for FY2023 M/WBE procurement awards.
- Implemented Authority-wide systems interface with diversity/compliance contract "B2G" software to monitor and track M/WBE participation.

- Trained employees on DE&I/Procurement Initiatives, including Selection Committee Project Manager’s Training.
- Provided departments with a projection of upcoming solicitations to facilitate the planning of goods and non-professional services procurement and allow for extensive outreach to diverse vendors.
- Utilized Bid Express, an electronic bidding platform, to make it convenient for all diverse vendors to proactively engage with Massport and facilitated data collection regarding diverse vendor participation in Massport procurements.
- Made diversity an explicit selection criterion in the procurement for auditing services. As a result, Ernst & Young Consulting (EY) partnered with DavisKelly, a local MBE and WBE accounting firm. The collaboration between the two firms on this project led them to seek future business ventures together, demonstrating that these types of partnerships expand economic opportunities.
- Expanded the investor broker pool by adding five new diverse investors designated as businesses owned by people of color and/or women. The approximate value of trades made by the new, diverse brokers was \$164 million.
- Increased participation of minority-owned investment bankers in the underwriter’s pool by 33%.
- Continued targeted outreach to build relationships with diverse businesses and organizations and make them aware of upcoming bid opportunities.
- Hosted the 8th Annual Massport Business Diversity Summit in December 2021 and identified 11 new diverse vendors for future procurement opportunities.
- Collaborated with other organizations on “Doing Business with Massport” events.
- Commercial Real Estate and Aviation Leases.
- Incorporated diversity, equity, and inclusion as one of four equally selection criteria (“Massport Model”) to a Request for Proposals (RFPs) for a Mixed Income Housing Project on Parcel D-4 in South Boston to incentivize high levels of minority and women-owned business participation in ownership, leadership, design, construction, equity investment, and operations.
- Incorporated DE&I as selection criteria for aviation development bids at Logan Airport and Hanscom Field.
- Associated Industries of Massachusetts (“AIM”) awarded Massport and the Omni Hotel project team the Lewis Latimer Award for the creation and implementation of the Massport Model, an award AIM presents annually to a Massachusetts innovator, organization, or business leader who has broken barriers to innovate and create economic opportunity.

Workforce Diversity and Community Support

- Launched the Pathways Program internships at Bridgewater State University in the spring and expanded it by adding UMass Boston in September 2022 to assist Massport in building a diverse pipeline. Two Aviation Management students from Bridgewater State University were awarded scholarships and paid internships and will continue to work with Massport a few days per month throughout the academic year. Upon graduation they will receive offers of employment.
- Awarded monthly grants to local organizations that serve diverse communities to fund youth educational programs; athletics and recreational programming; social services; the arts and cultural events. Set a goal to award 50% of yearly grant funds to organizations and programs that predominantly serve people of color.

- Awarded \$250,000 in grants to 52 local organizations. Exceeded the goal by awarding 69% of total grants (\$173,000) to 33 organizations that predominantly serve people of color. Out of those 33 organizations, 23 are organizations with diverse leadership.
- Supported organizations in neighboring communities by providing funds for summer youth employment through the Community Summer Jobs Program.
- Set goal for one-third of summer jobs funded to be opportunities for students of color.
- Provided \$600K of summer jobs funding to 28 organizations from neighboring communities.
- Thirty-six percent of students hired through the program were people-of color, exceeding our DE&I goal of 33%.
- Awarded \$3,000 Diversity STEM Scholarships to two high school graduates.
- Since 2007, Massport has awarded \$76,000 in Diversity STEM scholarships to support 46 students of color pursuing STEM or transportation careers who attend school in the city of Boston or neighboring communities or who reside there.

To further learn about business opportunities, please visit Massport's [Bids & Opportunities](#) webpage, which lists information on upcoming Request for Proposals and Bid Opportunities.

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (the "MSBA") is a quasi-independent state authority that provides partial reimbursement grant funding for school construction projects across the Commonwealth. The MSBA has a long-standing partnership with the Massachusetts Supplier Diversity Office (SDO), which enhances the MSBA's commitment to developing and strengthening Minority and Woman-Owned Business Enterprises ("M/WBEs") and expanding equal opportunity in the primary and secondary industries affected by MSBA procurements for goods and services.

The MSBA works with the SDO to notify certified M/WBEs of upcoming MSBA procurements. Also, the MSBA strongly considers a respondent's intent to further the development of M/WBEs or the existence of a relationship which furthers these goals when evaluating responses to procurements. The MSBA publishes RFRs for open procurements on the [MSBA's website](#) and on [COMMBUYS](#) where the MSBA welcomes M/WBEs to submit responses to these procurements.

Districts in the MSBA's grant program are independently responsible for following all state laws and state agency requirements that are outside of the MSBA's jurisdiction, including the participation goals for M/WBEs on MSBA-funded school construction projects. The MSBA encourages districts to employ M/WBEs on school construction projects through language incorporated in MSBA template contracts and procurement documents which detail the requirements for M/WBEs on school construction projects pursuant to M.G.L. Ch. 7C, section 6. Also, the MSBA requires Owner's Project Managers ("OPMs") to monitor goals for hiring M/WBE's in the design and construction phases of a project in the OPM Monthly Reports that are submitted to the MSBA.

The MSBA looks forward to continuing to partner with the SDO in order to enhance the MSBA's initiatives for promoting the hiring of M/WBEs on MSBA procurements and MSBA-funded school construction projects.

Massachusetts State College Building Authority (MSCBA)

The Massachusetts State College Building Authority (MSCBA or Authority) is responsible for financing, designing, constructing, and overseeing the management of residence halls and student activity facilities for the nine state universities and 15 community colleges. The Authority is committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion. The Authority partners with the Commonwealth's Supplier Diversity Office, other state entities, and industry associations to strengthen the diverse workforce within the Commonwealth.

In addition to adopting the Commonwealth's diversity goals for hiring design and construction firms, the MSCBA continues to reach out to the subcontractor community by engaging Minority Business Enterprises, Woman-Owned Business Enterprises, and Veteran-Owned Business Enterprises in a web-based trade contractor prequalification process where they are awarded additional credit toward becoming prequalified to bid on MSCBA projects. Notification of current opportunities are posted in the Central Register and at [MSCBA Solicitations](#).

Along with the MBE/WBE goals, the Authority has also adopted workforce participation goals to ensure opportunities for minority and women individuals to participate in our construction projects. Monthly review of the workforce data on each project results in an open dialogue, creates demand, and results in real job opportunities. The Authority tracks this data on all projects to the established goals to measure growth and identify areas in need of improvement. Further, the Authority promotes diversity throughout other internally hired vendors and in other types of procurement, and regularly engages minority-owned and women-owned firms for consulting and project support roles, as well as in financing activities. The MSCBA's annual report and additional information, including current projects and annual reports, may be viewed online at www.mscba.org.

Massachusetts Water Resources Authority (MWRA)

The Massachusetts Water Resources Authority's MBE/WBE/DBE Program ensures the equitable participation of Minority/Women/Disadvantaged Business Enterprises in the award of all contracts including contracts for construction, goods/non-professional services and professional services.

A quarterly report is generated on spending for MBE/WBE/DBEs, which includes construction, goods/non-professional services and professional services contracts. These expenditures are presented to the MWRA's Board of Directors in the quarterly Orange Notebook Report on Key Indicators of MWRA Performance. The table below shows the MWRA's FY2022 Report.

MWRA Supplier Diversity Spending

Type	Certification	Diverse Spending	Annual Goal	% of Goal
Construction	MBE	\$3,102,188	\$5,522,468	56.2%
	WBE	\$1,276,049	\$2,745,978	46.5%
Professional Services	MBE	\$3,156,867	\$2,145,456	147.1%
	WBE	\$1,737,850	\$1,727,134	100.8%
Goods/Services	MBE	\$387,120	\$376,902	102.7%
	WBE	\$365,393	\$1,326,240	27.6%

Listings for the MWRA bidding and contracting opportunities, including for construction, goods/non-professional services and professional services, can be found on the [MWRA Supplier Portal site](#) and/or publications such as the Central Register, Goods and Services, the Boston Herald, The Bay State Banner, El Mundo and/or [COMMBUYS](http://www.commbuys.com) (www.commbuys.com).

Office of the Inspector General

As part of its Massachusetts Certified Public Purchasing Official (MCPPO) program, the Inspector General’s Office developed trainings focusing on diversity and inclusion in procurement. Specifically:

- The Office of the Inspector General (OIG) partners with the Supplier Diversity Office (SDO) to provide training entitled **Diversity and Inclusion in Procurement**. The OIG and the Supplier Diversity Office present information about how Chapter 30B can be used to promote a diverse vendor pool. For example, how to develop a request for proposals (RFP) with evaluation criteria that provides “highly advantageous” status to SDO-certified vendors; or how to use the price quotation process to seek quotes from SDO-certified vendors on statewide and cooperative contracts. The training also reviews resources available to vendors and municipalities to assist in promoting diversity and inclusion in public contracting. For example, the SDO Certified Business Directory which provides multiple search functions to search for certified diverse vendors.
- In addition, the OIG held a one-day class on **Diversity and Inclusion in Procurement**, which included presentations from the Massachusetts Bay Transportation Authority, City of Boston, SDO, Division of Capital Asset Management and Maintenance (DCAMM) Affirmative Marketing Program, and the Attorney General’s Office (AGO), with 55 in attendance. The OIG also presented a 90-minute training to the board and staff of the Black Economic Council of MA.
- The OIG also partners with DCAMM and the AGO to present class segments related to diversity. These agencies review the requirements of Massachusetts’ Affirmative Marketing Program and Workforce Participation Goals respectively, in the **Design and Construction Contracting** core class and **School Project Designer and Owner’s Project Manager Certification** classes. These presentations discuss the legal requirements for vendor diversity goals in construction contracts. Approx. 400 students per semester attend these presentations. DCAMM and AGO have been providing these presentations for several years.

University of Massachusetts (UMass)

The UMass Unified Procurement Services Team (UPST) of the University of Massachusetts system continues to collaborate with local communities and campus stakeholders to drive the system’s supplier diversity agenda. To ensure that the system makes data-driven decisions with regards to supplier diversity, UMass partnered with TealBook, a supplier data enrichment company, to ensure that real time data on diverse suppliers is leveraged.

In addition, UMass continues to build off of the momentum initiated over the last few years including active participation in industry networking events, and strengthening partnerships with local diversity-focused organizations, like the Western Mass Anchor Collaborative and the Greater New England Minority Supplier Development Council (GNEMSDC) while continuing to support the Boston Chamber of Commerce Pacesetters Initiative, which prioritizes the expansion of opportunities for local, ethnic, and minority-owned companies.

Goods and Services: UMass System Office

With the revamp of the UMass Procurement Policy to ensure that supplier diversity is a major consideration in all competitive procurement initiatives, UMass has focused on updating processes and tools/templates used in the purchase of goods and services to be able to drive policy actualization.

As mentioned in the FY2021 annual report, UMass has started tracking diverse subcontractor/tier 2 supplier spend through the TealBook tool. This helps UMass monitor and track compliance of prime suppliers in meeting diversity goals agreed upon during the contracting process.

UMass Goods & Services Spending with Diverse Suppliers in FY2022³⁰

Business Category	FY2022 Spending
Minority-Owned Business Enterprise	\$21M
Women-Owned Business Enterprise	\$18.8M
Veteran-Owned Business Enterprise	\$6.8M
Service-Disabled Veteran Business Enterprise	\$0.02M
Disadvantaged Business Enterprise	\$17.2M
Gay, Lesbian, Bisexual, and Transgender Business Enterprise	\$0.02M
Others (HUB,HUD, etc.)	\$0.16M
Total	\$64M

University of Massachusetts Building Authority (UMBA)

The University of Massachusetts Building Authority (UMBA) continues to develop and implement best practices to improve our diversity and inclusion work and increase participation of Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) in areas of project management, material and equipment vendor purchases, professional services, and commissioning contracts on UMass Capital Building projects.

Our MBE and WBE participation goals for business utilization are as follows: Design Contracts 21.6% (MBE 6.6%/WBE 15.0%) and Construction Contracts 13.0% (MBE 4.2%/WBE 8.8%). UMBA’s strong collaborations with

³⁰ Direct expenditures only.

the building trades, vocation/technical schools, pre-apprenticeship programs, and community organizations has helped us attract and recruit more MBE and WBE firms to bid on our construction projects.

UMBA will continue to work with and support our general contractors, construction managers, owner project managers, subcontractors, and architectural firms to exercise maximum efforts to help improve and increase MBE and WBE participation on our construction projects. We continue to meet regularly with the Design, Construction, and Compliance Working Groups that we have established on UMass Campuses to review monthly compliance results, provide resources, and support MBE/WBE initiatives.

In FY2022, UMBA paid out \$28,817,485 to MBE and WBE firms working on capital projects, approximately 12.44% of UMBA's capital spending.

UMBA Diverse Construction Spending in FY2022

Business Category	FY2022 Spending
Minority-Owned Business Enterprise	\$10,840,228
Women-Owned Business Enterprise	\$16,156,771
Owner Project Manager- M/WBE	\$1,820,486
Total	\$28,817,485

Appendix A: Overall Supplier Diversity Program Spending (MBE, WBE, Veteran, Small Business)

Secretariat Code	Secretariat / Entity Name	Discretionary Budget	MBE			WBE			Veteran			Small Business		
			Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met
ANF	ADMINISTRATION AND FINANCE	\$288,140,409	\$23,051,233	\$29,231,254	126.81%	\$40,339,657	\$58,853,890	145.90%	\$8,644,212	\$11,633,672	134.58%	\$9,508,633	\$11,265,465	118.48%
EED	ECONOMIC DEVELOPMENT	\$199,372,098	\$15,949,768	\$28,312,443	177.51%	\$27,912,094	\$46,742,150	167.46%	\$5,981,163	\$195,599	3.27%	\$6,579,279	\$31,778,706	483.01%
EDU	EDUCATION	\$389,569,344	\$31,165,548	\$95,054,939	305.00%	\$54,539,708	\$68,304,922	125.24%	\$11,687,080	\$768,307	6.57%	\$12,855,788	\$41,707,643	324.43%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	\$120,934,441	\$9,674,755	\$8,456,456	87.41%	\$16,930,822	\$31,272,549	184.71%	\$3,628,033	\$932,978	25.72%	\$3,990,837	\$10,770,051	269.87%
EHS	HEALTH AND HUMAN SERVICES	\$3,903,990,129	\$312,319,210	\$307,435,270	98.44%	\$546,558,618	\$801,084,486	146.57%	\$117,119,704	\$14,947,815	12.76%	\$128,831,674	\$122,106,694	94.78%
EOL	LABOR AND WORKFORCE DEVELOPMENT	\$67,913,755	\$5,433,100	\$21,055,988	387.55%	\$9,507,926	\$27,204,374	286.12%	\$2,037,413	\$1,007,679	49.46%	\$2,241,154	\$398,254	17.77%
EPS	PUBLIC SAFETY AND SECURITY	\$156,189,561	\$12,495,165	\$18,559,773	148.54%	\$21,866,538	\$29,246,709	133.75%	\$4,685,687	\$3,011,641	64.27%	\$5,154,255	\$18,968,631	368.02%
ITD	TECHNOLOGY SERVICES AND SECURITY	\$67,137,250	\$5,370,980	\$16,906,057	314.77%	\$9,399,215	\$12,053,100	128.24%	\$2,014,117	\$1,965,823	97.60%	\$2,215,529	\$9,031,210	407.63%
DOT	TRANSPORTATION	\$1,216,771,946	\$97,341,756	\$57,343,780	58.91%	\$170,348,072	\$195,709,129	114.89%	\$36,503,158	\$3,656,864	10.02%	\$40,153,474	\$36,091,319	89.88%
	Executive Subtotal	\$6,410,018,933	\$512,801,515	\$582,355,962	113.56%	\$897,402,651	\$1,270,471,310	141.57%	\$192,300,568	\$38,120,379	19.82%	\$211,530,625	\$282,117,973	133.37%
CAD	COMMISSION AGAINST DISCRIMINATION	\$399,051	\$31,924	\$231,459	725.03%	\$55,867	\$181,518	324.91%	\$11,972	\$195	1.63%	\$13,169	\$4,411	33.50%
DAC	DISABLED PERSONS PROTECTION COMMISSION	\$997,692	\$79,815	\$126,020	157.89%	\$139,677	\$540,436	386.92%	\$29,931	\$38,341	128.10%	\$32,924	\$99,815	303.17%
MGC	MASSACHUSETTS GAMING COMMISSION	\$5,858,804	\$468,704	\$400,417	85.43%	\$820,233	\$428,036	52.18%	\$175,764	\$72,139	41.04%	\$193,341	\$2,875,755	1487.40%
GOV	OFFICE OF THE GOVERNOR	\$52,419	\$4,193	\$2,812	67.06%	\$7,339	\$10,011	136.41%	\$1,573	\$0	0.00%	\$1,730	\$4,146	239.70%
	Non-Executive and Constitutional Subtotal	\$7,307,966	\$584,637	\$760,709	130.12%	\$1,023,115	\$1,160,001	113.38%	\$219,239	\$110,676	50.48%	\$241,163	\$2,984,128	1237.39%
MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$25,293,038	\$2,023,443	\$1,178,128	58.22%	\$3,541,025	\$2,632,462	74.34%	\$758,791	\$186,000	24.51%	N/A	N/A	N/A
MHA	MASS HOUSING	\$12,093,510	\$967,481	\$1,773,606	183.32%	\$1,693,091	\$1,791,699	105.82%	\$362,805	\$288,117	79.41%	N/A	N/A	N/A
	Quasi-Public Subtotal	\$37,386,548	\$2,990,924	\$2,951,734	98.69%	\$5,234,117	\$4,424,161	84.53%	\$1,121,596	\$474,117	42.27%	N/A	N/A	N/A
	TOTAL	\$6,454,713,447	\$516,377,076	\$586,068,405	113.50%	\$903,659,883	\$1,276,055,472	141.21%	\$193,641,403	\$38,705,172	19.99%	\$211,771,788	\$285,102,101	134.63%

Notes: M/WBE firms are captured equally in MBE and WBE reporting. All expenditures were rounded to the nearest dollar.

Appendix B: MBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$17,757	\$1,421	\$292	\$9	\$13,582	\$13,591	\$13,883	977.25%
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$165,930	\$13,274	\$77,605	\$7,854	\$9,033	\$16,887	\$94,492	711.84%
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$26,291,764	\$2,103,341	\$3,935,080	\$778,058	\$3,404,193	\$4,182,251	\$8,117,331	385.93%
ANF	ATB	APPELLATE TAX BOARD	\$4,705	\$376	\$1,492	\$18	\$43	\$61	\$1,553	412.75%
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,259,503	\$100,760	\$906	\$3,105	\$6,406	\$9,511	\$10,417	10.34%
ANF	CSC	CIVIL SERVICE COMMISSION	\$19,456	\$1,556	\$1,881	\$0	\$146	\$146	\$2,027	130.21%
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION ³¹	\$238,111,499	\$19,048,920	\$3,125,811	\$13,937,687	\$211,792	\$14,149,480	\$17,275,291	90.69%
ANF	DOR	DEPARTMENT OF REVENUE	\$13,449,165	\$1,075,933	\$1,259,731	\$525,906	\$173,423	\$699,329	\$1,959,060	182.08%
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,033,509	\$162,681	\$303,875	\$4,776	\$13,394	\$18,170	\$322,046	197.96%
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,371,289	\$109,703	\$3,234	\$24,062	\$91,406	\$115,467	\$118,701	108.20%
ANF	LIB	GEORGE FINGOLD LIBRARY	\$12,808	\$1,025	\$936	\$0	\$4	\$4	\$940	91.74%
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$33,404	\$2,672	\$632	\$31	\$3	\$35	\$666	24.93%
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$1,826,895	\$146,152	\$25,241	\$9,580	\$411,721	\$421,301	\$446,542	305.53%
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,018,601	\$81,488	\$83,114	\$13,029	\$247,464	\$260,494	\$343,608	421.67%
ANF	SDO	SUPPLIER DIVERSITY OFFICE	\$237,662	\$19,013	\$299,392	\$0	\$0	\$0	\$299,392	1574.67%
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,286,464	\$182,917	\$140,181	\$79,584	\$5,542	\$85,126	\$225,307	123.17%
		TOTAL	\$288,140,409	\$23,051,233	\$9,259,402	\$15,383,701	\$4,588,151	\$19,971,852	\$29,231,254	126.81%
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$399,051	\$31,924	\$147,868	\$25,638	\$57,953	\$83,591	\$231,459	725.03%
		TOTAL	\$399,051	\$31,924	\$147,868	\$25,638	\$57,953	\$83,591	\$231,459	725.03%
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$997,692	\$79,815	\$91,254	\$17,380	\$17,386	\$34,766	\$126,020	157.89%
		TOTAL	\$997,692	\$79,815	\$91,254	\$17,380	\$17,386	\$34,766	\$126,020	157.89%
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,216,771,946	\$97,341,756	\$23,846,584	\$31,126,257	\$2,370,939	\$33,497,196	\$57,343,780	58.91%
		TOTAL	\$1,216,771,946	\$97,341,756	\$23,846,584	\$31,126,257	\$2,370,939	\$33,497,196	\$57,343,780	58.91%
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$89,452,884	\$7,156,231	\$613,429	\$233,093	\$1,555	\$234,648	\$848,077	11.85%
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$16,906,392	\$1,352,511	\$3,577,991	\$864,460	\$1,068,698	\$1,933,158	\$5,511,148	407.48%
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$281,641,637	\$22,531,331	\$85,617,124	\$683,723	\$1,708,886	\$2,392,609	\$88,009,732	390.61%
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$1,568,431	\$125,474	\$4,495	\$6,397	\$675,090	\$681,487	\$685,982	546.71%
		TOTAL	\$389,569,344	\$31,165,548	\$89,813,038	\$1,787,673	\$3,454,229	\$5,241,902	\$95,054,939	305.00%
EED	DOB	DIVISION OF BANKS	\$313,275	\$25,062	\$5,875	\$4,966	\$14,546	\$19,512	\$25,388	101.30%
EED	DOI	DIVISION OF INSURANCE	\$626,493	\$50,119	\$190,023	\$233	\$3,830	\$4,064	\$194,087	387.25%
EED	DOS	DIVISION OF STANDARDS	\$131,056	\$10,484	\$0	\$7,490	\$17,763	\$25,253	\$25,253	240.86%
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,451,739	\$116,139	\$428,304	\$35,947	\$110,983	\$146,930	\$575,234	495.30%
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$3,599,103	\$287,928	\$5,364,086	\$0	\$9	\$9	\$5,364,095	1863.00%
EED	OCDD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$192,289,648	\$15,383,172	\$17,306,703	\$570,710	\$3,779,185	\$4,349,894	\$21,656,597	140.78%
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$921,999	\$73,760	\$316,467	\$34,533	\$101,855	\$136,388	\$452,856	613.96%
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$8,194	\$656	\$1,113	\$45	\$76	\$122	\$1,235	188.34%
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$2,907	\$233	\$68	\$0	\$1,857	\$1,857	\$1,925	827.57%
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$27,684	\$2,215	\$3,361	\$3,319	\$9,095	\$12,414	\$15,775	712.28%
		TOTAL	\$199,372,098	\$15,949,768	\$23,615,999	\$657,244	\$4,039,200	\$4,696,444	\$28,312,443	177.51%
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$3,035,157	\$242,813	\$25,993	\$3,946	\$13,996	\$17,942	\$43,935	18.09%
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$438,126,217	\$35,050,097	\$14,060,236	\$968,130	\$3,991,503	\$4,959,633	\$19,019,868	54.26%
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,412,203,480	\$112,976,278	\$74,485,345	\$481,536	\$9,843,053	\$10,324,589	\$84,809,934	75.07%
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$474,355,809	\$37,948,465	\$55,945,426	\$1,596,380	\$9,070,541	\$10,666,921	\$66,612,347	175.53%
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$370,171,874	\$29,613,750	\$30,131,853	\$528,054	\$1,203,719	\$1,731,772	\$31,863,625	107.60%
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$63,706,328	\$5,096,506	\$6,239,105	\$278,804	\$276,255	\$555,058	\$6,794,163	133.31%
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$594,404,250	\$47,552,340	\$18,706,182	\$3,726,853	\$7,368,131	\$11,094,983	\$29,801,165	62.67%
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$421,865,983	\$33,749,279	\$40,222,352	\$17,496,359	\$3,876,855	\$21,373,214	\$61,595,566	182.51%
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$2,326,952	\$186,156	\$21,648	\$13,474	\$34,236	\$47,710	\$69,358	37.26%
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$12,952,973	\$1,036,238	\$197,957	\$10,867	\$16,965	\$27,832	\$225,789	21.79%
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$2,692,827	\$215,426	\$53,499	\$744	\$2,120	\$2,864	\$56,363	26.16%
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$66,437,566	\$5,315,005	\$4,576,697	\$100,443	\$556,968	\$657,411	\$5,234,109	98.48%
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$17,214,882	\$1,377,191	\$243,638	\$0	\$1,172	\$1,172	\$244,810	17.78%
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$688,947	\$55,116	\$313,024	\$17,144	\$70,195	\$87,339	\$400,363	726.40%
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,806,884	\$1,904,551	\$532,899	\$31,159	\$99,817	\$130,975	\$663,875	34.86%

³¹ This table includes DCAMM spending on construction and design. Under DCAMM's Affirmative Marketing Program (AMP) established under MGL c. 7C, § 6 for construction and design projects, MBE and WBE business participation goals are established consistent with DCAMM's current Disparity Study. View [DCAMM's Annual Affirmative Marketing Report](#) which contains design and construction awards, spending and MBE/WBE participation for the fiscal year.

TOTAL			\$3,903,990,129	\$312,319,210	\$245,755,854	\$25,253,891	\$36,425,524	\$61,679,416	\$307,435,270	98.44%
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$2,040,946	\$163,276	\$9,040	\$4,859	\$15,828	\$20,687	\$29,727	18.21%
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,587,143	\$6,366,971	\$487,305	\$2,844,143	\$1,242,631	\$4,086,775	\$4,574,080	71.84%
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$740,769	\$59,262	\$6,774	\$35,589	\$45,625	\$81,214	\$87,988	148.47%
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$986,126	\$78,890	\$1,838	\$11	\$70,276	\$70,287	\$72,126	91.43%
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$16,229,495	\$1,298,360	\$1,417,308	\$692,749	\$171,880	\$864,629	\$2,281,937	175.76%
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$10,885,961	\$870,877	\$590,257	\$23,314	\$496,450	\$519,764	\$1,110,021	127.46%
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,748,786	\$699,903	\$92,509	\$58,406	\$111,205	\$169,611	\$262,120	37.45%
ENV	SRB	STATE RECLAMATION BOARD	\$1,715,216	\$137,217	\$14,772	\$8,288	\$15,397	\$23,685	\$38,457	28.03%
TOTAL			\$120,934,441	\$9,674,755	\$2,619,804	\$3,667,360	\$2,169,293	\$5,836,653	\$8,456,456	87.41%
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$67,913,755	\$5,433,100	\$19,504,619	\$760,967	\$790,403	\$1,551,369	\$21,055,988	387.55%
TOTAL			\$67,913,755	\$5,433,100	\$19,504,619	\$760,967	\$790,403	\$1,551,369	\$21,055,988	387.55%
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$19,920,747	\$1,593,660	\$31,529	\$59,291	\$373,190	\$432,481	\$464,010	29.12%
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$697,978	\$55,838	\$418,578	\$2,905	\$9,603	\$12,508	\$431,086	772.03%
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$3,330,842	\$266,467	\$630	\$2,970	\$4,275	\$7,245	\$7,875	2.96%
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,206,731	\$176,538	\$47,158	\$26,586	\$348,952	\$375,538	\$422,697	239.44%
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$4,566,899	\$365,352	\$104,493	\$45,270	\$116,363	\$161,633	\$266,126	72.84%
EPS	DOC	DEPARTMENT OF CORRECTION	\$46,258,285	\$3,700,663	\$886,943	\$173,711	\$1,097,966	\$1,271,676	\$2,158,620	58.33%
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,246,106	\$1,779,688	\$11,232,634	\$169,014	\$224,521	\$393,535	\$11,626,170	653.27%
EPS	MIL	MILITARY DIVISION	\$13,573,550	\$1,085,884	\$279,645	\$39,174	\$61,394	\$100,568	\$380,213	35.01%
EPS	PAR	PAROLE BOARD	\$1,015,702	\$81,256	\$20,363	\$2,757	\$4,322	\$7,079	\$27,443	33.77%
EPS	POL	DEPARTMENT OF STATE POLICE	\$42,318,332	\$3,385,467	\$878,594	\$152,076	\$1,740,914	\$1,892,989	\$2,771,583	81.87%
EPS	SOR	SEX OFFENDER REGISTRY	\$54,388	\$4,351	\$2,835	\$171	\$945	\$1,116	\$3,951	90.81%
TOTAL			\$156,189,561	\$12,495,165	\$13,903,404	\$673,925	\$3,982,444	\$4,656,369	\$18,559,773	148.54%
GOV	GOV	GOVERNORS OFFICE	\$52,419	\$4,193	\$1,267	\$85	\$1,460	\$1,545	\$2,812	67.06%
TOTAL			\$52,419	\$4,193	\$1,267	\$85	\$1,460	\$1,545	\$2,812	67.06%
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$67,137,250	\$5,370,980	\$13,346,579	\$1,829,246	\$1,730,231	\$3,559,478	\$16,906,057	314.77%
TOTAL			\$67,137,250	\$5,370,980	\$13,346,579	\$1,829,246	\$1,730,231	\$3,559,478	\$16,906,057	314.77%
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$25,293,038	\$2,023,443	\$839,898	\$302,317	\$35,914	\$338,231	\$1,178,128	58.22%
TOTAL			\$25,293,038	\$2,023,443	\$839,898	\$302,317	\$35,914	\$338,231	\$1,178,128	58.22%
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$5,858,804	\$468,704	\$300,969	\$24,160	\$75,289	\$99,449	\$400,417	85.43%
TOTAL			\$5,858,804	\$468,704	\$300,969	\$24,160	\$75,289	\$99,449	\$400,417	85.43%
MHA	MHA	MASSHOUSING	\$12,093,510	\$967,481	\$1,773,606	\$0	\$0	\$0	\$1,773,606	183.32%
TOTAL			\$12,093,510	\$967,481	\$1,773,606	\$0	\$0	\$0	\$1,773,606	183.32%
YEAR TO DATE GRAND TOTAL			\$6,454,713,447	\$516,377,076	\$444,820,146	\$81,509,843	\$59,738,416	\$141,248,259	\$586,068,405	113.50%

Appendix C: WBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$17,757	\$2,486	\$1,192	\$2,816	\$312	\$3,128	\$4,320	173.76%
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$165,930	\$23,230	\$78,279	\$19,746	\$21,143	\$40,889	\$119,168	512.99%
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$26,291,764	\$3,680,847	\$4,645,245	\$89,544	\$2,816,899	\$2,906,443	\$7,551,687	205.16%
ANF	ATB	APPELLATE TAX BOARD	\$4,705	\$659	\$2,825	\$1,455	\$340	\$1,795	\$4,620	701.45%
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,259,503	\$176,330	\$12,886	\$6,627	\$27,554	\$34,181	\$47,067	26.69%
ANF	CSC	CIVIL SERVICE COMMISSION	\$19,456	\$2,724	\$18,733	\$2,695	\$2,217	\$4,911	\$23,644	868.07%
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION ³²	\$238,111,499	\$33,335,610	\$11,271,868	\$30,595,366	\$1,916,500	\$32,511,866	\$43,783,733	131.34%
ANF	DOR	DEPARTMENT OF REVENUE	\$13,449,165	\$1,882,883	\$4,167,602	\$519,655	\$482,380	\$1,002,034	\$5,169,637	274.56%
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,033,509	\$284,691	\$312,790	\$17,813	\$9,602	\$27,415	\$340,205	119.50%
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,371,289	\$191,980	\$802,654	\$128,544	\$63,283	\$191,826	\$994,480	518.01%
ANF	LIB	GEORGE FINGOLD LIBRARY	\$12,808	\$1,793	\$56	\$591	\$70	\$661	\$717	39.99%
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$33,404	\$4,677	\$632	\$33	\$55	\$89	\$720	15.40%
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$1,826,895	\$255,765	\$25,294	\$49,655	\$34,480	\$84,135	\$109,429	42.78%
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,018,601	\$142,604	\$96,520	\$2,363	\$7,316	\$9,679	\$106,199	74.47%
ANF	SDO	SUPPLIER DIVERSITY OFFICE	\$237,662	\$33,273	\$323,410	\$0	\$0	\$0	\$323,410	972.00%
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,286,464	\$320,105	\$170,666	\$86,259	\$17,928	\$104,188	\$274,853	85.86%
TOTAL			\$288,140,409	\$40,339,657	\$21,930,650	\$31,523,163	\$5,400,077	\$36,923,240	\$58,853,890	145.90%

³² This table includes DCAMM spending on construction and design. Under DCAMM's Affirmative Marketing Program (AMP) established under MGL c. 7C, § 6 for construction and design projects, MBE and WBE business participation goals are established consistent with DCAMM's current Disparity Study. View [DCAMM's Annual Affirmative Marketing Report](#) which contains design and construction awards, spending and MBE/WBE participation for the fiscal year.

CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$399,051	\$55,867	\$21,586	\$86,730	\$73,202	\$159,932	\$181,518	324.91%
		TOTAL	\$399,051	\$55,867	\$21,586	\$86,730	\$73,202	\$159,932	\$181,518	324.91%
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$997,692	\$139,677	\$139,549	\$151,870	\$249,017	\$400,887	\$540,436	386.92%
		TOTAL	\$997,692	\$139,677	\$139,549	\$151,870	\$249,017	\$400,887	\$540,436	386.92%
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,216,771,946	\$170,348,072	\$107,404,508	\$83,831,767	\$4,472,854	\$88,304,621	\$195,709,129	114.89%
		TOTAL	\$1,216,771,946	\$170,348,072	\$107,404,508	\$83,831,767	\$4,472,854	\$88,304,621	\$195,709,129	114.89%
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$89,452,884	\$12,523,404	\$6,295,897	\$160,886	\$21,959	\$182,846	\$6,478,743	51.73%
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$16,906,392	\$2,366,895	\$3,062,063	\$267,365	\$602,042	\$869,406	\$3,931,469	166.10%
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$281,641,637	\$39,429,829	\$54,391,119	\$131,034	\$2,388,722	\$2,519,756	\$56,910,875	144.33%
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$1,568,431	\$219,580	\$30,005	\$28,351	\$925,480	\$953,830	\$983,835	448.05%
		TOTAL	\$389,569,344	\$54,539,708	\$63,779,083	\$587,636	\$3,938,203	\$4,525,839	\$68,304,922	125.24%
EED	DOB	DIVISION OF BANKS	\$313,275	\$43,858	\$5,875	\$36,932	\$7,596	\$44,528	\$50,403	114.92%
EED	DOI	DIVISION OF INSURANCE	\$626,493	\$87,709	\$192,658	\$3,353	\$6,992	\$10,345	\$203,002	231.45%
EED	DOS	DIVISION OF STANDARDS	\$131,056	\$18,348	\$17,535	\$48,824	\$11,692	\$60,516	\$78,051	425.39%
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,451,739	\$203,243	\$236,348	\$28,673	\$118,685	\$147,358	\$383,706	188.79%
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$3,599,103	\$503,874	\$80,620	\$1,500,486	\$278	\$1,500,763	\$1,581,383	313.84%
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$192,289,648	\$26,920,551	\$37,472,038	\$972,361	\$5,365,749	\$6,338,110	\$43,810,148	162.74%
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$921,999	\$129,080	\$351,207	\$136,795	\$116,195	\$252,990	\$604,197	468.08%
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$8,194	\$1,147	\$4,956	\$2,518	\$1,691	\$4,209	\$9,165	798.91%
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$2,907	\$407	\$0	\$1,329	\$2,005	\$3,334	\$3,334	819.23%
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$27,684	\$3,876	\$3,361	\$11,087	\$4,310	\$15,398	\$18,759	484.00%
		TOTAL	\$199,372,098	\$27,912,094	\$38,364,598	\$2,742,358	\$5,635,194	\$8,377,552	\$46,742,150	167.46%
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$3,035,157	\$424,922	\$233,933	\$42,661	\$271,660	\$314,321	\$548,253	129.02%
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$438,126,217	\$61,337,670	\$116,654,203	\$2,775,428	\$5,196,166	\$7,971,594	\$124,625,797	203.18%
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,412,203,480	\$197,708,487	\$290,934,431	\$1,645,432	\$21,318,642	\$22,964,074	\$313,898,505	158.77%
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$474,355,809	\$66,409,813	\$112,418,184	\$5,410,096	\$20,407,998	\$25,818,094	\$138,236,278	208.16%
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$370,171,874	\$51,824,062	\$67,668,694	\$1,101,591	\$2,705,749	\$3,807,340	\$71,476,034	137.92%
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$63,706,328	\$8,918,886	\$18,823,692	\$546,383	\$712,094	\$1,258,477	\$20,082,169	225.16%
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$594,404,250	\$83,216,595	\$31,089,493	\$1,709,341	\$12,556,611	\$14,265,953	\$45,355,446	54.50%
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$421,865,983	\$59,061,238	\$24,527,584	\$39,212,226	\$6,994,132	\$46,206,358	\$70,733,942	119.76%
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$2,326,952	\$325,773	\$1,022,279	\$170,634	\$96,034	\$266,668	\$1,288,948	395.66%
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$12,952,973	\$1,813,416	\$2,036,371	\$84,562	\$74,083	\$158,645	\$2,195,016	121.04%
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$2,692,827	\$376,996	\$1,724,937	\$4,480	\$9,354	\$13,834	\$1,738,771	461.22%
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$66,437,566	\$9,301,259	\$5,616,880	\$448,053	\$1,261,797	\$1,709,849	\$7,326,729	78.77%
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$17,214,882	\$2,410,084	\$72,106	\$2,198	\$77,943	\$80,140	\$152,246	6.32%
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$688,947	\$96,453	\$274,135	\$47,968	\$137,950	\$185,918	\$460,053	476.97%
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,806,884	\$3,332,964	\$2,298,086	\$209,032	\$459,181	\$668,213	\$2,966,299	89.00%
		TOTAL	\$3,903,990,129	\$546,558,618	\$675,395,009	\$53,410,085	\$72,279,392	\$125,689,477	\$801,084,486	146.57%
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$2,040,946	\$285,732	\$49,466	\$40,129	\$31,485	\$71,614	\$121,079	42.38%
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,587,143	\$11,142,200	\$8,588,044	\$6,681,562	\$2,884,924	\$9,566,487	\$18,154,531	162.93%
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$740,769	\$103,708	\$6,774	\$223,440	\$36,294	\$259,733	\$266,507	256.98%
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$986,126	\$138,058	\$2,961	\$84,363	\$152,021	\$236,384	\$239,345	173.37%
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$16,229,495	\$2,272,129	\$8,444,602	\$453,702	\$124,836	\$578,538	\$9,023,141	397.12%
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$10,885,961	\$1,524,035	\$270,221	\$95,707	\$382,821	\$478,529	\$748,750	49.13%
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,748,786	\$1,224,830	\$2,161,495	\$329,541	\$114,678	\$444,219	\$2,605,714	212.74%
ENV	SRB	STATE RECLAMATION BOARD	\$1,715,216	\$240,130	\$29,404	\$30,477	\$53,601	\$84,078	\$113,482	47.26%
		TOTAL	\$120,934,441	\$16,930,822	\$19,552,967	\$7,938,921	\$3,780,661	\$11,719,582	\$31,272,549	184.71%
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$67,913,755	\$9,507,926	\$25,223,706	\$995,314	\$985,354	\$1,980,669	\$27,204,374	286.12%
		TOTAL	\$67,913,755	\$9,507,926	\$25,223,706	\$995,314	\$985,354	\$1,980,669	\$27,204,374	286.12%
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$19,920,747	\$2,788,905	\$102,790	\$730,968	\$358,901	\$1,089,868	\$1,192,658	42.76%
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$697,978	\$97,717	\$81,804	\$25,193	\$17,431	\$42,624	\$124,427	127.33%
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$3,330,842	\$466,318	\$37,357	\$119,356	\$39,318	\$158,674	\$196,031	42.04%
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,206,731	\$308,942	\$311,426	\$127,373	\$109,835	\$237,208	\$548,634	177.58%
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$4,566,899	\$639,366	\$676,975	\$171,064	\$341,825	\$512,889	\$1,189,864	186.10%
EPS	DOC	DEPARTMENT OF CORRECTION	\$46,258,285	\$6,476,160	\$3,283,319	\$2,019,120	\$3,845,857	\$5,864,976	\$9,148,296	141.26%
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,246,106	\$3,114,455	\$3,949,678	\$2,197,823	\$429,890	\$2,627,713	\$6,577,390	211.19%
EPS	MIL	MILITARY DIVISION	\$13,573,550	\$1,900,297	\$4,491,082	\$151,904	\$153,427	\$305,331	\$4,796,413	252.40%
EPS	PAR	PAROLE BOARD	\$1,015,702	\$142,198	\$79,097	\$36,353	\$10,919	\$47,271	\$126,369	88.87%
EPS	POL	DEPARTMENT OF STATE POLICE	\$42,318,332	\$5,924,567	\$2,798,070	\$1,408,133	\$1,114,564	\$2,522,698	\$5,320,768	89.81%
EPS	SOR	SEX OFFENDER REGISTRY	\$54,388	\$7,614	\$4,507	\$8,237	\$13,114	\$21,352	\$25,859	339.61%
		TOTAL	\$156,189,561	\$21,866,538	\$15,816,105	\$6,995,524	\$6,435,080	\$13,430,604	\$29,246,709	133.75%
GOV	GOV	GOVERNORS OFFICE	\$52,419	\$7,339	\$5,594	\$2,279	\$2,138	\$4,417	\$10,011	136.41%
		TOTAL	\$52,419	\$7,339	\$5,594	\$2,279	\$2,138	\$4,417	\$10,011	136.41%

ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$67,137,250	\$9,399,215	\$6,285,365	\$3,184,057	\$2,583,678	\$5,767,736	\$12,053,100	128.24%
		TOTAL	\$67,137,250	\$9,399,215	\$6,285,365	\$3,184,057	\$2,583,678	\$5,767,736	\$12,053,100	128.24%
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$25,293,038	\$3,541,025	\$668,229	\$969,006	\$995,227	\$1,964,233	\$2,632,462	74.34%
		TOTAL	\$25,293,038	\$3,541,025	\$668,229	\$969,006	\$995,227	\$1,964,233	\$2,632,462	74.34%
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$5,858,804	\$820,233	\$283,357	\$80,228	\$64,451	\$144,679	\$428,036	52.18%
		TOTAL	\$5,858,804	\$820,233	\$283,357	\$80,228	\$64,451	\$144,679	\$428,036	52.18%
MHA	MHA	MASSHOUSING	\$12,093,510	\$1,693,091	\$1,791,699	\$0	\$0	\$0	\$1,791,699	105.82%
		TOTAL	\$12,093,510	\$1,693,091	\$1,791,699	\$0	\$0	\$0	\$1,791,699	105.82%
		YEAR TO DATE GRAND TOTAL	\$6,454,713,447	\$903,659,883	\$976,662,005	\$192,498,939	\$106,894,528	\$299,393,467	\$1,276,055,472	141.21%

Appendix D: Veteran (VBE/SDVOBE) Spending by Program Participant

Secretari at Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$17,757	\$533	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$165,930	\$4,978	\$0	\$127	\$536	\$663	\$663	13.32%
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$26,291,764	\$788,753	\$200,711	\$25,298	\$527,434	\$552,732	\$753,443	95.52%
ANF	ATB	APPELLATE TAX BOARD	\$4,705	\$141	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,259,503	\$37,785	\$0	\$593	\$309	\$902	\$902	2.39%
ANF	CSC	CIVIL SERVICE COMMISSION	\$19,456	\$584	\$1,339	\$0	\$0	\$0	\$1,339	229.34%
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$238,111,499	\$7,143,345	\$8,663,029	\$1,994,216	\$21,957	\$2,016,172	\$10,679,201	149.50%
ANF	DOR	DEPARTMENT OF REVENUE	\$13,449,165	\$403,475	\$0	\$36,753	\$8,636	\$45,389	\$45,389	11.25%
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,033,509	\$61,005	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,371,289	\$41,139	\$12,823	\$0	\$9,833	\$9,833	\$22,656	55.07%
ANF	LIB	GEORGE FINGOLD LIBRARY	\$12,808	\$384	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$33,404	\$1,002	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$1,826,895	\$54,807	\$0	\$0	\$12,754	\$12,754	\$12,754	23.27%
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,018,601	\$30,558	\$5,130	\$2,561	\$107,500	\$110,062	\$115,192	376.96%
ANF	SDO	SUPPLIER DIVERSITY OFFICE	\$237,662	\$7,130	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,286,464	\$68,594	\$0	\$854	\$1,280	\$2,134	\$2,134	3.11%
		TOTAL	\$288,140,409	\$8,644,212	\$8,883,032	\$2,060,402	\$690,239	\$2,750,641	\$11,633,672	134.58%
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$399,051	\$11,972	\$0	\$43	\$153	\$195	\$195	1.63%
		TOTAL	\$399,051	\$11,972	\$0	\$43	\$153	\$195	\$195	1.63%
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$997,692	\$29,931	\$0	\$11,677	\$26,664	\$38,341	\$38,341	128.10%
		TOTAL	\$997,692	\$29,931	\$0	\$11,677	\$26,664	\$38,341	\$38,341	128.10%
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,216,771,946	\$36,503,158	\$700,343	\$1,744,855	\$1,211,666	\$2,956,521	\$3,656,864	10.02%
		TOTAL	\$1,216,771,946	\$36,503,158	\$700,343	\$1,744,855	\$1,211,666	\$2,956,521	\$3,656,864	10.02%
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$89,452,884	\$2,683,587	\$0	\$422	\$0	\$422	\$422	0.02%
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$16,906,392	\$507,192	\$312,151	\$42,890	\$315,379	\$358,269	\$670,419	132.18%
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$281,641,637	\$8,449,249	\$0	\$0	\$20,723	\$20,723	\$20,723	0.25%
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$1,568,431	\$47,053	\$0	\$0	\$76,742	\$76,742	\$76,742	163.10%
		TOTAL	\$389,569,344	\$11,687,080	\$312,151	\$43,312	\$412,844	\$456,157	\$768,307	6.57%
EED	DOB	DIVISION OF BANKS	\$313,275	\$9,398	\$0	\$0	\$0	\$0	\$0	0.00%
EED	DOI	DIVISION OF INSURANCE	\$626,493	\$18,795	\$0	\$0	\$0	\$0	\$0	0.00%
EED	DOS	DIVISION OF STANDARDS	\$131,056	\$3,932	\$0	\$15	\$0	\$15	\$15	0.38%
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,451,739	\$43,552	\$0	\$5,861	\$2,434	\$8,295	\$8,295	19.05%
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$3,599,103	\$107,973	\$0	\$0	\$0	\$0	\$0	0.00%
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$192,289,648	\$5,768,689	\$0	\$80,201	\$107,089	\$187,290	\$187,290	3.25%
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$921,999	\$27,660	\$0	\$0	\$0	\$0	\$0	0.00%
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$8,194	\$246	\$0	\$0	\$0	\$0	\$0	0.00%
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$2,907	\$87	\$0	\$0	\$0	\$0	\$0	0.00%
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$27,684	\$831	\$0	\$0	\$0	\$0	\$0	0.00%
		TOTAL	\$199,372,098	\$5,981,163	\$0	\$86,077	\$109,523	\$195,599	\$195,599	3.27%
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$3,035,157	\$91,055	\$7,322	\$153	\$637	\$790	\$8,112	8.91%
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$438,126,217	\$13,143,787	\$404,389	\$8,466	\$163,277	\$171,743	\$576,132	4.38%
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,412,203,480	\$42,366,104	\$259,391	\$8,727	\$419,071	\$427,798	\$687,189	1.62%
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$474,355,809	\$14,230,674	\$1,474,820	\$33,910	\$10,060,602	\$10,094,512	\$11,569,332	81.30%
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$370,171,874	\$11,105,156	\$0	\$124	\$316,597	\$316,721	\$316,721	2.85%
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$63,706,328	\$1,911,190	\$57,981	\$164	\$7,372	\$7,536	\$65,517	3.43%
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$594,404,250	\$17,832,128	\$724,693	\$107,376	\$709,698	\$817,074	\$1,541,767	8.65%
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$421,865,983	\$12,655,979	\$0	\$0	\$0	\$0	\$0	0.00%
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$2,326,952	\$69,809	\$45,800	\$99	\$22,670	\$22,770	\$68,570	98.23%

EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$12,952,973	\$388,589	\$10,999	\$0	\$1	\$1	\$11,000	2.83%
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$2,692,827	\$80,785	\$0	\$1	\$14	\$16	\$16	0.02%
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$66,437,566	\$1,993,127	\$0	\$43,945	\$42,604	\$86,549	\$86,549	4.34%
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$17,214,882	\$516,446	\$0	\$0	\$0	\$0	\$0	0.00%
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$688,947	\$20,668	\$0	\$0	\$0	\$0	\$0	0.00%
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,806,884	\$714,207	\$0	\$15,312	\$1,598	\$16,910	\$16,910	2.37%
		TOTAL	\$3,903,990,129	\$117,119,704	\$2,985,395	\$218,279	\$11,744,141	\$11,962,420	\$14,947,815	12.76%
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$2,040,946	\$61,228	\$22,691	\$226	\$15	\$241	\$22,932	37.45%
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,587,143	\$2,387,614	\$113,489	\$117,801	\$68,168	\$185,969	\$299,458	12.54%
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$740,769	\$22,223	\$0	\$0	\$0	\$0	\$0	0.00%
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$986,126	\$29,584	\$0	\$0	\$350	\$350	\$350	1.18%
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$16,229,495	\$486,885	\$69,621	\$11,660	\$849	\$12,508	\$82,129	16.87%
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$10,885,961	\$326,579	\$290,275	\$272	\$98,743	\$99,015	\$389,290	119.20%
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,748,786	\$262,464	\$114,671	\$2	\$5,355	\$5,356	\$120,027	45.73%
ENV	SRB	STATE RECLAMATION BOARD	\$1,715,216	\$51,456	\$9,732	\$2,785	\$6,276	\$9,060	\$18,792	36.52%
		TOTAL	\$120,934,441	\$3,628,033	\$620,479	\$132,745	\$179,755	\$312,500	\$932,978	25.72%
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$67,913,755	\$2,037,413	\$770,397	\$16,292	\$220,990	\$237,282	\$1,007,679	49.46%
		TOTAL	\$67,913,755	\$2,037,413	\$770,397	\$16,292	\$220,990	\$237,282	\$1,007,679	49.46%
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$19,920,747	\$597,622	\$81	\$515	\$53,867	\$54,382	\$54,463	9.11%
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$697,978	\$20,939	\$0	\$0	\$0	\$0	\$0	0.00%
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$3,330,842	\$99,925	\$0	\$0	\$0	\$0	\$0	0.00%
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,206,731	\$66,202	\$125,660	\$1,284	\$7,542	\$8,826	\$134,486	203.15%
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$4,566,899	\$137,007	\$4,537	\$20,995	\$63,019	\$84,014	\$88,551	64.63%
EPS	DOC	DEPARTMENT OF CORRECTION	\$46,258,285	\$1,387,749	\$702,022	\$5,571	\$178,603	\$184,174	\$886,196	63.86%
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,246,106	\$667,383	\$117,926	\$33,925	\$39,542	\$73,467	\$191,392	28.68%
EPS	MIL	MILITARY DIVISION	\$13,573,550	\$407,207	\$576,898	\$0	\$961	\$961	\$577,859	141.91%
EPS	PAR	PAROLE BOARD	\$1,015,702	\$30,471	\$0	\$9	\$671	\$680	\$680	2.23%
EPS	POL	DEPARTMENT OF STATE POLICE	\$42,318,332	\$1,269,550	\$1,044,556	\$6,214	\$27,242	\$33,456	\$1,078,012	84.91%
EPS	SOR	SEX OFFENDER REGISTRY	\$54,388	\$1,632	\$0	\$0	\$0	\$0	\$0	0.00%
		TOTAL	\$156,189,561	\$4,685,687	\$2,571,680	\$68,514	\$371,447	\$439,961	\$3,011,641	64.27%
GOV	GOV	GOVERNORS OFFICE	\$52,419	\$1,573	\$0	\$0	\$0	\$0	\$0	0.00%
		TOTAL	\$52,419	\$1,573	\$0	\$0	\$0	\$0	\$0	0.00%
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$67,137,250	\$2,014,117	\$95,440	\$1,730,578	\$139,805	\$1,870,384	\$1,965,823	97.60%
		TOTAL	\$67,137,250	\$2,014,117	\$95,440	\$1,730,578	\$139,805	\$1,870,384	\$1,965,823	97.60%
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$25,293,038	\$758,791	\$0	\$186,000	\$0	\$186,000	\$186,000	24.51%
		TOTAL	\$25,293,038	\$758,791	\$0	\$186,000	\$0	\$186,000	\$186,000	24.51%
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$5,858,804	\$175,764	\$41,234	\$29,545	\$1,360	\$30,905	\$72,139	41.04%
		TOTAL	\$5,858,804	\$175,764	\$41,234	\$29,545	\$1,360	\$30,905	\$72,139	41.04%
MHA	MHA	MASSHousing	\$12,093,510	\$362,805	\$288,117	\$0	\$0	\$0	\$288,117	79.41%
		TOTAL	\$12,093,510	\$362,805	\$288,117	\$0	\$0	\$0	\$288,117	79.41%
		YEAR TO DATE GRAND TOTAL	\$6,454,713,447	\$193,641,403	\$17,268,267	\$6,328,319	\$15,108,586	\$21,436,905	\$38,705,172	19.99%

Appendix E: SBPP Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$17,757	\$586	\$1,484	\$0	\$0	\$0	\$1,484	253.26%
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$165,930	\$5,476	\$77,326	\$0	\$0	\$0	\$77,326	1412.16%
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$26,291,764	\$867,628	\$470,371	\$0	\$0	\$0	\$470,371	54.21%
ANF	ATB	APPELLATE TAX BOARD	\$4,705	\$155	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,259,503	\$41,564	\$289,003	\$0	\$0	\$0	\$289,003	695.33%
ANF	CSC	CIVIL SERVICE COMMISSION	\$19,456	\$642	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$238,111,499	\$7,857,679	\$9,760,586	\$0	\$0	\$0	\$9,760,586	124.22%
ANF	DOR	DEPARTMENT OF REVENUE	\$13,449,165	\$443,822	\$183,015	\$0	\$0	\$0	\$183,015	41.24%
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,033,509	\$67,106	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,371,289	\$45,253	\$89,345	\$0	\$0	\$0	\$89,345	197.44%
ANF	LIB	GEORGE FINGOLD LIBRARY	\$12,808	\$423	\$12,902	\$0	\$0	\$0	\$12,902	3052.56%
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$33,404	\$1,102	\$0	\$0	\$0	\$0	\$0	0.00%
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$1,826,895	\$60,288	\$347,842	\$0	\$0	\$0	\$347,842	576.97%
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,018,601	\$33,614	\$965	\$0	\$0	\$0	\$965	2.87%
ANF	SDO	SUPLIER DIVERSITY OFFICE	\$237,662	\$7,843	\$22,741	\$0	\$0	\$0	\$22,741	289.96%
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,286,464	\$75,453	\$9,885	\$0	\$0	\$0	\$9,885	13.10%
		TOTAL	\$288,140,409	\$9,508,633	\$11,265,465	\$0	\$0	\$0	\$11,265,465	118.48%
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$399,051	\$13,169	\$4,411	\$0	\$0	\$0	\$4,411	33.50%
		TOTAL	\$399,051	\$13,169	\$4,411	\$0	\$0	\$0	\$4,411	33.50%
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$997,692	\$32,924	\$99,815	\$0	\$0	\$0	\$99,815	303.17%
		TOTAL	\$997,692	\$32,924	\$99,815	\$0	\$0	\$0	\$99,815	303.17%
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,216,771,946	\$40,153,474	\$36,091,319	\$0	\$0	\$0	\$36,091,319	89.88%
		TOTAL	\$1,216,771,946	\$40,153,474	\$36,091,319	\$0	\$0	\$0	\$36,091,319	89.88%
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$89,452,884	\$2,951,945	\$4,807,773	\$0	\$0	\$0	\$4,807,773	162.87%
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$16,906,392	\$557,911	\$981,468	\$0	\$0	\$0	\$981,468	175.92%
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$281,641,637	\$9,294,174	\$35,916,867	\$0	\$0	\$0	\$35,916,867	386.44%
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$1,568,431	\$51,758	\$1,535	\$0	\$0	\$0	\$1,535	2.96%
		TOTAL	\$389,569,344	\$12,855,788	\$41,707,643	\$0	\$0	\$0	\$41,707,643	324.43%
EED	DOB	DIVISION OF BANKS	\$313,275	\$10,338	\$236,400	\$0	\$0	\$0	\$236,400	2286.70%
EED	DOI	DIVISION OF INSURANCE	\$626,493	\$20,674	\$189,580	\$0	\$0	\$0	\$189,580	916.99%
EED	DOS	DIVISION OF STANDARDS	\$131,056	\$4,325	\$1,706	\$0	\$0	\$0	\$1,706	39.46%
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,451,739	\$47,907	\$75,718	\$0	\$0	\$0	\$75,718	158.05%
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$3,599,103	\$118,770	\$5,033	\$0	\$0	\$0	\$5,033	4.24%
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$192,289,648	\$6,345,558	\$31,257,185	\$0	\$0	\$0	\$31,257,185	492.58%
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$921,999	\$30,426	\$7,872	\$0	\$0	\$0	\$7,872	25.87%
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$8,194	\$270	\$4,068	\$0	\$0	\$0	\$4,068	1504.38%
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$2,907	\$96	\$68	\$0	\$0	\$0	\$68	70.60%
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$27,684	\$914	\$1,075	\$0	\$0	\$0	\$1,075	117.72%
		TOTAL	\$199,372,098	\$6,579,279	\$31,778,706	\$0	\$0	\$0	\$31,778,706	483.01%
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$3,035,157	\$100,160	\$234,555	\$0	\$0	\$0	\$234,555	234.18%
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$438,126,217	\$14,458,165	\$9,343,631	\$0	\$0	\$0	\$9,343,631	64.63%
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,412,203,480	\$46,602,715	\$29,789,532	\$0	\$0	\$0	\$29,789,532	63.92%
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$474,355,809	\$15,653,742	\$42,351,745	\$0	\$0	\$0	\$42,351,745	270.55%
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$370,171,874	\$12,215,672	\$3,187,503	\$0	\$0	\$0	\$3,187,503	26.09%
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$63,706,328	\$2,102,309	\$647,323	\$0	\$0	\$0	\$647,323	30.79%
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$594,404,250	\$19,615,340	\$5,306,669	\$0	\$0	\$0	\$5,306,669	27.05%
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$421,865,983	\$13,921,577	\$13,089,305	\$0	\$0	\$0	\$13,089,305	94.02%
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$2,326,952	\$76,789	\$200,008	\$0	\$0	\$0	\$200,008	260.46%
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$12,952,973	\$427,448	\$1,397,109	\$0	\$0	\$0	\$1,397,109	326.85%
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$2,692,827	\$88,863	\$22,067	\$0	\$0	\$0	\$22,067	24.83%
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$66,437,566	\$2,192,440	\$9,427,103	\$0	\$0	\$0	\$9,427,103	429.98%
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$17,214,882	\$568,091	\$4,455,076	\$0	\$0	\$0	\$4,455,076	784.22%
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$688,947	\$22,735	\$153,608	\$0	\$0	\$0	\$153,608	675.64%
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,806,884	\$785,627	\$2,501,460	\$0	\$0	\$0	\$2,501,460	318.40%
		TOTAL	\$3,903,990,129	\$128,831,674	\$122,106,694	\$0	\$0	\$0	\$122,106,694	94.78%
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$2,040,946	\$67,351	\$157,711	\$0	\$0	\$0	\$157,711	234.16%
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,587,143	\$2,626,376	\$8,250,115	\$0	\$0	\$0	\$8,250,115	314.13%
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$740,769	\$24,445	\$36,374	\$0	\$0	\$0	\$36,374	148.80%
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$986,126	\$32,542	\$889,968	\$0	\$0	\$0	\$889,968	2734.82%

ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$16,229,495	\$535,573	\$281,209	\$0	\$0	\$0	\$281,209	52.51%
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$10,885,961	\$359,237	\$474,533	\$0	\$0	\$0	\$474,533	132.09%
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,748,786	\$288,710	\$675,640	\$0	\$0	\$0	\$675,640	234.02%
ENV	SRB	STATE RECLAMATION BOARD	\$1,715,216	\$56,602	\$4,500	\$0	\$0	\$0	\$4,500	7.95%
		TOTAL	\$120,934,441	\$3,990,837	\$10,770,051	\$0	\$0	\$0	\$10,770,051	269.87%
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$67,913,755	\$2,241,154	\$398,254	\$0	\$0	\$0	\$398,254	17.77%
		TOTAL	\$67,913,755	\$2,241,154	\$398,254	\$0	\$0	\$0	\$398,254	17.77%
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$19,920,747	\$657,385	\$280,336	\$0	\$0	\$0	\$280,336	42.64%
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$697,978	\$23,033	\$425,602	\$0	\$0	\$0	\$425,602	1847.77%
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$3,330,842	\$109,918	\$502,507	\$0	\$0	\$0	\$502,507	457.17%
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,206,731	\$72,822	\$253,913	\$0	\$0	\$0	\$253,913	348.68%
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$4,566,899	\$150,708	\$1,210,510	\$0	\$0	\$0	\$1,210,510	803.22%
EPS	DOC	DEPARTMENT OF CORRECTION	\$46,258,285	\$1,526,523	\$4,150,277	\$0	\$0	\$0	\$4,150,277	271.88%
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,246,106	\$734,121	\$2,581,822	\$0	\$0	\$0	\$2,581,822	351.69%
EPS	MIL	MILITARY DIVISION	\$13,573,550	\$447,927	\$3,650,519	\$0	\$0	\$0	\$3,650,519	814.98%
EPS	PAR	PAROLE BOARD	\$1,015,702	\$33,518	\$27,517	\$0	\$0	\$0	\$27,517	82.10%
EPS	POL	DEPARTMENT OF STATE POLICE	\$42,318,332	\$1,396,505	\$5,885,515	\$0	\$0	\$0	\$5,885,515	421.45%
EPS	SOR	SEX OFFENDER REGISTRY	\$54,388	\$1,795	\$113	\$0	\$0	\$0	\$113	6.27%
		TOTAL	\$156,189,561	\$5,154,255	\$18,968,631	\$0	\$0	\$0	\$18,968,631	368.02%
GOV	GOV	GOVERNORS OFFICE	\$52,419	\$1,730	\$4,146	\$0	\$0	\$0	\$4,146	239.70%
		TOTAL	\$52,419	\$1,730	\$4,146	\$0	\$0	\$0	\$4,146	239.70%
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$67,137,250	\$2,215,529	\$9,031,210	\$0	\$0	\$0	\$9,031,210	407.63%
		TOTAL	\$67,137,250	\$2,215,529	\$9,031,210	\$0	\$0	\$0	\$9,031,210	407.63%
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		TOTAL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$5,858,804	\$193,341	\$2,875,755	\$0	\$0	\$0	\$2,875,755	1487.40%
		TOTAL	\$5,858,804	\$193,341	\$2,875,755	\$0	\$0	\$0	\$2,875,755	1487.40%
MHA	MHA	MASSHOUSING	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		TOTAL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		YEAR TO DATE GRAND TOTAL	\$6,417,326,899	\$211,771,788	\$285,102,101	\$0	\$0	\$0	\$285,102,101	134.63%

Appendix F: Vendor List – Direct Spending

The following is a list of diverse and small businesses with which the Commonwealth departments did business directly in FY2021, including certifications held during the year. Additional notations: *Company certification no longer valid at the time of report publication.

21ST CENTURY MANAGEMENT SERVICES INC (M/WBE, SBPP)	AIR CLEANING SPECIALISTS OF NE (SBPP)	ARCO WELDING SUPPLY CO INC (SBPP)	BEATRICE E JAMES-COCKRELL (M/WBE)
908 DEVICES INC. (SBPP)	ALAN P FAUTEUX (SBPP)	ARGUS COMMUNICATIONS INC (MBE)	BEAVERBROOK STEP INC (W/NPO)
A BOILARD SONS INC (SBPP)	ALCO AUTO PARTS CO INC (SBPP)	ARMEDIA (MBE, VBE)	BEHAVIORAL HEALTH NETWORK INC (W/NPO)
A M APPRAISAL ASSOCIATES, INC (SBPP)	ALEXANDRA HURLEY (SBPP)	ARMOR DOOR & LOCK INC (SBPP)	BELCHERTOWN AUTO PARTS INC (SBPP)
A PLUS CONSTRUCTION SERVICES CORP (SBPP)	ALIANZA DV SERVICES, INC. (W/NPO, SBPP)	ARTHUR T BROSNAN JR (SBPP)	BELCHERTOWN DAY SCHOOL (SBPP)
A PRIME HANDLING INC (SBPP)	ALICE GRAHAM-BROWN (SBPP)	ARTISTS FOR HUMANITY INC (SBPP)	BEME WATER SYSTEM SOL INC (SBPP)
A R BELLI INC (WBE)	ALL COMM TECHNOLOGIES INC (SBPP)	ARVETT G BRADFORD (M/WBE)	BENCHMARK OFFICE SYSTEMS INC (WBE)
A W GIFFORD INC (SBPP)	ALL OUT ADVENTURES INC (SBPP)	ASAP FIRE & SAFETY CORP INC (SBPP)	BEAUFORT INTERPRETING SERVICE INC (MBE, VBE)
A/C & R SUPPLY CO INC (SBPP)	ALL SPORTS HEROES UNIFORMS (WBE)	ASIAN AMERICAN CIVIC ASSOC (SBPP)	BENS UNIFORMS INC (SBPP)
A-1 BATTERY & ELECTRIC INC (SBPP)	ALLEN & MAJOR ASSOCIATES INC. (SBPP, SDVOBE)	ASIAN COMMUNITY DEVELOPMENT (M/NPO, SBPP)	BERKSHIRE AREA HEALTH (W/NPO, SBPP)
A1 DATASHRED, LLC (WBE)	ALLEN DANIEL ASSOCIATES INC (SBPP)	ASIAN TASK FORCE AGAINST (M/W/NPO)	BERKSHIRE DIRECT MARKETING GROUP (SBPP)
ABBEEY RD HOME CARE SERVICES INC (WBE, SBPP)	ALLIANCE COMMUNITY CONNECTIONS, INC (MBE)	ASSABET MACK SERVICE INC (SBPP)	BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP)
ABIDE INC (WBE)	ALLIANCE DETECTIVE & SECURITY (WBE)	ASSOCIATED ELECTRIC MECH INC (WBE)	BERKSHIRE HILLS MUSIC ACADEMY (SBPP)
ABRIDGE INFO SYSTEMS INC (MBE, SBPP)	ALLIANCE HM CARE VSTG NURSE AGENCY (M/WBE, SBPP)	ASSOCIATION OF GOVERNMENT (SBPP)	BERKSHIRE HOUSING DEVELOPMENT (SBPP)
AC&M FIRE EQUIPMENT INC (SBPP)	ALLIANCE IMAGING INC (SBPP)	ASSOCIATION OF HAITIAN WOMEN (SBPP)	BERKSHIRE SOUTH REGIONAL (SBPP)
ACCELARE INC (SBPP)	ALLIED COLLISION CTR OF MIDDLE (SBPP)	ASSURE ESERVICES INC (MBE, SBPP)	BERKSHIRE TRAINING AND EMPLOYMENT, INC. (SBPP)
ACCENT BANNER LLC (WBE)	ALLIED HOME HEALTH CARE INC (SBPP)	ATANE ENGINEERS PC (MBE)	BESTPRO CLEANING LLC (M/WBE, SBPP)
ACCESS INVESTIGATIONS INC (SBPP)	ALLSTATE FIRE EQUIPMENT INC (SBPP)	ATC AUDIO INC (SBPP)	BETH KARON GOLDBERG (WBE)
ACCURATE COURT REPORTING INC (SBPP)	AMDA ENTERPRISES INC (WBE, SBPP)	ATKINSON CARPET INSTALLATION (WBE)	BETTS PLUMBING & HEATING SUPPLY INC (WBE, SBPP)
ACE MEDICAL SERVICES INC (MBE)	AMERICAN CHINESE CHRISTIAN (M/NPO, SBPP)	ATL CONST INC (SBPP)	BEVCO ASSOCIATES INC (M/WBE)
ACE TEMPERATURE CONTROL (SBPP)	AMERICAN DOCTORS ONLINE (SBPP)	ATLANTIC ELEVATOR NORTH CO INC (SBPP)	BEVERLY CHILDRENS LEARNING CTR INC (W/NPO, SBPP)
ACIRON CONSULTING INC (MBE)	AMERICAN ENVIRONMENTAL, INC. (MBE)	ATLANTIC EQUIPMENT LLC (SBPP)	BIDDOS ONLINE INC. (WBE, SBPP)
ACK MARINE & GENERAL CONTRACTING LLC (WBE)	AMERICAN MOVING & INSTALLATION INC (WBE)	ATLANTIC HEARING CARE INC (SBPP)	BIERMANN SERVICES INC (WBE)
ACP FACILITY SERVICES INC (MBE)	AMERICAN PEST SOLUTIONS INC (SBPP)	ATLANTIC WHITE SHARK CONSERVANCY, INC (SBPP)	BIG BITES, INC (SBPP)
ACT LAWRENCE INC (SBPP)	AMERICAN PLANT MAINTENANCE LLC (SBPP)	ATLAS TRAVEL & TECHNOLOGY GROUP INC (WBE)	BIGELOW NURSERIES INC (WBE)
ACT VEHICLE EQUIPMENT INC (SBPP)	AMERICAN SERVICE CO INC (SBPP)	ATTENTIVE HOME CARE INC (MBE, SBPP)	BILL TOMPKINS CORP (WBE, VBE, SBPP)
ACTION APPAREL INC. (SBPP)	AMERICAN SPORT FLOORS INC (SBPP)	AUDIOLOGY & HEARING SOLUTIONS INC (SBPP)	BIOMARINE RESEARCH CORP (SBPP)
ACTION FOR BOSTON COMM. DEV. INC (M/W/NPO)	AMERICAN TRANSLATION (M/WBE)	AUGUST BUILDING ENTERPRISES (WBE)	BLUE SAGE CONSULTING INC (WBE)
ACTION FOR BOSTON COMMUNITY (M/W/NPO)	AMERICAN TRANSMEDIA LLC (SBPP)	AULSON CO INC (SBPP, SDVOBE)	BMC SANITIZING SERVICES LLC (MBE)
ACTION INC (SBPP)	AMERICAN VETERANS TRUCKING, INC. (SBPP)	AUTO BODY CLINIC (SBPP)	BMCA INC (SBPP, VBE)
ACTION MARINE & WATER SPORTS INC (SBPP)	AMESBURY INDUSTRIAL (VBE)	AXESS MEDICAL LLC (MBE)	BOSHCO INC (SBPP)
ACTIVITAS INCORPORATED (SBPP)	AMY SOBEL (SBPP)	AXIOM PARTNERS INC (SBPP)	BOSTON ALCOHOLISMAND SUBSTANCE (SBPP)
ADAM GRAPHIC CORPORATION (WBE)	AMY WELLS (SBPP)	AYALA LIVNY CONSULTING LLC (SBPP)	BOSTON ARTIFICIAL LIMB CO INC (SBPP)
ADAM M MARTIN (SBPP)	ANALYTICAL BALANCE CORP (SBPP)	AYOTTE & KING FOR TILE INC (WBE)	BOSTON ASIAN YOUTH ESSENTIAL (M/NPO)
ADAMS & RUXTON CONSTRUCTION CO (WBE, VBE)	AND STILL WE RISE LLC (M/WBE)	AZTEC TECHNOLOGIES LLC (WBE)	BOSTON AUTOMATIC TIME CLOCK CO (SBPP)
ADAMS PLUMBING & HEATING, INC. (WBE)	ANDELMAN AND LELEK ENGINEERING, INC. (WBE, SBPP)	B C CONSTRUCTION CO INC (SBPP)	BOSTON BUSINESS PRINTING INC (SBPP)
ADAMSON INDUSTRIES CORP (WBE, SBPP)	ANDERSEN & SCOLARI INC (SBPP)	B&F HOME CARE SERVICES INC (MBE)	BOSTON CHINATOWN NEIGHBORHOOD CENTER (M/W/NPO, SBPP)
ADAPTIVE SPORTS NEW ENGLAND (SBPP)	ANDREAS POLICE SUPPLY INC (WBE, SBPP)	B2B HOLDINGS INC (WBE, SBPP)	BOSTON MAILING COMPANY INC (WBE)
ADAPTIVISION INC (SBPP)	ANDY RAMOS ELECTRIC LLC (SBPP, SDVOBE)	BAKUCARE, LLC (M/WBE)	BOSTON RESCUE MISSION INC (SBPP)
ADC SEPTIC (SBPP)	ANGELA M BENSON (SBPP)	BANKS II QUAN ASSOCIATES (WBE, SBPP)	BOSTON WHILE BLACK (MBE)
ADI'S LANGUAGE SCHOOL CORP (WBE)	ANGKOR DANCE TROUPE INC (SBPP)	BANNER ENVIRONMENTAL SERVICES INC (WBE)	BOWLINK TECHNOLOGIES INC (SBPP)
ADOLESCENT CONSULTATION (SBPP)	ANNUM ARCHITECTS INC (MBE)	BARBARA G JONES (SBPP)	BOYDEN & PERRON GARAGE, INC (SBPP)
ADONAI ALLIANCE HOME HEALTHCARE AGENCY (M/WBE)	ANTONELLIS CONSTRUCTION INC (MBE, SBPP)	BARGMANN HENDRIE & ARCHETYPE INC. (WBE)	BOYS & GIRLS CLUB FAMILY CENTER, INC. (M/NPO)
ADS ENVIRONMENTAL ENGINEERING, LLC (SBPP)	APC DEVELOPMENT GROUP, INC (VBE)	BATES & RIORDAN LLP (WBE)	BOYS & GIRLS CLUB OF (SBPP)
ADVANCE AIR & HEAT CO INC (WBE, SBPP)	APEX HEALTHCARE SERVICES INC (WBE)	BAY COLONY GROUP INC (SBPP, VBE)	BOYS & GIRLS CLUB OF WOBURN INC (SBPP)
ADVANCED ALARM SYSTEMS INC (SBPP)	APOLLO SAFETY INC (SBPP, VBE)	BAY STATE ALARM SECURITY INC (SBPP)	BOYS & GIRLS CLUBS OF METRO SOUTH (SBPP)
ADVANCED COURT REPORTING LLC (WBE)	APPLIED FORM + SPACE LLC (MBE)	BAY STATE BUILDING SPECIALTIES INC (SBPP)	BOYS AND GIRLS CLUB OF GREATER LOWELL (SBPP)
ADVANCED PRESENTATION SYSTEMS INC (M/WBE)	APPLIED IMAGE REPROGRAPHICS (SBPP)	BAY STATE ENVELOPE INC (WBE)	BOYS AND GIRLS CLUBS OF METROWEST INC (SBPP)
ADVERTISING PRODUCTS CORP (WBE, SBPP)	APRIL J NATURALE (SBPP)	BAYADA HOME HEALTH CARE INC (SBPP)	BRAND COMPANY INC (SBPP)
AETNA CORPORATION (SBPP)	AQUATIC RESTORATION CONSULTING LLC (WBE)	BAYLINE INC (SBPP)	BREDY NETWORK MANAGEMENT CORPORATION (MBE)
AETNA FIRE ALARM SERV INC (WBE)	AQUEDUCT TECHNOLOGIES INC (MBE)	BAYSIDE ENGINEERING INC (SBPP)	BRENDA M ST GERMAINE (SBPP)
AHC ALLIED HEALTHCARE OF NEW ENGLAND INC (WBE)	ARCAND SALES & SERVICE INC (SBPP)	BAYSTATE MOBILE VETERINARY SERVICES (SBPP)	BRENNAN CONSULTING, INC. (WBE)
AHEARN EQUIPMENT INC (WBE)	ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE)	BBE CORPORATION (WBE)	BRIDGE INC (M/W/NPO)
AI ENGINEERS INC (MBE)	ARCHIPELAGO STRATEGIES GROUP INC (M/WBE, LGTBE)	BC TENT & AWNING CO INC (SBPP)	BRIECOR INC (SBPP)
AIDS PROJECT WORCESTER INC (SBPP)	ARCHITECTURAL ENGINEERS INC (WBE)	BEACON PHARMACY INC (SBPP)	BRIGHAM INDUSTRIES INC (WBE)

BRISTOL ELDER SERVICES INC (W/NPO)
 BRITE-LITE ELEC CO INC (SBPP)
 BRM LLC (WBE)
 BROCKTON AREA MULTI-SERVS INC (M/NPO)
 BROCKTON AREA WORKFORCE INVESTMENT (SBPP)
 BROCKTON NEIGHBORHOOD HLTH CTR (W/NPO)
 BROCO OIL INC (SBPP)
 BROOKLINE HEARING SERVICES (SBPP)
 BROOKVIEW HOUSE INC (M/NPO)
 BROWN RICHARDSON & ROWE INC (WBE)
 BRUCE FORTUNATO (SBPP)
 BRUNOS ROLLOFF INC (SBPP)
 BRYAN HORCH (SBPP)
 BRYANT ASSOCIATES INC (MBE)
 BUDGET BUDDIES, INC (W/NPO)
 BUILDERS SYSTEMS INC (SBPP)
 BUILDING BRIDGES THROUGH MUSIC (SBPP)
 BULLDOG FIRE APPARATUS (SBPP)
 BURNELL CONTROLS INC (SBPP)
 BUYER ADVERTISING INC (WBE)
 C & A CONSTRUCTION CO (WBE, PBE)
 C & C CONSULTING ENGINEERS LLC (MBE)
 C A CROWLEY ENGINEERING INC (WBE)
 C4 INNOVATIONS LLC (WBE)
 CADWELL PRODUCTS CO INC (WBE)
 CAIN 176 CORP (SBPP)
 CAM OFFICE SERVICES INC (M/WBE)
 CAMBRIDGE COMMUNITY CENTER INC (SBPP)
 CAMBRIDGE COMPUTER SERVS INC (WBE)
 CAMBRIDGE ECONOMIC OPPORTUNITY (M/NPO)
 CAMBRIDGE STREET CONSULTING LLC (SBPP)
 CAMELOT TOOLS LLC (WBE)
 CAMPROMO PARTNERS LLC (SBPP)
 CAPE & ISLANDS WORKFORCE DEVELOP BOARD (SBPP)
 CAPE ANN TRANSPORT AUTHORITY (SBPP)
 CAPE COD CHILDREN S PLACE INC (W/NPO)
 CAPE COD COMMERCIAL HOOK (SBPP)
 CAPE COD DISPUTE RESOLUTION (SBPP)
 CAPE COD ECONOMIC DEVELOPMENT (SBPP)
 CAPUANO PRIVATE HOME CARE INC (SBPP)
 CARACAS CONSTRUCTION CORP (MBE)
 CARBON COLORS LLC (WBE)
 CAREY AUTO INC (SBPP)
 CARIBBEAN FOUND OF BOSTON INC (SBPP)
 CARING HEALTH CENTER INC (M/NPO)
 CARROLL COMMUNICATIONS GROUP LLC (SBPP)
 CASA ESPERANZA INC. (M/NPO)
 CASA MYRNA VAZQUEZ INC (W/NPO)
 CASEY HALL (WBE)
 CASSIDY CORP. (SBPP)
 CASTIGLIEGO & SONS SEAFOOD (SBPP)
 CASUAL GOURMET INC (WBE)
 CATHERINE M GALLAGHER (SBPP)
 CAUSEMEDIA INC (M/WBE)
 CAVENDISH SCOTT EAST INC (SBPP)
 CDP FASTENER GROUP INC (SBPP)
 CDS CONTRACTING SERVICES LLC (MBE)
 CDW CONSULTANTS INC (WBE, SBPP)
 CELESTE N DERECHO PHD (WBE, SBPP)
 CELESTE R WILSON (SBPP)

CENTER FOR COASTAL STUDIES (SBPP)
 CENTER FOR COLLABORATIVE EDUC (SBPP)
 CENTER FOR HUMAN (W/NPO)
 CENTER OF HOPE FOUNDATION, INCORPORATED (W/NPO)
 CENTRAL BOSTON ELDER SERVICES INC (M/NPO)
 CENTRAL BUREAU OF INVESTIGATION INC (WBE, SBPP)
 CENTRAL CEILINGS INC (VBE)
 CENTRAL MASS AREA HEALTH (W/NPO)
 CENTRO LAS AMERICAS INC (M/NPO)
 CENTURY HOMECARE LLC (M/WBE)
 CENTURY PAVING & CONST CORP (SBPP)
 CF MEDICAL INC (WBE)
 CHARTER CONTRACTING COMPANY LLC (MBE)
 CHASE CANOPY COMPANY INC (SBPP)
 CHELMSFORD AUTO ELECTRIC INC (SBPP)
 CHELSEA RESTORATION CORPORATION (SBPP)
 CHEM NUT EQUIPMENT INC. (SBPP)
 CHEVIN FLEET SOLUTIONS LLC (SBPP)
 CHICOPEE CHILD DEVELOPMENT (SBPP)
 CHICOPEE INDUSTRIAL CONTRACT (WBE, SBPP)
 CHILD DEVELOPMENT AND EDUCATION INC (WBE)
 CHILD WELFARE LEAGUE OF (SBPP)
 CHILDREN'S SERVICES OF ROXBURY, INC. (M/NPO)
 CHILDREN'S TRUST, INC. (SBPP)
 CHOICE COMMUNITY SUPPORTS INC (SBPP)
 CHOICES4TEENS MENTORING GROUP (M/W/NPO)
 CINDY J CROWLEY (SBPP)
 CITIWORKS, CORP. (SBPP)
 CITIZEN SECURITY CORP (SBPP)
 CITIZENS INN INC (SBPP)
 CITY ENTERPRISE INC (M/WBE)
 CITY POINT PARTNERS LLC (WBE)
 CITY PUMP & MOTOR SERVICE INC (SBPP)
 CITY SEALCOATING INC (MBE, SBPP)
 CIVICMOXIE LLC (WBE)
 CIVITECTS PC (WBE)
 CLARK & GREEN INC (SBPP)
 CLARK PAINT & VARNISH CO INC (SBPP)
 CLEAN CUT SOLUTIONS, LLC (SBPP)
 CLEAN RIVER PROJECT, INC. (SBPP)
 CLIVUS NEW ENGLAND INC (SBPP)
 CM CLEANING COMPANY INC (WBE, SBPP)
 CMC SHADES AND SPECIALTIES LLC (WBE)
 COASTAL MARINE CONSTRUCTION LLC (WBE)
 COCHRANE VENTILATION INC (SBPP)
 CODMAN SQUARE HEALTH CENTER (M/NPO)
 CODMAN SQUARE NDC (M/NW/NPO)
 COHEN CLEARLY, PC (SBPP)
 COLD SPRING ENV CONSULT (SBPP)
 COLLABORATIVE HEALTHCARE STRATEGIES, INC (WBE, SBPP)
 COLLABORATIVE TECHNOLOGY PARTNERS, INC. (SBPP)
 COLLINS CONSTRUCTION CO INC (WBE)
 COLONIAL MARBLE CO INC (WBE)
 COLONIAL TRAVELER MOTOR COURT, (SBPP)
 COLORTRIEVE SYSTEMS INC. (SBPP, VBE)
 COMEAU EXCAVATING INC (WBE)
 COMMODORE BUILDERS CORPORATION (VBE)
 COMMONWEALTH FAMILY (WBE)
 COMMONWEALTH INFORMATICS, INC. (SBPP)
 COMM-TRACT CORP (SBPP)

COMMUNICATE HEALTH, INC. (WBE, SBPP, LGBTBE)
 COMMUNITY ACTION ENTERPRISES INC (SBPP)
 COMMUNITY ACTION PIONEER VALLEY, INC. (W/NPO)
 COMMUNITY ADOLESCENT RESOURCE (W/NPO, SBPP)
 COMMUNITY AUTISM RESOURCES INC (W/NPO, SBPP)
 COMMUNITY CARING CLINIC LLC (MBE)
 COMMUNITY FIRE & POLICE (SBPP)
 COMMUNITY NETWORKS CORPORATION (SBPP)
 COMMUNITY REHAB CARE INC (SBPP)
 COMMUNITY WORKSHOPS INC (SBPP)
 COMPASS WORKING CAPITAL INC (M/W/NPO)
 COMPREHENSIVE ENVIRONMENTL INC (WBE, SBPP)
 CONECO ENGINEERS & SCIENTISTS INC (SBPP)
 CONGREGACION LEON DE JUDA (SBPP)
 CONLON PRODUCTS INC (SBPP)
 CONNOLLY PRINTING LLC (SBPP)
 CONSERVE THRU CONTROL, INC. (SBPP)
 CONSIDER IT DUNN INC (SBPP)
 CONTINENTAL RESOURCES INC (WBE)
 CONVENIENT HOME CARE SERVICES INC (M/WBE)
 COOLSOFT LLC (MBE)
 COOPERSTOWN ENVIRONMENTAL LLC (WBE)
 COPLEY COURT REPORTING INC (SBPP)
 CORAL M GROUT (SBPP)
 COREY A ELIAS (SBPP)
 CORPORATION FOR ADMVMT OF MED TECH (SBPP)
 CORPORATION FOR PUBLIC MGMT (SBPP)
 CORRECTIONAL PSYCHIATRIC SERVI (MBE)
 COSCO LLC (WBE)
 COTTAGE CHILDRENS CENTER INC (SBPP)
 CRAFTING MINDS: CTR FOR READING & ACHIE (WBE)
 CRAYON CAMPUS INC. (SBPP)
 CRAYON CAMPUS LEARNING CTR INC. (SBPP)
 CREATIVE TOUCH DESIGN LLC (WBE)
 CRIPSUS ATTACKS CHILDRENS (M/NPO)
 CROSBY SCHLESSINGER & (WBE)
 CROSS CULTURAL COMM SYSTEM INC (WBE, PBE)
 CROSSROADS FOR KIDS INC (SBPP)
 CROWLEY COTTRELL LLC (WBE)
 CRUZ MANAGEMENT CO INC (MBE)
 CSS ARCHITECTS INC (WBE)
 CT-FAMILY CARE SERVICES LLC (MBE)
 CULTURE COACH INTERNATIONAL (WBE)
 CUPPLES ASSOCIATES CONSULTING, LLC (SBPP)
 CURRY WATERPROOFING & MASONRY REST INC (WBE)
 CUSHING, JAMMALLO & WHEELER, INC. (SBPP)
 CYNTHIA MARCHAND (WBE)
 D & R INVESTMENTS INC (SBPP)
 D B I WASTE SYSTEMS INC (SBPP)
 DA MARTIN PRODUCTIONS LLC (M/WBE)
 DAGLE ELECTRICAL CONSTR CORP (WBE)
 DAI, INC. (SBPP)
 DALKIA ENERGY SOLUTIONS, LLC (SBPP)
 DANA E JACKSON COHEN (WBE)
 DANDREO BROS GEN CONTRACT & MASONRY LLC (SBPP)
 DANIEL P BELANGER II (SBPP)
 DANIEL PENN ASSOCIATES LLC (MBE)
 DARTER SPECIALTIES INC (WBE)
 DAVEN CORP (WBE)
 DAVID A LEVY CPA PC (SBPP)

DAWN C KENNEDY (M/WBE)
 DAWN SIBOR (SBPP)
 DAYMARK ENERGY ADVISORS, INC (SBPP)
 DEBBIES UNIFORM AND SUPPLY (SBPP)
 DEBOISE CONTRACTORS CO (MBE)
 DEBORAH H. STEVENS (SBPP)
 DEBORAH REIDY (WBE)
 DEBRA POASTER (SBPP)
 DECONTAMINATION DECOMMISSION & ENV SVCS (SBPP)
 DEDHAM SPORTSMENS CENTER INC (SBPP)
 DEFENSE INVESTIGATORS GROUP INC (SBPP, VBE)
 DEFTHANDS (SBPP)
 DELIGHT MEDICALS INC (MBE)
 DELUCCA FENCE COMPANY INC (WBE)
 DENNISON MEMORIAL COMMUNITY CENTER (SBPP)
 DESIGN DIVISION INC (SBPP)
 DESMAN INC (MBE)
 DEVALLES MEMORIAL FAMILY (W/NPO)
 DEVELOPMENTAL DISABILITIES (SBPP)
 DEVELOPMENTAL EVALUATION (W/NPO)
 DEVON LANE FARM SUPPLY INC (SBPP)
 DG MARSHALL ASSOCIATES INC (SBPP)
 DH REPORTING SERVICES INC (SBPP)
 DHK ARCHITECTS, INC. (MBE, SBPP)
 DIANE B MULLAHY (WBE, SBPP)
 DIANE K BROOKS VOL ADMIN (SBPP)
 DIETZ & COMPANY ARCHITECTS INC (WBE)
 DIGITAL PROSPECTORS CORP (WBE)
 DILLON BOILER SERVICES CO INC (VBE)
 DIMOCK COMMUNITY HEALTH CTR (M/NPO)
 DINISCO DESIGN PARTNERHSIP LTD (WBE)
 DIRECT NETWORK SERVICES (SBPP)
 DISABILITY POLICY CONSORTIUM INC (SBPP)
 DISABILITY RESOURCE CENTER INC (SBPP)
 DISCOUNT OFFICE FURNITURE INC (SBPP)
 DISMAS HOUSE OF MASS., INC. (SBPP)
 DIVIGARD & ASSOCIATES LLC (WBE)
 DJF MASONRY CO., INC. (VBE)
 DODSON & FLINKER INC (SBPP)
 DOMENIC QUARAGLIA ENGINEERING, INC. (SBPP)
 DOMESTIC VIOLENCE SERVICES NETWORK INC (SBPP)
 DOMINIC J GERVASI (SBPP)
 DONE RIGHT BUILDING SERVICE INC (MBE)
 DONLON DRAPER INC (SBPP)
 DONNA JACKSON (SBPP)
 DORCHESTER BAY ECONOMIC (M/NPO)
 DORIS O WONG ASSOCIATES INC (M/WBE, SBPP)
 D'ORO FOODS, INC. (WBE)
 DOROTHEA M ROURKE (SBPP)
 DOVE, INC. (W/NPO, SBPP)
 DRAIN SHOOTER INC (WBE)
 E C DIVERS INC (SBPP)
 E COAST REFINISH & SURFACE STRIPPING INC (SBPP)
 E T & L CORP (WBE)
 E W SYKES (SBPP)
 EAGLE FLAG OF AMERICA INC (SBPP)
 EAGLE INVESTIGATION SERVICES INC (DOBE, SDVOBE, VBE)
 EARLY LEARNING CHILD CARE INC (W/NPO, SBPP)
 EAST BOSTON ECUMENICAL (SBPP)
 EAST BOSTON SOCIAL CENTERS INC (SBPP)

EAST COAST AERO CLUB INC (SBPP)
EAST END HOUSE (SBPP)
EASTERN BAG & PAPER CO INC (WBE)
ECLINICALWORKS LLC (MBE)
ECOLOGIC ENTOMOLOGY LLC (SBPP, LGBTBE)
ECONOMIC MOBILITY PATHWAYS INC (W/NPO)
ECUMENICAL SOCIAL ACTION (SBPP)
EDCO COLLABORATIVE (SBPP)
EDGEEMERE CONSULTING CORPORATION (SBPP)
EDGEWOOD DESIGN & ARCHITECTURE INC (WBE, VBE)
EDM ARCHITECTURE & ENGINEERING P.C. (SBPP)
EDUCATION RESOURCE STRATEGIES, INC. (W/NPO)
EDWARD M. KENNEDY COM HLTH CTR, INC (W/NPO)
EDWARD PAIGE CORPORATION (WBE)
EDWARD V CASEY (SBPP)
EINSTEIN'S SOLUTIONS INC (WBE)
ELECTRICAL ENGINEERING & SVC CO (SBPP)
ELECTRICAL INSTALLATIONS LLC EI (WBE)
ELECTRONIC SECURTIY & CONTROL (WBE)
ELEGANT STITCHES INC (MBE)
ELEVATE BOSTON FOUNDATION INC (SBPP)
ELITE ENVELOPE AND GRAPHICS (SBPP)
ELIX CINTRON (SBPP)
ELLIE'S PET BARN INC (SBPP)
ELLIS MEMORIAL & ELDRIDGE (SBPP)
EMBREE & WHITE INC (SBPP)
EMH RECOVERY INC (SBPP)
EMMAUS INC (W/NPO)
EMPIRE HISTORICAL MASONRY RESTORATIONS (WBE)
ENCORE CONTRACTING SERVICES INC (MBE)
ENCORE IMAGES INC (WBE)
END MASS OVERDOSE, INC (SBPP)
ENERGY NEW ENGLAND, LLC (SBPP)
ENLACE DE FAMILIAS DE HOLYOKE (M/NPO)
ENTREPRENEURIAL VENTURES IN EDUCATION (M/NPO)
ENVIRO STAFFING SOLUTIONS CORPORATION (MBE)
ENVIRONMENTAL PARTNERS GRP INC (SBPP)
ENVIROTECH LABORATORIES INC (SBPP)
EOS APPROACH LLC (WBE)
EOS SYSTEMS (SBPP)
EPOCH HEALTH CARE LLC (M/WBE)
EPSILON ASSOCIATES INC (SBPP)
EPXRESS YOURSELF (M/NPO)
EQUITY & EXPECTATIONS LLC (M/WBE)
ERIK J HOLLICK (SBPP)
ESL AND TOEFL ASSOCIATES LLC (WBE, PBE, SBPP)
ESPRIT_PARTNERSHIP FOR INDEPENDENCE INC (SBPP)
E-SQUARED CONSULTING CORPORATION (MBE)
ESS GROUP INC (SBPP)
EVALOGIC SERVICES, INC. (SBPP)
EVE BASSETT (SBPP)
EXECUTIVE PARKING INC (MBE)
EXPERFY INC (MBE)
EXPORT ENTERPRISES OF MA INC (SBPP)
EZ HEALTHCARE OF BOSTON GROUP INC (MBE)
FAIRFAX DATA SYSTEMS INC (MBE, VBE)
FAMILY DAY CARE PROGRAM (M/W/NPO)
FATHERS' UPLIFT INC (M/NPO)
FDR CENTER FOR P & O (SBPP)
FELIX A MARINO CO INC (SBPP)

FENNICK MCCREDIE ARCHITECTURE LTD (WBE)
FENWAY LIBRARY ORGANIZATION INC (SBPP)
FERRARA SPRING WORKS INC (WBE)
FH CANN & ASSOCIATES INC (WBE)
FIBERTECH SERVICES INC (SBPP)
FINEGOLD ALEXANDER ARCHITECTS, INC. (WBE)
FINEPOINT ASSOCIATES LLC (WBE)
FIRE SYSTEMS INC (SBPP)
FIRST CHURCH IN CAMBRIDGE (SBPP)
FIRST-CALL MEDICAL INC (SBPP)
FIRSTWORLD USA INC (MBE, SBPP)
FISHERMAN'S WHARF GLOUCESTER, LLC (SBPP)
FISHING PARTNERSHIP (SBPP)
FLETCHER SEWER & DRAIN INC (WBE)
FLN-MAR RUBBER & PLASTICS INC (SBPP)
FLOWETIK, LLC (SBPP)
FOLAN WATERPROOFING AND CONS CO INC (WBE)
FORENSIC EVIDENCE & DESIGN SOLUTIONS LLC (WBE)
FORTRESS INC (MBE)
FOWLER PRINTING & GRAPHICS INC (WBE)
FRANCES HEALTH SERVICES LLC (M/WBE)
FRANEY MEDICAL LAB INC (SBPP)
FRANK LABELLES SALES (SBPP)
FRANK P MCCARTIN CO INC (SBPP)
FRANKLIN COUNTY COMMUNITY (SBPP)
FRANKLIN CTY & NO QUABBIN CHDS ADVOCACY (SBPP)
FRANKLIN II INC (WBE, SBPP)
FRANKLIN LAND TRUST INC (SBPP)
FRASER ENGINEERING COMPANY INC (WBE)
FRIENDS OF CHILDREN INC (SBPP)
FULLERTON HEATING INC (SBPP)
G & L LABS, INC. (M/WBE, SBPP)
G A BLANCO & SONS INC (MBE, SBPP)
G T EXCAVATING CORP (WBE)
GAAMHA INCORPORATED (W/NPO, SBPP)
GABRIELA KUJAWA (WBE)
GAIL A MANN (WBE)
GANDARA MENTAL HEALTH CENTER INC (M/NPO)
GANGI PRINTING INC (WBE)
GARLAND CONSTRUCTION CORP (M/WBE)
GENERAL AIR CONDITIONING (MBE)
GENERAL ENVIRONMENTAL SERVICES INC (WBE, SBPP)
GENERAL SUPPLY & METALS INC (SBPP)
GENESIS CLUB HOUSE INC (SBPP)
GEORGE MURPHY (SBPP)
GERALDINE K SHEA (SBPP)
GIFFORD STREET WELLNESS CENTER, LLC (SBPP)
GILLETTE RESTAURANT EQUIPMENT (WBE, SBPP)
GIRLS CLUB OF GREENFIELDINC (SBPP)
GIRLS INC OF THE VALLEY (SBPP)
GIRLS INCORPORATED OF LYNN (W/NPO)
GLADYS ALLEN BRIGHAM COMMUNITY CTR (W/NPO)
GLASS AND MIRROR (WBE, SBPP)
GLOBAL DIGITINE LLC (M/WBE)
GLOBAL LINK LANGUAGE SERVICES, INC. (WBE, SBPP)
GM2 ASSOCIATES INC (MBE)
GOLDEN HEART HOME HEALTHCARE LLC (MBE)
GOMES CONSTRUCTION CO INC (WBE, PBE, SBPP)
GOODWILL INDUSTRIES INC (SBPP)
GORIC MARKETING GROUP USA INC (SBPP)

GORMAN ACTUARIAL, INC (M/WBE, SBPP)
GOVERNMENT SCIENTIFIC SOURCE (WBE)
GRAFTON AND UPTON RAILROAD CO (SBPP)
GRANT STEEL CO INC (SBPP)
GRAPHIC EXCELLENCE INC (SBPP)
GRAVES AND DOYLE, ATTORNEYS AT LAW (SBPP)
GREAT GETAWAYS INC (WBE, SBPP)
GREATER BOSTON CHINESE (M/NPO)
GREATER HOLYOKE YMCA (SBPP)
GREATER MILFORD EYE ASSOC INC (SBPP)
GREATER NORTH SHORE LINK, INC. (SBPP)
GREEN INTERNATL AFFILIATES INC (MBE)
GREENFIELD GLASS CO INC (WBE, SBPP)
GUARDIAN ANGEL SENIOR SERVICES, INC (WBE)
GUARDIAN HEALTHCARE LLC (M/WBE)
GUERRIERE & HALNON INC (SBPP)
GUIDEWIRE, INC. (W/NPO)
GUIDOS PLATE GLASS SERV (SBPP)
GUSTAVO A MAYEN (MBE, VBE)
GUY BROWN MANAGMENT LLC (M/WBE)
H M NUNES & SONS CONST INC (WBE, PBE, SBPP)
H2O APPLIED TECHNOLOGIES LLC (WBE)
HAITIAN AMERICAN PUBLIC HEALTH (M/NPO)
HALYARD, LLC (SBPP)
HAMPSHIRE HILLS INC (SBPP)
HAMPSHIRE-FRANKLIN CHILLDRENS (SBPP)
HANRAHAN CONSULTING LLC (SBPP)
HAPPY DAY CHILD CARE (SBPP)
HARBOR HEALTH SERVICES INC (W/NPO)
HARBORCOV INC (W/NPO)
HARM REDUCTION SOLUTION LLC (SBPP)
HARMONY ENVIRONMENTAL INC (SBPP)
HAR-PER SALES SOLUTIONS INC (WBE)
HAYDEN SAFE & LOCK CO INC (SBPP)
GAAMWOOD ASSOCIATES INC (SBPP)
HBC NEW ENGLAND HEARING INSTRUMENTS LLC (SBPP)
HEALING ABUSED WORKING FOR CHANGE, INC. (W/NPO)
HEALTH CARE PHARMACY INC (WBE)
HEALTH IMPERATIVES, INC (W/NPO)
HEALTH QUARTERS INC (W/NPO, SBPP)
HEALTH TRAINING EDUCATIONAL SERVS INC (SBPP)
HEALTHDATAVIZ LLC (WBE, SBPP)
HEALTHY AIR SOLUTIONS INC (SBPP)
HEALTHY CHILDREN PROJECT INC (W/NPO)
HEALTHY DIRECTIONS INC (W/NPO)
HEARTH INC (W/NPO)
HELCO SAFETY EQUIPMENT CORP (WBE, SBPP)
HELENE KARL ARCHITECTS INC (WBE, SBPP)
HENRY CAMOSSE & SONS INC (SBPP)
HENRY GENERAL CONTRACTORS INC (MBE)
HERCULES SLR (US) INC (SBPP)
HERITAGE PLANTATION OF (SBPP)
HERON INC. (WBE)
HFSE INC (WBE, SBPP)
HIGH 5 ADVENTURE LEARNING (SBPP)
HIGH COUNTRY WORKWEAR INC (SBPP)
HILDEBRAND FAM SELF HELP CTR (SBPP)
HINES DERM. ASSOC. INC. (M/WBE)
HISPANIC RESOURCES INC (M/NPO)
HOLYOKE HEALTH CENTER INC (M/NPO)

HOME CARE WITH GRACE LLC (M/WBE)
HOMELESS PREVENTION COUNCIL, INC. (SBPP)
HOMES FOR FAMILIES INC (SBPP)
HOPE RESTORED HUMAN SERVICES (M/NPO, SBPP)
HOPE W KENEFICK (WBE)
HORSLEY & WITTEN INC (SBPP)
HOUSING FAMILIES INC. (SBPP)
HOUSING IN TRANSITION INC (WBE)
HOWE LUMBER CO INC (SBPP)
HRV CONFORMANCE VERIFICATION ASSOC INC (WBE)
HUB GLASS SERVICES INC (WBE)
HUMAN SERVICE FORUM, INC (W/NPO)
HUNTER SYSTEMS GROUP INC (SBPP)
HURST LANDSCAPE AND SITE SERVICES INC (SBPP)
HYDRA TECH, INC (SBPP)
HYDRATION LABS INC (SBPP)
HYGGEMAIL LLC (M/WBE)
HYWORK INC (MBE)
IAN DALEY (MBE)
IBC OFFSHORE INC (WBE)
ICON ARCHITECTUREINC (WBE)
ILLUSTRATED VERDICT INC. (SBPP)
IMAGE DIAGNOSTICS INC (SBPP)
IMPRINT EXPRESS INC (WBE, SBPP)
INDEPENDENCE ASSOCIATES INC (SBPP)
INDEPENDENCE HOUSE INC (W/NPO)
INDUSTRIAL PROTECTION PRODUCTS (SBPP)
INDUSTRIAL STEEL & BOIL SERV (SBPP)
INFOJINI INC (MBE)
INFRASTRUCTURE LTD (VBE)
INNO4 LLC (SBPP)
INQUILINOS BORICUAS EN ACCION (M/NPO, SBPP)
INSTITUTE FOR APPLIED NETWORK (SBPP)
INSTITUTE FOR HEALTH AND (W/NPO)
INSURANCEONE INSURANCE AGENCY INC (MBE)
INTEGRITY HOME CARE SOLUTIONS LLC (M/WBE)
INTERACTION INSTITUTE FOR (SBPP)
INTERCULTURAL PRODUCTIONS, LLC (MBE)
INTERNATIONAL HEALTH SOLUTIONS INC (WBE)
INTERNATIONAL HUNTER EDUC ASSC (SBPP)
INTERNATIONAL INSTITUTE OF GR LAWR (SBPP)
INTERNATIONAL MARKETING SERVICES, LLC (SBPP)
INTERNAT'L HLTH CARE TRAIN & SVCS LLC (SBPP)
INTERPRETERS ASSOCIATES INC (M/WBE, SBPP)
INTERSEMINARIAN-PROJECT PLACE (W/NPO, SBPP)
IRON TREE SERVICE LLC (SBPP)
IRONMAN INC (SBPP)
ISLAND ENERGY SERVICES INC (SBPP)
ISLAND HEALTH INC. (SBPP)
ISSUES MANAGEMENT GROUP INC (SBPP)
IT MANTRA LLC (M/WBE)
J & J DRIVING SCHOOL & LOGISTICS INC (MBE)
J & L CABLE TV SERVICES INC (WBE, PBE)
J & R PRE-CAST INC (SBPP)
J B SIMONS INC (SBPP)
J F GRIFFIN PUBLISHING LLC (SBPP)
J J WILMOT CORP (SBPP)
J L RAYMAAKERS & SONS INC (WBE)
J M BOOTH & ASSOCIATES, INC (SBPP)
J M EQUIPMENT CO INC (SBPP)

J P RIVARD TRAILER SALES INC (SBPP)
J TROPEANO INC (WBE)
J&J CONTRACTORS INC (MBE)
J. J. CURRAN & SON INC (WBE)
JACKRABBIT DESIGN, INC. (SBPP)
JACKSON GLASS INC (WBE)
JAMAICA PLAIN NEIGHBORHOOD DEVEL CORP (M/NPO)
JAMES E LARKIN INC (SBPP)
JAMIE CAPLAN CONSULTING LLC (WBE)
JANE DOE INC MASS COALITION (SBPP)
JANE ESTELLA (WBE)
JEAN KRISTENSEN ASSOCIATES LLC (M/WBE)
JEANNE GEIGER CRISIS CTR INC (W/NPO)
JEFF OLLIVIERRE (MBE)
JEFFREY M PERROTTI (SBPP)
JENNIFER BETH HASHLEY (SBPP)
JENNIFER LEIGH VORCE (SBPP)
JENNIFER LEONARD (SBPP)
JG HOME HEALTH CARE SERVICES (SBPP)
JILL KOURAFAS (SBPP)
JK SERVICES INC (MBE)
JKH ENTERPRISES LLC (SBPP)
JOAN M SQUERI (WBE)
JOHN ASHFORD LINK HOUSE INC (SBPP)
JOHN B. CRUZ CONSTRUCTION CO INC (MBE)
JOHN C CARTWRIGHT (SBPP)
JOHN CANTO LANDSCAP & BOBCAT (MBE)
JOHN F KENNEDY FAMILY SERV CENTER INC (SBPP)
JOHN F URATO (SBPP)
JOHN KARL DIETRICH & ASSOCIATES INC (WBE)
JOHN S TUOHY (SBPP)
JOHNSON & HILL STAFFING (WBE)
JOHNSON PAINT COMPANY INC (SBPP)
JONES & FULLER REPORTING INC (SBPP)
JONES ARCHITECTURE INC (SBPP)
JORDAN ENTERPRISES (MBE, SBPP)
JOSEPH A LAVALLEE (SBPP)
JS CONTRACTORS INC (SBPP)
JSSJR ENTERPRISES INC (SBPP)
JT STURM CORPORATION (SBPP)
JULIA MARY FISKE (WBE)
JULIE DONNELLY (SBPP)
JULIES FAMILY LEARNING PROG INC (SBPP)
JUNGLE INC (SBPP)
JUST DRAINS INC (SBPP)
JUSTICE RESOURCE INSTITUTE INC (W/NPO)
K AND M COMMUNICATIONS CORP (VBE)
K N E CORPORATION (SBPP)
K5 CORPORATION (WBE)
KAREN L SANDLER (SBPP)
KARP STRATEGIES, LLC (WBE)
KATHERINE FLAHERTY (SBPP)
KATHERINE J BIERWAS (WBE)
KATHLEEN A KOCOT (WBE)
KATIE BROWN EDUCATIONAL PROGRAM (SBPP)
KATZ YARN SALES INC (SBPP)
KEANE FIRE & SAFETY EQUIPMENT CO INC (WBE)
KEITH L WALKER (SBPP)
KENNETH J URATO (SBPP)
KEVILLE ENTERPRISES INC (WBE)

KEYS TO LITERACY, LLC (WBE)
KEYSTONE CONSULTING GROUP (SBPP)
KHJ INTEGRATED MARKETING INC (WBE)
KIDDIE KAMPAS INC (WBE)
KIDS ARE PEOPLE ELEMENTARY (SBPP)
KIDS UNLIMITED SERVICES INC (W/NPO, SBPP)
KING OPTICAL CO INC (SBPP)
KITTREDGE EQUIPMENT COMPANY INC (WBE)
KJP PARTNERS LLP (SBPP)
KLEM TRACTOR INC (WBE)
KNEELAND CONSTRUCTION COMPANY (SBPP)
KOSMOS CONSTRUCTION INC (SBPP)
KUHN RIDDLE ARCHITECTS INC (WBE)
KURTZ INC (WBE)
KYRAN RESEARCH ASSOCIATES INC (WBE)
KYYBA INC (MBE)
KYYBA TECH INC (MBE)
L & R SALES INC (SBPP)
L P COLLEGE INC (WBE)
L R FAVREAU SEPTIC SERVICE LLC (WBE)
LA ALIANZA HISPANA INC (M/NPO)
LAILONNIE J KEENE (WBE)
LAMSON ENGINEERING CORP (MBE)
LANCASTER PACKAGING INC (M/WBE)
LANCELOT JANITORIAL & PAPER (SBPP)
LANDSCAPEXPRESS INC (SBPP)
LANE PRINTING CO INC (WBE, SBPP)
LANGUAGE BRIDGE LLC (WBE)
LASHWAY LUMBER INC (SBPP)
LAST CALL MEDIA INC (SBPP)
LATIN AMERICAN HLTH (M/NPO)
LAURIE JEAN ROCK (WBE, SBPP)
LAWRENCE TRAINING SCHOOL, INC (M/WBE, SBPP)
LDS CONSULTING GROUP LLC (WBE)
LEADING EDGE DESIGN GROUP INC (MBE)
LEADING LIGHT BEHAVIORAL HEALTH INC (M/WBE)
LEDGES SCHOOL & RESIDENT INC (SBPP)
LEERS WEINZAPFEL ASSOCS INC (WBE)
LEMELIN ENVIRONMENTAL SERVICES INC (WBE)
LEMIEUX HEATING INC (SBPP)
LEONARD C MINNIS (SBPP)
LESLIE SAUL AND ASSOCIATES INC (WBE)
LESLIE STEIN-DABUSH (WBE)
LETS GO TECHNOLOGY INC (SBPP)
LETTERMAN WHITE CONSULTING LLC (WBE)
LEVITAN & ASSOCIATES INC (SBPP)
LEXINGTON GROUP INC (SBPP)
LIFE NEEDS CO-OP INC (SBPP)
LIFE SKILLS INC (W/NPO)
LIFE-SKILLS INC (W/NPO)
LIFT & CARE SYSTEMS INC (SBPP)
LIGHTHOUSE WELLNESS AND HEALTH EDUCATION (WBE, SBPP)
LIKARR INC (SBPP)
LIM CONSULTANTS INC (M/WBE, SBPP)
LIN ASSOCIATES INC (MBE, SBPP)
LINDA M PALMER APRN BC LLC (SBPP)
LISA MARIE PHIPPS (WBE)
LITTLE FOLKS COMMUNITY (SBPP)
LITTLE PEOPLES COLLEGE INC (WBE)
LITTLE PICKINS INC (WBE)

LIVING IN FREEDOM TOGETHER INC. (SBPP)
LIVING INDEPENDENTLY FOR EQUALITY INC (SBPP)
LIZAK BUS SERVICE INC (SBPP)
LIG ASSOCIATES INC (SBPP)
LML GREEN DRY CLEANING LLC (SBPP)
LOA ENTERPRISES INC (WBE)
LOCAL LINX MA INC (WBE)
LOMBARDOS OF RANDOLPH (SBPP)
LONGFELLOW INVESTMENT MANAGEMENT CO LLC (WBE)
LORI SAULNIER (SBPP)
LOVE AND MERCY HOME HEALTHCARE LLC (MBE)
LOWELL ASSOC FOR THE BLIND (SBPP)
LOWELL DAY NURSERY ASSOC (SBPP)
LOWELL HOUSE INC (SBPP)
LUMINOSITY BEHAVIORAL HEALTH SVCS INC (SBPP)
LVJ TRAILERS & EQUIPMENT LLC (SBPP)
LYNN COMMUNITY HEALTH INC (M/NPO)
LYNN HOUSING AUTHORITY DEVELOPMENT GROUP (SBPP)
LYNN SHELTER ASSOCIATION INC (SBPP)
M & M CONTRACT CLEANING INC (MBE, SBPP)
M & R CONSULTANTS CORPORATION (MBE)
M & W HEATING INC (SBPP)
M E OBRIEN & SONS INC (WBE)
M O L I F E INC (W/NPO)
M&G HARBOR SERVICES LLC (SBPP)
MACEO LAW P.C. (M/WBE)
MACKAY CONST SERVICES INC (SBPP)
MADELINE CRUZ (M/WBE, SBPP)
MADISON PARK DEVELOPMENT CORP (M/W/NPO, SBPP)
MAESTRANZI BROS INC (SBPP)
MANCHAUG POND FOUNDATION INC (SBPP)
MANSFIELD PAPER CO INC (VBE)
MAP ACADEMY CHARTER SCHOOL (SBPP)
MAPA TRANSLATIONS INC (WBE)
MARGARET FULLER (SBPP)
MARGARITA BARRIOS PONCE (M/WBE)
MARIA F SALVADOR (SBPP)
MARIE R DUNN (SBPP)
MARK A BOLDRIGHINI (SBPP)
MARK VALUSKI (SBPP)
MARKET MENTORS LLC (WBE, SBPP)
MARKET STREET RESEARCH INC (WBE, SBPP)
MARKETING DOCTOR INC (WBE, SBPP)
MARONEY ASSOCIATES INCORPORATED (SBPP)
MARYANN THOMPSON (WBE)
MASCON INC (MBE)
MASS ASSN CONSERVATION DIST (SBPP)
MASS ASSOC OF HEALTH BOARDSINC (SBPP)
MASS COALITION PREVENTION MEDICAL ERRORS (SBPP)
MASS HEALTH DATA CONSORTIUM INC (SBPP)
MASS HLTH QUAL PARTNERS, INC. (W/NPO)
MASS MENTORING PARTNERSHIP (SBPP)
MASS PIPELINE SERVICES INC. (WBE)
MASS SCHOOL OF BARBERING INC (SBPP)
MASS TANK INSPECTIONS SERVICES LLC (SBPP)
MASSACHUSETTS ALLIANCE OF (SBPP)
MASSACHUSETTS ASSOC OF VOCATIONAL ADMIN (SBPP)
MASSACHUSETTS ASSOCIATION OF (SBPP)
MASSACHUSETTS COASTAL RAILROAD, LLC (SBPP)
MASSACHUSETTS COUNCIL ON COMPU (SBPP)

MASSACHUSETTS HEALTH OFFICERS (SBPP)
MASSACHUSETTS INTERSCHOLASTIC (SBPP)
MASSACHUSETTS PUBLIC HEALTH (SBPP)
MASSACHUSETTS WOODLANDS INSTITUTE (SBPP)
MASSEY CONSTRUCTION CORP (SBPP)
MASTV//EL PLANETA LLC (MBE)
MATTAPAN / GREATER BOSTON TECH LEARN CTR (SBPP)
MATZ COLLABORATIVE ARCHITECTS INC (WBE)
MAUREEN A DEVINE (SBPP)
MAX & JASON ENTERPRISES, INC. (SBPP)
MCCALL & ALMY, INC. (SBPP)
MCDERMOTT-PALLOTTA INC (SBPP)
MCKENNEY ELECTRICAL CO INC (SBPP)
MCLANE RESEARCH LABORATORIES INC (M/WBE, SBPP)
MEC TECHNOLOGIES INC (WBE)
MEDIATION WORKS INC (SBPP)
MEDICAL ARTS HEARING INSTRUMENTS INC (SBPP)
MEDICAL EVALUATION SPECIALIST INC (SBPP)
MEDUVI LLC (M/WBE, SBPP)
MENTAL HEALTH ASSOCIATION INC (W/NPO)
MERCIER ELECTRIC & COMMUNICATION INC (SBPP)
METRO EQUIPMENT CORP (WBE, SBPP)
METRO NORTH REGIONAL (SBPP)
METROPOLITAN TELEPHONE CO INC (SBPP)
METROWEST LEGAL SERVICES INC (W/NPO, SBPP)
MG PRODUCTS LLC (WBE, SBPP)
MICHAEL A HARVEY (SBPP)
MICHAEL GIUNTA (SBPP)
MICHAEL J SHEPARD, P.C. (SBPP)
MICHAEL R JOHNSON (SBPP)
MICROCAD TRAINING & CONSULTING INC (MBE)
MICROTEK INC (W/NPO)
MIDTOWN HOME HEALTH SERVICE (M/WBE)
MILFORD AUDIOLOGYCENTER (SBPP)
MILHENCH INC (WBE)
MILL CITY ENVIRONMENTAL CORP (MBE)
MILL CITY GROWS INC (SBPP)
MILLENNIUM PRINTING CORP (WBE)
MILLENNIUM TRAINING INSTITUTE INC (SBPP)
MILLER DYER SPEARS INC (WBE, SBPP)
MINASIAN BECKER LLC (WBE)
MINDFUL HEALTHCARE AGENCY INC (M/WBE)
MINI WAREHOUSING INC (SBPP, PBE)
MINUTEMAN PEST CONTROL CO INC (SBPP)
MINUTEMAN TRUCKS LLC (MBE)
MISSION FIRST CONSULTING LLC (WBE, SBPP)
MJ HENRY & ASSOCIATES, INC (SBPP)
ML SCHMITT INC (SBPP)
MODERN MARKING PRODUCTS INC (SBPP)
MOLLOR CONSULTING GROUP LLC (WBE)
MONAGHAN PRINTING INC (WBE)
MONROE TRACTOR & IMPL CO INC (WBE)
MORAIS CONCRETE SERVICE INC (WBE, PBE, SBPP)
MORALES GENERAL CONTRACTING INC (MBE)
MORENIKE E SHELTON (M/WBE)
MOSS ELECTRICAL SERVICE INC (SBPP)
MOTHERS FOR JUSTICE AND EQUALITY (M/W/NPO, SBPP)
MOULTONS HEARING AIDS INC (SBPP)
MSG STAFFING INC (MBE)
MUJERES UNIDAS AVANZANDO (SBPP)

MULTICULTURAL NEURBEHAVIORAL (SBPP)
 MULTICULTURAL WELLNESS CTR (M/W/NPO)
 MURPHY HESSE TOOMEY & LEHANE (SBPP)
 MURPHY SPECIALTY INC (SBPP)
 MVP TESTING LLC (M/WBE)
 MY MARKETING SOLUTIONS INC (WBE)
 MYRNA S GREENFIELD (SBPP)
 MYSTIC LEARNING CENTER INC (SBPP)
 MYSTIC RIVER WATERSHED ASS INC (SBPP)
 NABS INC (WBE, SBPP)
 NAMI OF MASSACHUSETTS (SBPP)
 NASHOBA SECURITY INC (VBE)
 NATASHA L WRIGHT (SBPP)
 NATIONAL MECHANICAL SVC INC (SBPP)
 NATIONAL OFFICE SYSTEMS NEW ENGLAND INC (SBPP)
 NATIONAL VAN BUILDERS INC (SBPP)
 NAVA PBC (MBE)
 NEADS, INC. (SBPP)
 NEIGHBORHOOD HOUSING SRV OF S SHORE INC. (SBPP)
 NEIL PREGOZEN (SBPP)
 NEONET TECHNOLOGIES, INC. (SBPP)
 NEPTUNE UNIFORMS & EQUIPMENT INC (SBPP)
 NEUROSOPH INC (MBE)
 NEW BEDFORD FLOOR (M/WBE, SBPP)
 NEW BEDFORD WELDING SUPP (SBPP)
 NEW BEDFORD WOMENS CTR INC (W/NPO)
 NEW ECOLOGY INC (SBPP)
 NEW ENGLAND AFTERCARE (SBPP)
 NEW ENGLAND BUILDERS AND (SBPP)
 NEW ENGLAND CENTER FOR ARTS & TECH INC (SBPP)
 NEW ENGLAND DOOR CLOSER INC (SBPP)
 NEW ENGLAND FARM WORKERS (M/NPO)
 NEW ENGLAND LABORERS TRAINING (SBPP)
 NEW ENGLAND LEARNING CENTER (SBPP)
 NEW ENGLAND SCHOOL SERVICES INC (SBPP)
 NEW ENGLAND SIGN SERVICES INC (WBE, SBPP)
 NEW ENGLAND TIME SOLUTIONS, INC. (SBPP)
 NEW ENGLAND TRACTOR TRAILER (SBPP)
 NEW ENGLAND WHEELS INC (SBPP)
 NEW GENERATION TRANSPORTATION INC (M/WBE)
 NEW HOPE INC (W/NPO)
 NEW NORTH CITIZENS COUNCIL (M/NPO)
 NEW ORLEANS TELEPORT INC (M/WBE)
 NEWROADS ENVIRONMENTAL SERVICES LLC (SBPP)
 NEXTMARGIN CORPORATION (MBE)
 NICOLA A WILLIAMS (SBPP)
 NIEMIEC MARINE INC (SBPP)
 NITSCH ENGINEERING, INC (WBE)
 NOBIS ENGINEERING INC (MBE)
 NOLAN SHEEHAN PATTEN LLP (SBPP)
 NORFOLK POWER EQUIPMENT INC (WBE)
 NORTH ADAMS TOWER COMPANY INC (SBPP)
 NORTH CENTRAL MASS DEVELOPMENT CORP, THE (SBPP)
 NORTH CHARLES MENTAL HEALTH (SBPP)
 NORTH SHORE HEALTH PROJECT INC (SBPP)
 NORTH SHORE COUNSELING CENTER (SBPP)
 NORTH SHORE FAMILY DAYCARE INC (WBE)
 NORTH SHORE MOTOR SPORTS (SBPP)
 NORTH SHORE VET COUNSELING SER (SBPP)
 NORTH SUFFOLK MENTAL (W/NPO)

NORTHEAST DOCUMENT CONSERVATION CENTER (SBPP)
 NORTHEAST ENVIRONMENTAL LABORAT (WBE, SBPP)
 NORTHEAST MARITIME INSTITUTE (SBPP)
 NORTHEAST RESCUE SYSTEMS INC (WBE)
 NORTHEAST SURVEY CONSULTANTS PC (SBPP)
 NORTHEAST TRAFFIC CONTROL (SBPP)
 NORTHEAST WASTE MANAGEMENT (SBPP)
 NORTHERN BERKSHIRE COMMUNITY (SBPP)
 NORTHERN LIGHT PRODUCTIONS (SBPP)
 NORTHSIDE MARINA (SBPP)
 NORTHSTAR LEARNING CENTERS INC (M/NPO, SBPP)
 NOVAK EDUCATIONAL CONSULTING (WBE)
 NPC REPROGRAPHICS CO INC (SBPP)
 NU-CHECKER INC (M/WBE)
 OAKDALE FOUNDATION INC (W/NPO)
 OCCUHEALTH INC (SBPP)
 OCCUPATIONAL REHAB GROUP (SBPP)
 OCEAN STATE SIGNAL CO (WBE, PBE)
 OCONNOR REAL ESTATE ASSOCS INC (SBPP)
 OCONNORS AWARDS UNLIMITED INC (SBPP)
 OFFICE SOLUTIONS PLUS LLC (SBPP)
 OFFSHOOTS INC (WBE)
 OHRENBERGER COMMUNITY SCHOOL COUNCIL INC (SBPP)
 OHS TRAINING & CONSULTING INC (WBE, SBPP)
 ON THE RISE INC (SBPP)
 ON THE WATER LLC (SBPP)
 ONE LIFE AT A TIME, INC. (W/NPO)
 ONE SOURCE CONSTRUCTION LLC (WBE, PBE)
 ONPAGE CORPORATION (SBPP)
 OPEN THE DOOR INC (WBE)
 OREILLY TALBOT & OKUN ASSOC INC (WBE, SBPP)
 ORIGINATION CULTURAL ARTS CENTER (SBPP)
 ORTHOPEDIC TRAUMA P C (SBPP)
 ORTHOTICS & PROSTHETICS LABS (SBPP)
 OSCAR DIAZ TRUCKING (MBE)
 OUR DEAF SURVIVORS CENTER, INC (SBPP)
 OUR FATHERS HOUSE (SBPP)
 OUR SPACE OUR PLACE INC (SBPP)
 OVERLAND ENGINEERING LLC (MBE)
 OVERLOOK FOOD AWARENESS RES OF MA INC (W/NPO)
 OVERTURE PARTNERS LLC (WBE)
 OX BOW MARINA INC (SBPP)
 P. MOORE PAINTING + CONTRACTING CO (WBE)
 PARADISE COPIES INC (WBE, SBPP)
 PARALLAX CONSULTING LLC (SBPP)
 PARENTS HELPING PARENTS (SBPP)
 PARK STREET PLAYGROUNDS LLC (SBPP)
 PARTNERS FOR COMMUNITY, INC. (M/NPO)
 PARTNERS FOR HEALTHIER COMMUNITY INC (SBPP)
 PARTNERS INTERPRETING (SBPP)
 PATHWAY TO POSSIBLE, INC (W/NPO)
 PARTNERS FOR CHANGE, INC (W/NPO, SBPP)
 PATHWAYS FOR CHILDREN INC (W/NPO)
 PATIENT CARE SOLUTIONS LLC (MBE)
 PATIENT CENTERED MEDICAL CARE INC (M/WBE)
 PATRICIA A FORD (SBPP)
 PATRIOT ARMORED SYSTEMS, LLC (SBPP)
 PATRIOT PARTY BOATS INC (SBPP)
 PATRIOT PLUMBING & HEATING, INC. (SBPP)
 PAUL J ROTKIEWICZ (SBPP)

PBH PARALEGAL & TRANS SERV INC (WBE, PBE)
 PEOPLEGIS INC (SBPP)
 PEREGRINE ENERGY GROUP INC (SBPP)
 PERFORMANCE TESTING AND BALANCING, LLC (SBPP)
 PERRY DEAN ROGERS & PARTNERS (WBE)
 PERSPECTIVES HEALTH SERVICES, LLC (M/WBE, SBPP)
 PEST END INC (WBE)
 PETERSEN LACHANCE REGAN PINO, LLC (SBPP)
 PHARMALUXE INC (MBE)
 PHELAN CONSTRUCTION LLC (WBE)
 PICKET FENCES INCORPORATED (SBPP)
 PINKERGREEN DESIGN LLC (SBPP)
 PINNACLE ADVISORY GROUP (WBE)
 PINNACLE CONSTRUCTION SERVICES LLC (WBE)
 PIONEER LANDSCAPES INC (SBPP)
 PIONEER VALLEY EYE ASSOC P C (SBPP)
 PIPING SYSTEMS INC (WBE)
 PITTSFIELD LAWN & TRACTOR INC (SBPP)
 PITTSFIELD TIRE & AUTO SERVICE (SBPP)
 PJ SYSTEMS INCORPORATED (MBE)
 PLASTIC CARD SYSTEMS INC (WBE, SBPP)
 PLATINUM PROTECTION & INVESTIGATIONS LLC (WBE)
 PLAYFUL MINDS LLC (WBE)
 PLYMOUTH AREA COALITION FOR (SBPP)
 PMA CONSULTANTS LLC (MBE)
 PODGURSKI CORPORATION (SBPP)
 POLAR CORPORATION (SBPP)
 POSITIVE ACTION AGAINST (W/NPO, SBPP)
 POWDER HORN PRESS INC (WBE, SBPP)
 POWER WASHER SALES, LLC (SBPP)
 POWEROPTIONS INC (W/NPO)
 PR RESTAURANTS LLC (SBPP)
 PRECISE PAVING INC. (SBPP)
 PRECISION FITNESS EQUIPMENT INC (SBPP)
 PRECISION INSTALLATION INC (WBE)
 PREMIER SUPPLY COMPANY INC (SBPP)
 PREPFORWARD (WBE)
 PRIME HOME HEALTH AND COMPANION CARE INC (WBE)
 PRISTINE ENGINEERS INC (MBE)
 PRO PAVING & EXCAVATING INC (WBE)
 PRO SOUND SERVICE INC (SBPP)
 PROAV SYSTEMS INC (M/WBE)
 PROBATION SERVICES INC (SBPP)
 PRODUCTION LINE SUPPORT INC (MBE)
 PROJECT ADVENTURE INC (SBPP)
 PROJECT HOPE BOSTON, INC (SBPP)
 PROJECT RIGHT INC (SBPP)
 PROSCIENCE ANALYTICAL SVCS INC (SBPP)
 PROVEN BEHAVIOR SOLUTIONS, LLC (MBE, VBE)
 QUABBIN MEDIATION INC (W/NPO, SBPP)
 QUABOAG VALLEY CDC (SBPP)
 QUADRANT HEALTH STRATEGIES INC (WBE)
 QUALITY & PRODUCTIVITY SOLUTIONS INC (MBE)
 QUICK PRINT LTD INC (WBE, SBPP)
 QUINCY SMALL ENGINE REPAIR INC (SBPP)
 R D C COMMUNICATIONS INC (SBPP)
 R I BAKER CO INC (SBPP)
 R P OCONNELL INC (SBPP)
 RAAB ASSOCIATES LTD (SBPP)
 RAIN CASTLE COMMUNICATIONS INC (SBPP)

RAINBOW CHILD (SBPP)
 RAISING MULTICULTURAL KIDS (M/W/NPO)
 RAMCO SURVEY STAKES INC (WBE)
 RANDOLPH COMMUNITY PARTNERSHIP INC (SBPP)
 RANSFORD ENVIRONMENTAL SOLUTIONS INC (WBE)
 RAPID FLOW INC (SBPP)
 RAPPORT INTERNATIONAL LLC (WBE, SBPP)
 RAPS AUTO PARTS SUPPLY INC (SBPP)
 RAW MATERIAL RECOVERY CORPORATION (SBPP)
 RAY HALUCH INC (WBE, SBPP)
 RAY SERVICES INC (M/WBE)
 RAYMOND A BELANGER JR (SBPP)
 RAZZ-M-TAZZ PROMOTIONS LLC (WBE)
 RCAP SOLUTIONS INC (W/NPO)
 REACH INC (SBPP)
 RECOVERY HOMES COLLABORATIVE INC (SBPP)
 RECREATIONAL DIMENSIONS (SBPP)
 REFUGEE & IMMIGRANT ASSIST. CENTER (SBPP)
 REGENCY POLICE SUPPLY (SBPP)
 REGINA VILLA ASSOCIATES INC (WBE, SBPP)
 REHABILITATION AND HEALTH (W/NPO)
 REIDARS MANUFACTURING INC (SBPP)
 REILLY ELECTRICAL CONT INC (WBE)
 RENAUD ELECTRIC & COMMUNICATIONS INC (SBPP)
 RENAUD HVAC & CONTROLS INC (SBPP)
 RENE L COTE SONS INC (SBPP)
 RENNIE CTR ED RESEARCH & POLICY (SBPP)
 RESOURCESOFT INC (M/WBE)
 RESTORATION HEALTH CARE INC (MBE)
 RETRO FIT TECHNOLOGIES INC (WBE)
 REVBY LLC (MBE, LGTBTE)
 RICHCO JANITOR SERVICE (VBE)
 RICHCO PRODUCTS INC (SBPP, VBE)
 RIVERA CONSULTING INC (M/WBE)
 RIVERBROOK RESIDENCE INC (W/NPO)
 RIVERDALE PLUMBING AND HEATING INC (SBPP)
 R I NARDONE CONSTRUCTION INC (WBE, SBPP)
 RND CONSULTANTS INC (WBE, SBPP)
 ROAD-WAY MAINTENANCE SERVICES INC (WBE)
 ROBBINS CHILDREN'S PROGRAMS, INC. (SBPP)
 ROBERT B DOYLE (SBPP)
 ROBERT FERNANDES (MBE)
 ROBERT M RYAN (SBPP)
 ROBERT MCGILLIVRAY (SBPP)
 ROBERT T MERCERS SEA & SKI INC (SBPP)
 ROBERTO F FELIZ (SBPP)
 ROBIN F LUBEROFF (SBPP)
 ROGERSON ORTHOPEDIC APPLIANCE (SBPP)
 ROLLA MOTOR PARTS INC (SBPP)
 ROMAN MUSIC THERAPY SERVICES LLC (WBE)
 ROOT NS, INC. (SBPP)
 ROXBURY STONE HOUSE INC (W/NPO)
 ROXBURY YOUTHWORKS INC (M/NPO)
 RTD LOGISTICS LLC (MBE, SBPP)
 RTD LOGISTICS LLC (MBE)
 RUSTIC FIRE PROTECTION INC (SBPP)
 RUTH ANNE BRIGHTON SC (SBPP)
 RUTH SHEETS WILSON (WBE, SBPP)
 SAAM ARCHITECTURE LLC (WBE, SBPP)
 SAHARA TECHNOLOGIES CORP (M/WBE)

SALAMON FLOORING INC (SBPP)
SALEM COMMUNITY CHILD CARE INC (M/W/NPO)
SALS CUSTOM DRY CLEANING INC (SBPP)
SAN INC (MBE)
SAVE THAT STUFF INC (SBPP)
SAVILINX, LLC (WBE)
SAVVY STAFFING SOLUTIONS LLC (WBE)
SCHOOLWORKS LLC (WBE, SBPP)
SCOPE MEDICAL LLC (WBE, SBPP)
SCORE4MORE, INC (SBPP)
SCOTT D BURNS (SBPP)
SDG AUTO BODY INC (SBPP)
SDG DIRECT LTD (WBE)
SEASONS CATERING LLC (WBE)
SECOND SOLUTIONS, INC (SBPP)
SECOND STEP INC (W/NPO, SBPP)
SECURITY DESIGN INC (SBPP)
SECURITY DETECTION INC (SBPP)
SELBERT PERKINS DESIGN (SBPP)
SELF ESTEEM BOSTON EDUC INS IN (WBE)
SELF ESTEEM BOSTON EDUC INS IN (W/NPO, SBPP)
SENIOR CARE INC (SBPP)
SERAPHIC SPRINGS HEALTH CARE (M/WBE, SBPP)
SERENITY CARE (W/NPO)
SERVICENET INC (W/NPO)
SERV-U STORES OF WESTERN MASS (SBPP)
SHADLEY ASSOCIATES PC (WBE, SBPP)
SHAFIIS INC (WBE)
SHANAHAN SOUND & ELECTRONICS, INC (WBE)
SHARP TOOL COMPANY INC. (SBPP)
SHARYN KLIPSTEIN (SBPP)
SHEAS CENTER INC (SBPP)
SHEKAR & ASSOCIATES INC (MBE)
SHEREE L ESTES (SBPP)
SHI INTERNATIONAL CORP (M/WBE)
SHINING STARS LEARNING CENTER, INC. (SBPP)
SHREWSBURY YOUTH & FAM SRVCS INC (SBPP)
SIGMA SYSTEMS INC (M/WBE, SBPP)
SIGN DESIGN INC (WBE)
SIGNS BY J INC (SBPP)
SILVER SCREEN DESIGN INC (WBE)
SILVIA WOODGETT (M/WBE)
SJB ENTERPRISES INC (WBE)
SMH ELECTRONICS CO INC (SBPP)
SOFTWARE PEOPLE INC (M/WBE)
SOJOURNER HOUSE INC (SBPP)
SOMERVILLE HOMELESS COALITION (SBPP)
SOUTH COASTAL COUNTIES LEGAL SRVCS INC (SBPP)
SOUTH COVE COMMUNITY HEALTH CENTER (M/NPO)
SOUTH SHORE DIVERS INC (SBPP)
SOUTH SHORE GENERATOR (WBE)
SOUTH SHORE RECOVERY HOME, INC. (SBPP)
SOUTH SHORE SUPPORT SERV INC (W/NPO)
SOUTHERN WORCESTER COUNTY (W/NPO)
SOVEREIGN CONSULTING INC (MBE)
SPANISH AMERICAN CENTER INC (SBPP)
SPINELLI RAVIOLI MFG CO INC (SBPP)
SPRINGFIELD DAY NURSERY CORP (W/NPO)
SPRINGFIELD PARTNERS FOR (M/NPO)
SPRUCE TECHNOLOGY INC (MBE)

SRCPI, INC. (WBE)
ST PIERRE MFG CORP (SBPP)
STANDARD MODERN CO INC (WBE)
STANLEY STREET TREATMENT & RESOURCES INC (W/NPO)
STAR BUILDING SERVICES INC (M/WBE, SBPP)
STARBURST PRINTING & GRAPHICS INC (MBE)
STATEMENT OUTSOURCING LLC (WBE, SBPP)
STEERE ENGINEERING INC (WBE)
STELLAR CORP (MBE, SBPP)
STEPHEN P REYNOLDS (SBPP)
STEPHENS ASSOCIATES (WBE)
STEPHENSON AND BROOK CO INC (WBE)
STERLING BUSINESS PRODUCTS INC (MBE, SBPP)
STEVE'S SHOP, INC. (SBPP)
STILES COMPANY INC (WBE)
STK NETWORKS (WBE)
STONE & BERG COMPANY, INC. (WBE, SBPP)
STONEWALL SOLUTIONS INC (SBPP)
STRATEGIC COMMUNICATIONS LLC (M/WBE)
STRATEGIC ENVIRONMENTAL SERVICES INC (WBE)
STRATEGIC SOLUTIONS GROUP LLC (SBPP)
STRATEGY MATTERS LLC (WBE, SBPP)
STRUCTURE CONSULTING GROUP (WBE)
STUART A ANFANG (SBPP)
STUDIO ENEE INC (M/WBE)
STUDIO G ARCHITECTS INC (WBE)
STUTMAN CONTRACTING INC (SBPP)
SUMCO ECO-CONTRACTING LLC (SBPP)
SUNNYTECH, INC (SBPP)
SUNRISE PROSTHETICS & ORTHOTICS INC (WBE, SBPP)
SUPPORT GROUP INC (SBPP)
SUPPORTIVE CARE INC (M/WBE)
SUSAN A GARVIN (SBPP)
SUSAN B BRAUS (SBPP)
SUSAN JONES MOSES (WBE)
SUSU WONG (M/WBE, LGBTBE)
SUZUKI OF WESTERN MA INC (SBPP)
SWBAILEY CONSULTING LLC (WBE)
SYNAPSE ENERGY ECONOMICS INC (SBPP)
T & M LANDSCAPE INC (WBE)
T3NETWORKS INC (MBE)
TALANCE INC (SBPP)
TALEVI & HAESCHE LLC (WBE)
TAMARA L O'BRIEN (WBE)
TAPESTRY HEALTH SYSTEMS INC (W/NPO)
TAYLOR & BURNS INC (WBE)
TAYLOR & LLOYD INC (WBE)
TAYLOR DAVIS LANDSCAPE CO (WBE, SBPP)
TBM CONSULTING LLC (M/WBE)
TECH FOUNDRY INC (SBPP)
TECH NETWORKS OF BOSTON INC (WBE, SBPP)
TECHNOLOGY LEARNING CTR INC (SBPP)
TERRENCE A BLANCHARD (SBPP)
THE ACORN GROUP INC (WBE)
THE ADDICTION TREATMENT OF NE (SBPP)
THE ANTHEM GROUP (SBPP)
THE APPRAISERS GROUP INC (SBPP)
THE BOAT GUY INC (SBPP)
THE CENTER FOR HOPE AND HEALING, INC. (SBPP)
THE CENTER FOR TEEN EMPOWERMENT INC (SBPP)

THE CHILDRENS CENTER OF FAITH (SBPP)
THE COLLABORATIVE INC (MBE)
THE COMMUNITY ARTCENTER INC (SBPP)
THE COMPUTER MERCHANT LTD (VBE)
THE EDINBURG CENTER INC (W/NPO)
THE EDWARDS GROUP LLC (MBE)
THE FIELDSTONE SCHOOL (SBPP)
THE FLAVOR CONTINUES (M/NPO)
THE FOOD BANK OF WESTERN (SBPP)
THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP)
THE GUN PARLOR INC (SBPP)
THE LATINO HLTH INSURANCE PROGRAM, INC (M/W/NPO, SBPP)
THE LIFE EXPERIENCE SCHOOL (SBPP)
THE LIONHEART FOUNDATION (SBPP)
THE MAVERICK GROUP INC (MBE, SBPP)
THE NARROW GATE ARCHITECTURE LTD (SBPP)
THE NORTHEAST INDEPENDENT (SBPP)
THE POHLY COMPANY (WBE)
THE RIPPLES GROUP, LLC (SBPP)
THE ROBINSON GREEN BERETTA CORP. (VBE)
THE SALEM MISSION INC (SBPP)
THE SALVATION ARMY (SBPP)
THE SUBURBAN HOMEMAKING & MATE (SBPP)
THE THOMPSON & LICHTNER CO INC (WBE)
THE TRAINING ASSOCIATES CORPORATION (WBE)
THE TRANSFORMATION CENTER INC (SBPP)
THE VOCATIONAL ADVANCEMENT CENTER (SBPP)
THIRD SECTOR CAPITAL PARTNERS, INC. (SBPP)
THIRD SECTOR NEW ENGLAND, INC. (W/NPO)
THOMAS J BROTHERS JR. (SBPP)
THOMAS P. RYLAND CO, INC. (SBPP)
THOME LEGACY ENTERPRISES (MBE)
THREE LANTERN MARINE AND FISHING CO. INC (SBPP)
THRYV CONSULTING INC (WBE)
TIC BUSINESS CONSULTING (WBE)
TITAN ROOFING INC (MBE)
TLC TRUST (SBPP)
TOBIAS & BATTITE INC (SBPP)
TOMMYS TAXI INC (SBPP)
TOOL & EQUIPMENT CONNECTION INC (SBPP)
TOOLE DESIGN GROUP LLC (WBE)
TOOLS UNLIMITED INC (WBE, SBPP)
TOPAZ ENGINEERINGSUPPLY INC (SBPP)
TOTAL PRAISE SERVICES LLC (M/WBE)
TOWN OFFICE SERVICE INC (SBPP)
TOWN TRANSPORTATION LLC (SBPP)
TRACY SHEEHAN (SBPP)
TRAFINFO COMMUNICATIONS INC (MBE, SBPP)
TRANSACTION ASSOCIATES INC (WBE)
TRANSCEND MAINTENANCE SERVICE INC (M/WBE)
TRANSFLUENCI LLC (M/WBE)
TRANSITION HOUSE INC (M/W/NPO, SBPP)
TRANSITIONS CENTERS INC (SBPP)
TRAVIS NGUYEN (SBPP)
TRIPPIS UNIFORMS INC (SBPP)
TRIVERUS CONSULTING LLC (WBE)
TROY R BROWN (SBPP)
TSM DESIGN INC (WBE)
TULLY CONSTRUCTION CORP (SBPP)
TUNG'S TASTE INC (SBPP)

TURNER STEEL CO INC (SBPP)
TYBURSKI APPRAISAL & CONSULTANT SERVS (SBPP)
UBUNTU RESEARCH & EVALUATION LLC (M/WBE)
UCP OF WESTERN MASSACHUSETTS INC (SBPP)
UEL CONTRACTORS INC (WBE)
ULTRA AUTOMOTIVE INC (SBPP)
UNIFIED FAMILY AND YOUTH NETWORK INCORPO (M/WBE)
UNIQUE SYSTEM SKILLS LLC (MBE)
UNITED ELEVATOR COMPANY, INC. (WBE, SBPP)
UNITED MEDICAL WASTE MGMT (SBPP)
UNITED PROSTHETICS INC (SBPP)
UNLIMITED REMOVAL & DEMOLITION INC (MBE)
UPHAMS CORNER COMMUNITY CENTER (SBPP)
URBAN EDGE HOUSING CORP (M/NPO, SBPP)
URBAN LEAGUE OF EASTERN MA (SBPP)
USA COURIERS INC (WBE, SBPP)
USA MARINE INC (SBPP)
USNE, INC (SBPP)
UTEC, INC. (SBPP)
VALLEY GREEN SHREDDING LLC (VBE)
VALLEY WELDING & EQUIPMT INC (SBPP)
VALUING OUR CHILDREN INC (W/NPO)
VANGUARD CONSTRUCTION CO INC (SBPP, VBE, SDVOBE)
VAV INTERNATIONAL INC (MBE)
VENTURA GRAIN CO INC (SBPP)
VENTURE COMMUNITY SERVICES, INC (W/NPO)
VERACLOUD TECHNOLOGIES INC (SBPP)
VETERANS BUSINESS SUPPLY, INC. (SBPP, SDVOBE)
VETERANS DEVELOPMENT CORPORATION (SBPP, SDVOBE)
VETERANS NORTHEAST OUTREACH (SBPP)
VICTOR A LEWIS (SBPP)
VICTORY HUMAN SERVICES INC (M/NPO)
VILLAGE PRESCHOOL INC (SBPP)
VISI FLASH RENTALS EASTERN INC (SBPP)
VLINK INC (MBE)
VMA ELECTRIC INC (MBE)
VOLTREK, LLC (WBE)
W L COLLINS CORP (WBE)
W.S. ANDERSON INC (MBE)
WAKEFIELD MOVING AND STORAGE (SBPP)
WAREHAM FORD INC (SBPP)
WATER RESOURCE SERVICES INC (SBPP)
WATERMARK ENVIRONMENTAL INC (DOBE)
WAYPOINT ADVENTURE INC (SBPP)
WAYSIDE TRANS CORP (SBPP)
WEBSTER SQUARE DAY CARE (SBPP)
WELD POWER SERVICE COMPANY INC (SBPP)
WELLSPRING FARM LLC (WBE)
WELLSPRING HOMECARE LLC (M/WBE)
WELLSPRING HOUSE INC (SBPP)
WENDY JEHLEN (SBPP)
WESCOR PARKING CONTROLS INC (SBPP)
WEST END DAY NURSERY OF NEW (M/NPO, SBPP)
WESTERN MASS EMERGENCY MEDICAL (SBPP)
WESTERN MASSACHUSETTS TRAINING (W/NPO)
WESTNET INC (MBE)
WESTON & SAMPSON CMR, INC. (SBPP)
WHITE BRIDGE SOLUTIONS LLC (SBPP)
WHITTIER STREET HEALTH CTR COMMITTEE INC (M/W/NPO)
WILKEM SCIENTIFIC LTD (WBE)

WILLIAM PEVEAR ARCHITECTS INC (VBE)
 WILLIAM SANCHEZ (SBPP)
 WILLIAMSON ELECTRICAL COMPANY, INC. (SBPP)
 WIN INTERACTIVE (SBPP)
 WINDWALKER GROUP LLC (MBE)
 WINTERGREEN KENNELS LTD (SBPP)
 WOHLRLE'S FOODS, INC (SBPP)
 WOLF MECHANICAL, LLC (SBPP)
 WOLPERT DISPOSAL INC (SBPP)
 WOODS HOLE GROUP INC (SBPP)
 WORAD INC (SBPP)

WORCESTER COMPREHENSIVE ED & CARE INC (SBPP)
 WORCESTER COUNTY MECHANICS ASSOCIATION (SBPP)
 WORCESTER ELEVATOR CO INC (SBPP)
 WORCESTER MEDICAL TRANSPORTATION LLC (MBE)
 WORK OPPORTUNITY CENTER INC (SBPP)
 WORKPLACE RESOURCE LTD (WBE, SBPP)
 WORLDCOM EXCHANGE INC (MBE)
 WORLDTECH ENGINEERING LLC (SBPP)
 WPI CONSTRUCTION INC (SBPP)
 WRAPAROUND FAMILY SERVICES INC. (SBPP)
 WSI MANUFACTURING INC (SBPP)

WSMD, INC. (WBE, SBPP)
 XFAC INC (MBE)
 XL HYBRIDS, INC. (SBPP)
 YINGJIE ABEL (M/WBE, SBPP)
 YMCA OF THE NORTH SHORE INC (SBPP)
 YOUNG ELECTRICAL SERVICES INC (SBPP)
 YOUNG WOMENS CHRISTIAN (W/NPO)
 YOUNG WOMEN'S CHRIST ASSOC LOWELL (SBPP)
 YOUNG WOMENS CHRISTIAN ASSOC (W/NPO, SBPP)
 YOUTHBUILD BOSTON INC (M/NPO, SBPP)
 YWCA CENTRAL MA INC (W/NPO)

YWCA NORTHEASTERN MASSACHUSETTS, INC. (W/NPO)
 YWCA OF NEWBURYPORT (W/NPO, SBPP)
 YWCA OF SOUTHEASTERN MASSACHUSETTS (W/NPO)
 YWCA OF WESTERN MASS (W/NPO)
 ZAGARAN INC (SBPP)
 ZEEP TECHNOLOGY LLC (WBE)
 ZELL BUILDERS (SBPP)
 ZELUS CONSULTING GROUP LLC (WBE)
 ZONES IT SOLUTIONS INC (MBE)

Appendix G: Vendor List – Indirect Spending

The following is a list of diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners. These business relationships resulted in Commonwealth indirect spending detailed in this report. Additional notation: *Company certification no longer valid at the time of report publication.

1-STOP DESIGN SHOP, INC. (WBE)
 2NDPATH ENERGY, LLC (MBE*, WBE*, VBE*)
 4 CONSULTING, INC. (MBE, WBE)
 43 STRATEGIC CONSULTING, LLC (MBE, WBE)
 813 CONSULTANTS, LLC (WBE)
 84 LUMBER COMPANY (WBE)
 A & M BUSINESS SOLUTIONS, LLC (MBE, WBE)
 A FRESH START MOVING & JUNK REMOVAL, LLC (MBE)
 A J LETOURNEAU, INC. (WBE*)
 A&E ENVIRONMENTAL, INC. (WBE)
 A.R. BELLU, INC. (WBE)
 A1 DATASHRED, LLC (WBE)
 AAA OSHA TRAINING AND SAFETY CONSULTANTS, INC. (WBE)
 ABATEMENT PRO AND DEMO, INC. (MBE)
 ABC HOME & HEALTHCARE PROFESSIONALS, INC. (WBE)
 ABC SPECIALTEES (WBE)
 ABIDE, INC. (WBE)
 ABLE ASSOCIATES, INC. (WBE)
 ABRAMS INSURANCE AND FINANCIAL SERVICES, LLC (MBE)
 ABRIDGE INFO SYSTEMS, INC. (MBE)
 ABSOLUTE RESOURCE ASSOCIATES, LLC (WBE)
 AC DISASTER CONSULTING, LLC (WBE)
 AC FRESH INTERIORS, LLC D/B/A: WHITE COTTAGE (WBE)
 ACADA COMMUNICATIONS, LLC (WBE)
 ACCENT BANNER, LLC (WBE)
 ACCOUNTING SOLUTIONS CONSULTING, INC. D/B/A: ASC PARTNERS (WBE*)
 ACCU-CLEAN, INC. (WBE, LGBTBE)
 ACE MEDICAL SERVICES, INC. (MBE)
 ACK MARINE & GENERAL CONTRACTING, LLC (WBE)
 ACM GROUP, INC. D/B/A: ATLANTIC-ACM (WBE)
 ACORN RECORDING SOLUTIONS, INC. (WBE)
 ACP FACILITY SERVICES, INC. (MBE)
 ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD) (MBE)
 ACTION STEEL, LLC (WBE)
 ADAM GRAPHIC CORPORATION (WBE)
 ADAMS PLUMBING & HEATING, INC. (WBE)

ADAMSON INDUSTRIES CORP. (WBE)
 ADEP GROUP, INC. D/B/A: ADEP DEMOLITION AND REMEDIATION (MBE)
 ADF CLEANING SERVICES (WBE)
 ADONAI SPRING WATER, INC. (MBE*, WBE*)
 ADROIT MEDICAL SYSTEMS, INC. (VBE)
 ADROIT SOFTWARE, INC. (MBE)
 ADVANCE AIR & HEAT CO., INC. (WBE)
 ADVANCED BUILDING ANALYSIS, LLC (WBE)
 ADVANCED DETAIL CLEANING SERVICE, INC. (MBE*)
 ADVANCED PC REPAIR, LLC (LGBTBE)
 ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS (MBE, WBE)
 ADVANTAGE GLOBAL LOGISTICS CORP (WBE)
 AD-VANTAGE, INC. (WBE)
 AETNA FIRE ALARM SERVICE CO., INC. (WBE)
 AFFORDABLE DRY CLEANERS AND ALTERATIONS (MBE)
 AHC ALLIED HEALTHCARE OF NEW ENGLAND, INC. (WBE)
 AHEARN EQUIPMENT, INC. (WBE*)
 AIR CONTROL SYSTEMS, INC. D/B/A: COMMERCIAL AIR CONTROL (MBE)
 AIR-MART, INC. D/B/A: AIR-MART HEATING AND COOLING (MBE)
 AIROSMITH, INC. D/B/A: AIROSMITH DEVELOPMENT (WBE)
 ALBANY INFORMATION TECHNOLOGY GROUP, LLC (MBE)
 ALEXIA INSURANCE, INC. D/B/A: BERRY INSURANCE (WBE)
 ALEXIS DESIGN (WBE)
 ALISTE, INC. D/B/A ALISTE MARKETING, INC. (WBE)
 ALL SPORTS HEROES UNIFORMS, SPORTING GOODS & PROMOTIONS, INC. (WBE)
 ALL STAR STAFFING, LLC (WBE)
 ALL STATE WASTE, INC. (WBE)
 ALL TIME SERVICE, INC. (MBE, WBE)
 ALLEZ CONSULTING, INC. D/B/A: Z-TECH (MBE)
 ALLIANCE DETECTIVE & SECURITY SERVICE, INC. (WBE)
 ALMEIDA FAMILY CLEANING, LLC (MBE)
 ALPHA OFFICE SUPPLIES, INC. (MBE*)
 ALPHA PROFESSIONAL SOLUTIONS, INC. (MBE)
 ALPHA TERRACE, LLC (SDVOBE)

ALTIERI EVENTS, LLC D/B/A: AE EVENTS (WBE)
 ALVES FUELS, INC. (WBE, PBE)
 AM CLEANING, INC. (WBE)
 AM EQUIPMENT, LLC (MBE)
 AMDA ENTERPRISES, INC. D/B/A: NEPM (WBE)
 AMERICA ONE TECHNOLOGIES, INC. (MBE)
 AMERICAN CYBERSYSTEMS, INC. (MBE)
 AMERICAN ELECTRICAL CONSTRUCTION, INC. (WBE)
 AMERICAN ENVIRONMENTAL, INC. (MBE)
 AMERICAN MOVING & INSTALLATION, INC. (WBE)
 AMERICAN RESIDUALS & TALENT, INC. (WBE)
 AMERICAN TELE-CONNECT SERVICES, INC. (WBE)
 AMERICAN TRANSLATION PARTNERS, INC. (MBE, WBE)
 AMERICAN VETERANS TRUCKING, INC. (SDVOBE)
 AMR CONSULTING, LLC D/B/A: A-TYPE MARKETING & DESIGN LLC (WBE)
 AMW MARKETING (WBE)
 AMY BRANGER (WBE)
 AMY D CONNER D/B/A: PREMIUMS 'R US (WBE)
 AMY KVISTAD DESIGN (WBE)
 ANALYTIX BUSINESS SOLUTIONS, LLC (MBE)
 ANAWAN STREET PRODUCTIONS, LLC (MBE)
 ANDELMAN AND LELEK ENGINEERING, INC. (WBE)
 ANDERSON CLEANING, INC. (WBE)
 ANDREA'S POLICE SUPPLY, INC. (WBE)
 ANDREW ASSOCIATES, INC. (WBE)
 ANNA FARRINGTON (WBE)
 ANNESE ELECTRICAL SERVICES, INC. (WBE)
 ANTONELLIS CONSTRUCTION, INC. (MBE)
 ANVIL STEEL ENGINEERING, INC. (MBEVBE)
 APEX HEALTHCARE SERVICES, INC. (WBE)
 API INDUSTRIES, INC. D/B/A: ALUF PLASTICS (WBE)
 APOLLO SAFETY, INC. (VBE)
 AQUEDUCT TECHNOLOGIES, INC. (MBE)
 AQUENT, LLC (MBE)
 AQUARATE HEALTH DATA MANAGEMENT, INC. (MBE, WBE)
 ARCHIPELAGO STRATEGIES GROUP, INC. D/B/A: ASG (MBE, WBE, LGBTBE)

ARCHITECTURAL ENGINEERS, INC. (WBE*)
 ARCHITX, LLC (WBE)
 ARISTA ASSOCIATES, INC. (WBE)
 ART ENGINEERING CORPORATION (MBE)
 ARTEMIS ASSOCIATES, LLC (WBE)
 ASA ENVIRONMENTAL PRODUCTS, INC. (WBE, PBE)
 ASIA TRADING INT'L, LLC D/B/A UNIPRO INTERNATIONAL (WBE)
 ASIAN COMMUNITY DEVELOPMENT CORPORATION (MBE)
 ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE (M/W/NPO*)
 ASSOCIATED ALARM SYSTEMS, INC. (WBE)
 ASSOCIATED CAREER NETWORK, LLC (WBE)
 ASSOCIATED ELECTRO-MECHANICS, INC. (WBE)
 ASSURANCE HOMECARE, LLC (MBE, WBE)
 ATA SERVICES, INC. (MBE*, WBE*)
 ATKINSON CARPET INSTALLATION CO., INC. D/B/A: ATKINSON CARPET AND FLOORING (WBE)
 ATLANTIC BAY CONTRACTING CO., INC. (MBE)
 ATLANTIC BRIDGE & ENGINEERING, INC. (WBE)
 ATLAS RELIEF STAFFING, LLC (WBE*)
 ATLAS TRAVEL & TECHNOLOGY GROUP, INC. (WBE)
 ATTENTIVE HOME CARE, INC. (MBE)
 ATW LINE PAINTING & CONSTRUCTION, LLC (WBE*)
 AUDIO CHEMISTS, LLC (MBE)
 AULSON COMPANY, INC. (THE) (SDVOBE)
 AVCO CONSULTING, INC. (MBE)
 AVID IRONWORKS, INC. (WBE)
 AVIZION TECHNOLOGIES GROUP, INC. D/B/A: BUSINESS CENTRIC TECHNOLOGY (WBE)
 AXESS MEDICAL, LLC (MBE)
 AXIOM ACTUARIAL CONSULTING, LLC (MBE)
 AXION COMPANY, LLC, THE (MBE)
 AYALA EXCAVATING AND TRUCKING, LLC (MBE)
 AYOTTE & KING FOR TILE, INC. (WBE)
 AZHVAS, INC. (MBE)
 AZTEC TECHNOLOGIES, INC. (WBE*)
 B&G SERVICES, INC. D/B/A: 1-800-GOT-JUNK? (WBE)
 B+AC, LLC (MBE)
 B2B HOLDINGS, INC. (WBE)

BACK BAY CONCRETE, CORP. (WBE)
BALLAST ADVISORY, LLC (WBE)
BANNER ENVIRONMENTAL SERVICES, INC. (WBE)
BARRETT PLANNING GROUP, LLC (WBE)
BARRISTER GLOBAL SERVICES NETWORK, INC. (WBE)
BARTEN & ASSOCIATES, LLC (WBE)
BARTON'S ANGELS, INC. (WBE)
BASIL TREE INC., THE (WBE)
BATALLAS ELECTRIC, INC. (MBE)
BAY COLONY GROUP, INC. (VBE)
BAY STATE ALARM SECURITY, INC. (SDVOBE)
BAY STATE ENVELOPE, INC. D/B/A: BSE PRINT SOLUTIONS (WBE)
BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE OF BOSTON (WBE)
BAY STATE WATER WORKS SUPPLY, INC. (WBE)
BAYTOWNIES, LLC (MBE, WBE)
BBCG, LLC D/B/A: VANTAGE GRAPHICS (MBE)
BEAVERBROOK STEP, INC. (WBE)
BEDROCK FINISHING, LLC (MBE, WBE)
BEETRIX, LLC (WBE)
BEHAVIORAL HEALTH INDUSTRY NEWS, INC. D/B/A: OPEN MINDS (WBE)
BELLAMY GROUP, INC. (WBE)
BENCHMARK OFFICE SYSTEMS, INC. (WBE)
BERKELEY BUILDING COMPANY (VBE*)
BERKSHIRE CONCRETE CUTTING, LLC (WBE)
BERKSHIRE ENVIRONMENTAL CONSULTANTS, INC. (WBE)
BETIS GROUP, INC. (MBE)
BETSY GOLD DESIGN (WBE*)
BETTS PLUMBING & HEATING SUPPLY, INC. (WBE)
BIDDOCS ONLINE, INC. (WBE)
BIG GAME OUTFITTERS, INC. (WBE)
BIGELOW NURSERIES, INC. (WBE)
BILL TOMPKINS CORPORATION (WBE)
BIMSHA CORPORATION (MBE)
BLANCO ELECTRIC, LLC (MBE)
BLEST CONSULTING, INC. (MBE)
BLUE MONKEY PROMOTIONS, LLC (WBE)
BOSTON FIRE SPRINKLER PROTECTION CO., INC. (WBE)
BOSTON INDIA HOLDINGS, INC. D/B/A: TALENTBURST, INC. (MBE)
BOSTON SERVICES, LLC (MBE)
BOSTONTECH PARTNERS, INC. (MBE)
BRAVA ELECTRIC & TELECOM, INC. (MBE)
BREDY NETWORK MANAGEMENT CORPORATION (MBE*)
BREEZIE CLEANING AND JANITORIAL SERVICES (MBE, WBE)
BRENNAN CONSULTING, INC. (WBE)
BRICKLOGIX, INC. (MBE)
BRIGHAM INDUSTRIES, INC. (WBE)
BRIGHT CLEANING SERVICES, INC. (MBE, WBE)
BRILJENT, LLC (WBE)
BROCKTON AREA MULTI SERVICES, INC. (MBE)
BROCKTON NEIGHBORHOOD HEALTH CENTER, INC. (WBE)
BROCO OIL, INC. (SDVOBE)
BRONNER GROUP, LLC (WBE)
BROOKSCO, LLC (MBE, WBE)
BROSS GROUP, LLC (WBE)
BROWN, RICHARDSON & ROWE, INC. (WBE)
BRYANT ASSOCIATES, INC. (MBE)
BRYANT WILLIAMS PAINTING COMPANY (MBE)
BSST SOFTWARE GROUP, INC. D/B/A: BOSTON GROUP, THE (MBE)
BUCHER AND CHRISTIAN CONSULTING, INC. (MBE)
BUILDING ENCLOSURE ASSOCIATES, LLC (MBE)
BULLDOG, INC. (WBE)

BUONO PEST CONTROL CO., INC. (WBE)
BUSINESS FOCUS, INC. (MBE, WBE)
C & A CONSTRUCTION COMPANY, INC. (WBE, PBE)
C & C CONSULTING ENGINEERS, LLC (MBE)
C T S SERVICES, INC. (WBE)
C&C JANITORIAL SUPPLIES, INC. (WBE, PBE)
C&D ELECTRONICS, INC. (WBE)
C. A. CROWLEY ENGINEERING, INC. (WBE)
C. R. LEVESQUE TRUCKING CORP. (WBE)
C.E. COMMUNICATION SERVICES, INC. (WBE)
C.F. MEDICAL, INC. (WBE)
C.M. CLEANING COMPANY, INC. (WBE)
C.V.D. PAVING, CORP. (MBE)
C4 INNOVATIONS, LLC (WBE)
CAAN FENCE, INC. (MBE, WBE)
CADAN CORPORATION (WBE)
CAH & ASSOCIATES LLC (VBE)
CAM OFFICE SERVICES, INC. (MBE, WBE)
CAMBRIDGE COMPUTER SERVICES, INC. D/B/A: FOURTH HAT ASSOCIATES, CCS, CAMBRIDGE COMPUTER (WBE)
CAMBRIDGE STREET CONSULTING LLC (SDVOBE)
CAMPBELL-MCCABE WORLDWIDE, LLC (WBE)
CANAAAN TECH SOLUTIONS, LLC (MBE)
CAPACCIO ENVIRONMENTAL ENGINEERING, INC. (WBE)
CAPITAL STRATEGIC SOLUTIONS, LLC (WBE)
CARBON COLORS, LLC (WBE)
CARIBBEAN FOUNDATION OF BOSTON, INC., THE (MBE)
CARING HANDS HEALTH EQUIPMENT & SUPPLIES, LLC (SDVOBE)
CARING HEALTH CENTER, INC. (MBE)
CARMEL MOVERS, INC. (WBE)
CAROLYN COONEY & ASSOCIATES (WBE)
CAROLYN'S TRANSPORT, LLC (WBE)
CARPET BARN, INC. (WBE*)
CARRASCO MULTI-SERVICES (MBE, WBE)
CASA ESPERANZA, INC. (MBE)
CASA MYRNA VAZQUEZ, INC. (WBE)
CASTLE GROUP, INC., THE (WBE)
CATCH THE SCIENCE BUG FOUNDATION, INC. (WBE)
CAUSEMEDIA, INC. DBA: MORE ADVERTISING (MBE, WBE)
CCK2 CLEANING SERVICES (MBE, WBE)
CDS CONTRACTING SERVICES, LLC (MBE)
CDW CONSULTANTS, INC. (WBE)
CEC BUSINESS SOLUTIONS, INC. (MBE, WBE)
CENTER FOR HUMAN DEVELOPMENT, INC. (WBE)
CENTER OF HOPE FOUNDATION, INC. (WBE)
CENTRAL BUREAU OF INVESTIGATION, INC. (WBE)
CENTRAL ELECTRICAL SPECIALTY, CORP. (WBE)
CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC. (WBE)
CENTRAL SOURCE, INC. (WBE)
CENTRO COMMUNAL HISPANO, INC. D/B/A: CENTRO LAS AMERICAS (MBE)
CENTURY HOMECARE, LLC (MBE, WBE)
CERTIFIED CONNECTIONS, INC. (MBE)
CERTIFIED SAFETY MANUFACTURING, INC. (WBE)
CHAPMAN CONSTRUCTION GROUP, INC. (WBE, VBE)
CHARDONNAY DIALYSIS, INC. (WBE*)
CHARTER CONTRACTING COMPANY, LLC (MBE)
CHASE LANDSCAPE, INC. (WBE)
CHESS ENGINEERING, LLC (MBE)
CHICOPEE INDUSTRIAL CONTRACTORS, INC. (WBE)
CHIN & CURTIS, LLP (WBE)
CHOCOLATE THERAPY, INC. (MBE, WBE)

CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS (WBE)
CITY FRESH FOODS, INC. (MBE)
CITY POINT PARTNERS, LLC (WBE)
CITY SEALCOATING, INC. (MBE)
CITYSCAPES PLANTCARE, INC. (WBE)
CJ & LUKE ASSOCIATES (WBE*)
CK&D ELECTRONICS, LLC (WBE)
CLARK LAU, LLC (MBE)
CLAYTON, LLC D/B/A: BLUEBIRD GRAPHIC SOLUTIONS (MBE)
CLEAN PROPERTIES ENGINEERING, INC. (WBE)
CLEAN TEAM, THE (WBE)
CLEAN TECH SYSTEMS, INC. (MBE)
CLEANX, INC. (MBE)
CLEARY CONSULTANTS, INC. (WBE)
CLIMABLE.ORG (WBE)
CLIMATECH SERVICE, LLC (MBE, VBE)
CLOTHES LINE, INC., THE D/B/A: HI VIZ & WORK WEAR (WBE)
CMC SHADES AND SPECIALTIES, LLC (WBE)
COASTAL MARINE CONSTRUCTION, LLC (WBE)
COLASANTI & ASSOCIATES, LLC (WBE)
COLLINS CONSTRUCTION CO., INC. (WBE)
COLONIAL SYSTEMS, INC. (WBE)
COLUMBIA AUTO BODY, INC. (MBE, WBE)
CAPACCIO ENVIRONMENTAL ENGINEERING, INC. (WBE)
COMMON SENSE ENVIRONMENTAL, INC. (WBE)
COMMUNICATEHEALTH, INC. (WBE, LGBTBE)
COMMUNITY ACTION PIONEER VALLEY, INC. (WBE)
COMMUNITY CARING CLINIC, LLC (MBE)
COMPASS RESTORATION SERVICES, LLC (WBE, PBE)
COMPLETE TRANSPORTATION, LLC (WBE)
COMPU-CALL, INC. (WBE)
COMPUTER MERCHANT, LTD. THE (VBE)
CONVENIENT HOME CARE SERVICES, INC. (MBE, WBE)
CONVENTURES, INC. (WBE)
COOK FOREST PRODUCTS, INC. (WBE*)
COOPERSTOWN ENVIRONMENTAL, LLC (WBE)
COPY GRAPHICS, INC. D/B/A: MRS. PAPER (WBE)
COPY MASTERS, INC. (MBE*)
CORI M. CONNOR-MORSE, CPA (WBE)
CORPORATE ELECTRIC & ALARMS, INC. (MBE)
CORRUGATED PACKAGING, INC. (MBE, WBE)
COSCO, INC. (WBE*)
CP INDUSTRIES, LLC (WBE)
CQ FLUENCY, INC. (MBE, WBE)
CQ PERSONNEL, INC. D/B/A: BACK BAY STAFFING GROUP (WBE)
CRAFTING MINDS: CENTER FOR READING AND ACHIEVEMENT, LLC (WBE)
CREATIVE FUTURES, LLC (MBE, WBE)
CREATIVE OFFICE DESIGN, INC. D/B/A: FURNITURE CONSULTANTS (DOBE)
CREATIVE TOUCH DESIGNS, LLC (WBE)
CREDERE ASSOCIATES, LLC (WBE)
CROSBY SCHLESSINGER & SMALLRIDGE, LLC (WBE)
CROSS CULTURAL COMMUNICATION SYSTEMS, INC. (WBE, PBE)
CROSSLAND GROUP LTD, THE (WBE)
CROSSWINDS ENTERPRISES, INC. (MBE)
CROWLEY COTTRELL, LLC (WBE)
CRUZ MANAGEMENT CO., INC. (MBE)
CSL, INC. (WBE, PBE)
CSW, INC. (WBE)
CUSTOMER RESEARCH INTERNATIONAL, INC. (MBE)
CUTTING EDGE INSTALLATIONS INCORPORATED (WBE)
DAGLE ELECTRICAL CONSTRUCTION CORP. (WBE)

DAMRELL CONSULTING, LLC (WBE)
DANDIS CONTRACTING, INC. (WBE)
DARTER SPECIALTIES, INC. (WBE)
DATASYS CORPORATION (WBE)
DAVEN CORP. (WBE)
DAVENPORT ADVISORS, LLC (MBE)
DAWN BAXTER (WBE)
DAWOOD ENGINEERING, INC. (MBE)
DAY HEALTH STRATEGIES, LLC (WBE)
DB HEALTHCARE, INC. (MBE, WBE)
DCB WELDING AND FABRICATION, INC. (WBE)
DEBORAH J. MCSORLEY DESIGN (WBE)
DEBORAH MYERS LANDSCAPE ARCHITECTURE, LLC (WBE)
DELUCCA FENCE COMPANY, INC. (WBE)
DEMCO, LLC (MBE, WBE)
DENTERLEIN WORLDWIDE, INC. (WBE)
DEPENDABLE CLEANERS, INC. (WBE*)
DESIGN PRINCIPLES, INC. (WBE)
DESMOND TECH, LLC (MBE)
DEWEY SERVICE CORP. (MBE*)
DHARAM LALLY & SMITH, LLC (MBE)
DHK ARCHITECTS, INC. (MBE)
DIANE B. MULLAHY D/B/A: TRAVEL LEADERS/HAPPY HOLIDAYS TRAVEL (WBE)
DIETZ & COMPANY ARCHITECTS, INC. (WBE)
DILLON BOILER SERVICES CO., INC. (VBE)
DIMOCK COMMUNITY HEALTH CENTER (M/NPO*)
DIVERSIFIED CHEMICAL AND SUPPLY, INC. (WBE)
DIVERSIFIED MARKETING GROUP, LLC (WBE*)
DIVERSIFIED SYSTEMS, INC. (MBE)
DIVERSIFIED TECHNOLOGY CONSULTANTS, INC. (MBE)
DIVERSIFIED TECHNOLOGY, INC. (MBE)
DIVERSITY RESOURCE GROUP, LLC (MBE)
DIVERSITY STUDIO, INC. D/B/A: BLUE BUMBLE CREATIVE (WBE)
DIVINO NINO CHILDCARE AND HOME PROVIDER PROGRAM, INC. (MBE, WBE)
DIVISION 10 SPECIALTIES, INC. (WBE)
DL WAREHAM, INC. D/B/A: FIRST CALL TRUCKING & COURIER (WBE)
DOCUMENT TECHNOLOGIES, INC. (MBE)
DOLPHIN RESOURCE GROUP, INC. (WBE)
DOMITEK, INC. (MBE)
DON MARTIN CORPORATION (MBE)
DONE RIGHT BUILDING SERVICES, INC. (MBE)
DORCHESTER BAY ECONOMIC DEVELOPMENT CORPORATION (MBE)
DORIS O. WONG ASSOCIATES, INC. (MBE, WBE)
DOTCOM TEAM, LLC, THE (MBE)
DOUBLE K TRUCKING, LLC (MBE, WBE)
DOVE, INC. D/B/A: DOMESTIC VIOLENCE ENDED INC. (WBE)
DPV TRANSPORTATION, INC. (MBE)
DRAIN SHOOTER, INC. (WBE)
DREAM COLLABORATIVE, LLC (MBE)
DRYWALL PLUS, INC. (MBE)
DUSK TO DAWN TAX & ACCOUNTING, LLC (WBE)
DUTECH SYSTEMS, INC. (MBE, WBE)
DYNAMIC JANITORIAL CLEANING, INC. (MBE, WBE)
DYNAMIC SCHEDULING SOLUTIONS, INC. (WBE)
E ALVES CLEANING SERVICE, INC. (WBE, PBE)
E.T. & L. CORP. (WBE)
EARLY CHILDHOOD ASSOCIATES INCORPORATED (WBE)
EARLYBIRD POWER, LLC (MBE)
EAST COAST SYSTEMS ENGINEERING, INC. (WBE)
EASTERN BAG & PAPER COMPANY, INC. D/B/A: EBP SUPPLY SOLUTIONS (WBE)

EASTWIND CORPORATION (MBE)
ECIN INDUSTRIES, INC. (WBE)
ECLINICALWORKS, LLC (MBE)
ECO SYSTEMS PEST CONTROL, INC. (VBE)
ECONOMIC MOBILITY PATHWAYS, INC. (WBE)
EDINBURG CENTER, INC.,THE (WBE)
EDM CONSTRUCTION, INC. (WBE)
EDUARDO BERINSTEIN TRANSLATIONS, LLC (MBE)
EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC. (WBE)
EES SILVER, LLC D/B/A: HOMEWATCH CAREGIVERS (MBE, WBE)
EKG NETWORKING, INC. (WBE)
ELECTRICAL INSTALLATIONS, INC. (WBE)
ELECTRONIC SECURITY & CONTROL SYSTEMS, INC. (WBE)
ELEGANT STITCHES, INC. (MBE*)
ELITE PEST SOLUTIONS, INC. (WBE)
ELLANA, INC. (WBE)
ELCCO PROMOTIONS, INC. (WBE)
EMED MEDICAL COMPANY, LLC (MBE)
EMMAUS, INC. (WBE)
ENCOMPASS PREMIUMS & APPAREL (WBE*)
ENCORE CONTRACTING SERVICES, INC. (MBE)
ENERGY FEDERATION, INC. (WBE)
ENGINEERS DESIGN GROUP, INC. (MBE)
ENLACE DE FAMILIAS DE HOLYOKE/HOLYOKE FAMILY NETWORK, INC. (MBE)
ENVIROX, LLC (WBE)
ENVISION PERFORMANCE SOLUTIONS, INC. (WBE)
EOS APPROACH, LLC D/B/A: PROSHRED SECURITY (WBE*)
ERA HEALTH, LLC (SDVOBE)
ERB INDUSTRIES, INC. (WBE*)
ERGONOMIC GROUP, INC., THE (WBE)
ESOCIATES, LLC (MBE, WBE)
ETEAM, INC. (MBE)
ETECH CONSULTING, LLC (VBE)
EVERETT APPLIANCE SERVICE (MBE)
EVERMORE LIGHT AND POWER, INC. (MBE, WBE)
EXCEL NURSING SERVICES, INC. (WBE)
EXCELL CONSTRUCTION CORPORATION (MBE)
EXCELSURE HOMES HEALTH CARE SOLUTION, LLC (MBE, WBE)
EXECUTIVE PARKING, INC. (MBE)
EXPRESS YOURSELF, INC. (WBE)
FABIANO OIL CORP. (WBE)
FAIRFAX DATA SYSTEMS, INC. (MBEVBE)
FEBLOWITZ ENERGY CONSULTING (WBE)
FELICITY HARDEE LAW PRACTICE (WBE)
FERNANDEZ & ASSOCIATES (MBE)
FERRARA SPRING WORKS, INC. (WBE)
FERREIRA TOWING, INC. (WBE)
FIGMINTS DELICIOUS DESIGN AND CREATIVE MARKETING, LLC (MBE)
FILLION ASSOCIATES, INC. (WBE*)
FILLION'S LANDSCAPING, INC. (WBE)
FINEPOINT ASSOCIATES, LLC (WBE)
FIRST LIGHT TRADING COMPANY, INC. (MBE*)
FIRSTWORLD USA, INC. (MBE)
FITZGERALD & HALLIDAY, INC. D/B/A FHI STUDIO (WBE)
FLETCHER SEWER & DRAIN, INC. (WBE*)
FLOCK CONSTRUCTION, INC. (WBE)
FLOOR WORKS, INC. (WBE)
FOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC. (WBE)
FORELLA GROUP, LLC (MBE)
FORM 10 GROUP, INC. (SDVOBE)
FORTRESS, INC. D/B/A: FORTRESS EMERGENCY PREPAREDNESS SERVICES (MBE)

FOUR SQUARE INTEGRATED TRANSPORTATION PLANNING, INC. (WBE)
FOWLER PRINTING & GRAPHICS, INC. (WBE)
FR ENGINEERING GROUP, INC. (WBE)
FRAME SHOPS OF WESTCHESTER, INC. D/B/A: SOUTH SHORE CERTAPRO PAINTERS (WBE)
FRASER ENGINEERING COMPANY, INC. (WBE)
FRAWLEY ENGINEERING PC (WBE)
FRONT LINE, INC. (WBE)
FT. HILL SIGN PRODUCTS COMPANY (WBE)
FULL CIRCLE TECHNOLOGIES, INC. (MBE)
FURNITURE SYSTEMS MANAGEMENT, INC. (WBE)
G A BLANCO & SONS, INC. (MBE)
GAAMHA, INC. (WBE)
GANDARA MENTAL HEALTH CENTER, INC. (MBE)
GANGI PRINTING, INC. (WBE)
GARDNER RESOURCES CONSULTING, LLC (LGBTBE)
GARG CONSULTING SERVICES, INC. (MBE)
GENERAL AIR CONDITIONING & HEATING, INC. (MBE)
GENERAL ENVIRONMENTAL SERVICES, INC. (WBE)
GENESYS CONSULTING SERVICES, INC. (WBE)
GEOLOGIC-EARTH EXPLORATION, INC. (WBE)
GEO-MED, LLC (SDVOBE)
GEOTEK ENGINEERING, INC. (WBE)
GFM ENTERPRISES, INC. (WBE)
GFS ELECTRIC, INC. (MBE)
GILLETTE RESTAURANT EQUIPMENT, INC. (WBE*)
GIOVINETTO CONSULTING, LLC D/B/A: COMMFLUENCE (WBE)
GIRLS INCORPORATED OF LYNN (WBE)
GLADYS ALLEN BRIGHAM COMMUNITY CENTER (WBE)
GLASS & MIRROR, INC. (WBE)
GLIONNA PLUMBING & HEATING SERVICES, INCORPORATED (WBE)
GLOBAL BLUE DVBE, INC. (SDVOBE*)
GLOBAL CARE PROVIDERS, LLC (MBE)
GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)
GM2 ASSOCIATES, INC. (MBE)
GMT CONSTRUCTION AND PAINTING SERVICES CORPORATION (MBE, WBE)
GO GREEN SOLUTIONS, INC. (MBE, WBE)
GOJO INDUSTRIES, INC. (WBE)
GOMES CONSTRUCTION COMPANY, INC. (WBE, PBE)
GORMAN ACTUARIAL, INC. (MBE, WBE)
GP3 CREATIVE (MBE*)
GRANITE PRINT, LLC (WBE)
GRAPHIC TOUCH, INC. (WBE)
GRASSESCHI PLUMBING AND HEATING, INC. (WBE)
GREAT GETAWAYS, INC. (WBE)
GREAT LAKES CASE AND CABINET CO., INC. (WBE*)
GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC. (MBE)
GREEN CASTLE BUSINESS SOLUTIONS, INC (MBE, VBE)
GREEN INTERNATIONAL AFFILIATES, INC. (MBE)
GREEN SEAL ENVIRONMENTAL, INC. (MBE, WBE)
GREENFIELD GLASS CO, INC. (WBE)
GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC. (WBE, PBE)
GRIMES OIL CO., INC. (MBE)
GROUND, INC. (WBE)
G'S ULTIMATE OFFICE CLEANING SVC., LLC (MBE, WBE)
GUARDIAN ANGEL SENIOR SERVICES, INC. (WBE)
GUARDIAN HEALTHCARE, LLC (MBE, WBE)
GUARDRAIL SOLUTIONS, LLC (WBE)
GUY BROWN, LLC (MBE)
GVC CONSTRUCTION, INC. (MBE, WBE)
H B WELDING, INC. (WBE, VBE)
H&A STEEL, LLC (MBE)

H.M. NUNES & SONS CONSTRUCTION, INC. (WBE, PBE)
H.T. BERRY COMPANY, INC. (WBE)
HAGER GEOSCIENCE, INC. (WBE)
HARBOR CONNECTIONS, INC. (MBE)
HARDING BOTANICALS, LLC (WBE)
HAR-PER SALES SOLUTIONS, INC. (WBE)
HATTERAS, INC. (WBE)
HC TANGRAM DESIGN, LLC (MBE*, WBE*)
HCH ENTERPRISES, LLC (MBE)
HEALING ABUSE WORKING FOR CHANGE, INC. (HAWC) (WBE)
HEALTH CARE PHARMACY, INC. (WBE*)
HEALTH IMPERATIVES, INC. (WBE)
HEARTH, INC. (WBE)
HEIDREA COMMUNICATIONS, LLC (VBE)
HELCO SAFETY EQUIPMENT CORPORATION (WBE)
HELP SERVICES NETWORK, INC. (MBE, WBE)
HENRY GENERAL CONTRACTORS, INC. (MBE)
HERB CHAMBERS I-93, INC. (VBE)
HERITAGE CONSTRUCTION & SUPPLY (WBE)
HICKS AUTO BODY, INC. (MBE)
HIGHLAND PLANNING, LLC (WBE)
HINES DERMATOLOGY ASSOCIATES, INC. (MBE*, WBE*)
HIRE INITIATIVES, INC. (MBE*, WBE*)
HIRM PARTNERSHIP, LLC (MBE, WBE)
HOLLISTER GROUP, INC., THE (WBE)
HOLYOKE HEALTH CENTER, INC. (MBE)
HOME HEALTH RESOURCES, INC. (WBE)
HOPE TRUCKING & DEMO, INC. (MBE)
HORIZON SERVICES CORPORATION (MBE)
HOW'S WORK, INC. (WBE)
HUB TESTING LABORATORY, INC. (WBE)
HUDSONMANN INC. (VBE)
HUMAN CAPITAL CONSULTANTS, LLC (MBE)
HUMAN SERVICE FORUM, INC. (WBE)
HURST LANDSCAPING AND SITE SERVICES, INC. (MBE)
HWK CONSULTING, LLC (WBE)
HYGGEMAIL, LLC D/B/A: MINUTEMAN PRESS OF NATICK (MBE, WBE)
ICON ARCHITECTURE, INC. (WBE)
ICR DRYWALL, INC. (MBE)
IDEAL RESIDENCES OF NEW ENGLAND, LLC (WBE)
IDS HIGHWAY SAFETY, INC. (WBE)
IMAI KELLER MOORE ARCHITECTS, INC. (MBE)
IMPRINT EXPRESS, INC. (WBE*)
INDEPENDENT MECHANICAL CONTRACTORS, INC. (WBE)
INDUS TRANSLATION SERVICES, INC. (MBE, WBE)
INDUSTRIAL STAFFING SERVICES, INC. (WBE)
INDUSTRY SOLUTIONS, LLC (MBE)
INFINART, INC. (WBE)
INFINITY ABATEMENT SERVICES, INC. (MBE)
INFOJINI, INC (MBE)
INNOVATE1, INC. (MBE, WBE)
INNOVATIONS GROUP, INCORPORATED, THE (WBE)
INNOVATIVE DATA, LLC (WBE*)
INNOVATIVE PROMOTIONAL CONCEPTS (WBE)
INNOVATIVE SAFETY SERVICES, INC. (WBE)
INNOVIX CONSULTING, INC. (WBE)
INSIDE OUT COMMUNICATIONS, INC. (MBE, WBE)
INSTITUTE FOR EDUCATION AND PROFESSIONAL DEVELOPMENT, INC., THE (WBE)
INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE AGENCY, INC. (MBE, VBE)
INTEGRITY HOME CARE SOLUTIONS, LLC (MBE, WBE)
INTERCULTURAL PRODUCTIONS, LLC (MBE)

INTERIOR RESOURCES GROUP, LLC (WBE*)
INTERNATIONAL ASBESTOS REMOVAL, INC. (WBE)
INTERNATIONAL HEALTH SERVICES, INC. (WBE)
INTERNATIONAL TRANSLATION COMPANY (MBE*, WBE*)
INTERPRETERS ASSOCIATES, INC. (MBE, WBE)
INTUEOR CONSULTING, INC. (MBE)
IPSWICH SHELLFISH CO., INC. (WBE)
ISLAND PAVEMENT CUTTING CO., INC. (WBE)
IT MANTRA, LLC (MBE, WBE)
IT'S ABOUT TIME LOGISTICS, LLC (WBE)
IZ SCHWARTZ APPLIANCE WAREHOUSE, INC. (WBE)
J & J CONTRACTORS, INC. (MBE)
J & J DRIVING SCHOOL AND LOGISTICS, INC. (WBE*)
J & S BUSINESS PRODUCTS, INC. (MBE)
J & S CONCRETE PUMPING AND GROUTING, INC. (WBE)
J. L. ENTERPRISES, INC. (WBE)
J.A.J. TILE CO., INC. (WBE)
J.THIBERT ARCHITECTURAL WOODWORK INSTALLATION, INC. (WBE, PBE)
JACKSON GLASS, INC. (WBE)
JACQUELINE ELECTRIC AND CONTRACTING, INC. (WBE)
JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION (MBE)
JANE FREEDMAN LAW, LLC (WBE)
JANE P. O'HERN (WBE)
JANZ CORPORATION, THE (SDVOBE)
JASON TRUCKS, INC. (MBE)
JASONICS SECURITY CORPORATION (WBE)
JAZZY SPORTSWEAR PROMOTIONAL COMPANY, LLC (MBE)
JEANNE GEIGER CRISIS CENTER, INC. (WBE)
JEFF OLLIVIERRE'S CARPETS (MBE)
JEREZ, LLC (MBE, WBE)
JILL SLIKER HORTICULTURE (WBE)
JIL-LYN WONOSKI D/B/A: JW CONSULTANTS (WBE*)
JIMENEZ & SON CONSTRUCTION CO., INC. (MBE)
JKMUIR, LLC (WBE)
JLI CONSTRUCTION, INC. (MBE)
JM FISKE ENVIRONMENTAL (WBE)
JOHN GALT STAFFING, INC. (WBE)
JOHN K. DIETRICH & ASSOCIATES, INC. D/B/A: CLASSIC GRAPHX (WBE*)
JOHN LATKA & COMPANY, INC., D/B/A: LATKA PRINTING (WBE)
JOHN LEONARD EMPLOYMENT SERVICES, INC. (WBE)
JOHNSON & HILL STAFFING SERVICES, INC. (WBE)
JOHNSON LUMBER CO., INC. (WBE)
JORANI SOLUTIONS, INC. D/B/A: SUCCESSGINEER (MBE, WBE)
JORDAN ENTERPRISES, INC. D/B/A: SD VISUAL IMAGES (MBE)
JOS HEALTHCARE STAFFING, INC. (MBE)
JULES CATERING, INC. (WBE)
JUSTICE RESOURCE INSTITUTE, INC. (WBE)
JVS AUTO SERVICE, INC. D/B/A: GIBBS AUTO SERVICE (MBE*)
K & M COMMUNICATIONS CORPORATION (VBE)
K1 ROOFING, LLC (WBE)
K5 CORPORATION (WBE)
K-9 MERCANTILE PROTECTION, INC. (MBE, WBE)
KAPLAN CORPORATION D/B/A: KAPLAN CONSTRUCTION (WBE)
KARMA ENVIRONMENTAL SERVICES, INC. (WBE)
KEANE FIRE & SAFETY EQUIPMENT CO., INC. (WBE)
KEE SOLUTIONS, LLC (SDVOBE)
KEMPER CORPORATION (WBE)
KENNEY MASONRY, LLC (WBE)
KEVILLE ENTERPRISES, INC. (WBE)
KEYS TO LITERACY, LLC (WBE)

KITTREDGE EQUIPMENT COMPANY, INC. (WBE*)
 KNF&T, INC. (WBE)
 KO STONE, INC. (MBE, WBE)
 KOI HOME AND OFFICE CLEANING SERVICES (MBE, WBE)
 KOYA LEADERSHIP PARTNERS, LLC (WBE*)
 KREATE AND PRINT, INC. (MBE, WBE)
 KUHN RIDDLE ARCHITECTS, INC. (WBE)
 KW STEEL STRUCTURES, LLC (WBE)
 KYYBA, INC. (MBE)
 L & L CONTRACTING, INC. (WBE)
 L & M FLOORING, LLC D/B/A: PROSOURCE OF NEW ENGLAND (WBE)
 L & M GLASS COMPANY, INC. (MBE*)
 L.R. FAVREAU SEPTIC SERVICE, LLC (WBE*)
 LA ALIANZA HISPANA, INC. (MBE)
 LADIES LANDSCAPING, LLC (WBE)
 LADYBUG PEST CONTROL SERVICES, INC. (WBE)
 LAHLAF GEOTECHNICAL CONSULTING, INC. (MBE)
 LAILONNIE J. KEENE D/B/A: KEENKUT LANDSCAPING (WBE)
 LAMSON ENGINEERING CORPORATION (MBE)
 LANCASTER PACKAGING, INC. (MBE, WBE)
 LANCO SCAFFOLDING, INC. (WBE)
 LANE PRINTING CO., INC. (WBE)
 LANGRAND AND COMPANY, LLC (MBE, WBE)
 LANGUAGE BRIDGE, LLC (WBE)
 LASER KARE TECHNOLOGY, INC. (WBE*)
 LAW OFFICES OF KATHLEEN A. MOORE (WBE*)
 LEAD IT CORPORATION (MBE, WBE)
 LEADARATI, LLC (WBE)
 LEC ENVIRONMENTAL CONSULTANTS, INC. (WBE)
 LEMELIN ENVIRONMENTAL SERVICES, INC. (WBE)
 LEMON | BROOKE, LLC (WBE)
 LENA SAETRE-GRANT D/B/A: THE RED APPLE (WBE)
 LEONE MARKETING SOLUTIONS, INC. (WBE)
 LESLIE & COMPANY - SOLUTIONS IN PRINTING (WBE*)
 LEU DESIGN, LLC (WBE)
 LEVEL DESIGN GROUP, LLC (WBE)
 LEVEL UP YOUR HOME (LGBTBE)
 LEXICON ENERGY CONSULTING, INC. (WBE)
 LGAPPAREL, LLC D/B/A: LMI TEXTILES (MBE)
 LIBERTY FLOOR COVERING LLC (SDVOBE)
 LIBERTY LASER SOLUTIONS, INC. (WBE)
 LIM CONSULTANTS, INC. (MBE, WBE)
 LIN ASSOCIATES, INC. (MBE)
 LINA CIUFFO CONSTRUCTION CORPORATION (MBE, WBE)
 LINDON GROUP, INC. (WBE)
 LIQUID PC, LLC (WBE)
 LISA B. MAUSOLF (WBE)
 LISA M. HARRISON (MBE, WBE)
 LISTO DISTRIBUTORS, INC. D/B/A: CHAMBERS TRAVEL (MBE)
 LIZ PAGE ASSOCIATES (WBE)
 LODGING KIT COMPANY (WBE)
 LOGIC HOUSE, LTD. (WBE)
 LOGISTICO, LLC (MBE)
 LONGPOINT CONSULTING, INC. (LGBTBE)
 LORD & MITCHELL, INC. (MBE, WBE)
 LOTUS TECHNICAL STAFFING SOLUTIONS, INC. (MBE*, WBE*)
 LYDRIV COMMUNICATIONS (MBE, WBE)
 LYNN COMMUNITY HEALTH CENTER, INC. (M/NPO*)
 LYNN LADDER & SCAFFOLDING CO., INC. (WBE)
 M & L PEST CONTROL SERVICES, INC. D/B/A: ENROUTE SERVICES (MBE)
 M & M CONTRACT CLEANING, INC. (MBE)
 M & R CONSULTANTS CORP. (MBE)

M&M CONNECTIONS, LLC (MBE, WBE)
 M. FRANK HIGGINS & CO., INC. (WBE)
 M. MCHATTEN CONSULTING, LLC (WBE)
 M. S. PELTIER INSURANCE SERVICES, LLC (MBE)
 M.A.D. SIGNS (WBE)
 M.E. O'BRIEN & SONS, INC. (WBE)
 MACHADO CONSULTING, INC. (SDVOBE)
 MADISON PARK DEVELOPMENT CORPORATION (MBE, WBE)
 MAGANTI IT RESOURCES, LLC (MBE)
 MAGIC AUTO DETAILING, INC. (MBE)
 MALLORY HEADSETS, INC. (MBE, WBE)
 MALONE GROUP, LLC, THE (WBE)
 MALONEY PROPERTIES, INC. (WBE)
 MANEHIRE, LLC (MBE, WBE)
 MANSFIELD PAPER COMPANY, INC. (VBE)
 MARION EDWARD ASSOCIATES, INC. (MBE)
 MARKET MENTORS, LLC (WBE)
 MARKET STREET RESEARCH, INC. (WBE)
 MARKETING DOCTOR, INC. (WBE)
 MARKINGS, INC. (WBE)
 MARTELL CONSULTING, LTD (WBE)
 MARTINEZ COUCH & ASSOCIATES. LLC (MBE)
 MARTINO GLASS COMPANY, INC. (WBE)
 MARY CASEY, INC. D/B/A: THE HARBOR LAW GROUP (WBE)
 MARY NASH D/B/A: NASH INSIGHTS (WBE)
 MASS BED BUG BUSTERS, LLC (WBE)
 MASS FIRE EXTINGUISHERS (WBE)
 MASS JANITORIAL SUPPLIES, INC. (MBE, WBE)
 MASS SIGNAL SERVICE, LLC (MBE)
 MASS STATE CLEANING, LLC (SDVOBE, VBE*)
 MASS TANK INSPECTION SERVICES, LLC (SDVOBE)
 MASSACHUSETTS HEALTH QUALITY PARTNERS (W/NPO*)
 MASSACHUSETTS PC SERVICES, INC. (MBE)
 MASTV/EL PLANETA, LLC (MBE)
 MAVERICK GROUP, INC., THE (MBE)
 MAYFLOWER COMMERCIAL CLEANING, INC. (WBE)
 MAYFLOWER MAIDS, INC. (WBE)
 MAYO DESIGNS, INC. (WBE)
 MCDERMOTT VENTURES, LLC (WBE)
 MCGARR SERVICE CORP. (WBE)
 MCRAEHILL CORPORATION (MBE*, WBE*)
 MEADOWBROOK, LLC (WBE)
 MEDIASTRUCTION, LLC (WBE)
 MEDUVI, LLC (MBE, WBE)
 MELISSA GILROY, CPA (WBE)
 MENTAL HEALTH ASSOCIATION, INC. (WBE)
 MERCANTILE DEVELOPMENT, INC. (WBE)
 METROPOLITAN HOME HEALTH SERVICES, INC. (WBE)
 MG PRODUCTS, LLC (WBE)
 MICHELE VAN BUREN KIEFER D/B/A: CAYUGA COMMUNICATIONS (WBE)
 MICROCAD TRAINING & CONSULTING, INC. (MBE)
 MIDTOWN HOME HEALTH SERVICES, INC. (MBE, WBE)
 MIKYOUK KIM DESIGN, LLC (MBE, WBE)
 MILHENCH, INC. D/B/A: MILHENCH SUPPLY (WBE)
 MILL CITY ENVIRONMENTAL CORPORATION (MBE)
 MILLENNIUM PRINTING CORPORATION (WBE)
 MILLS CONSULTING GROUP, INC. (WBE*)
 MINUTEMAN TRUCKS, INC. (MBE*)
 MIYAKODA CONSULTING, INC. (MBE, WBE)
 MJC CONSULTING GROUP, LLC (WBE)
 MJW MEDICAL SOLUTIONS, INC (SDVOBE)
 MN & COMPANY MEDIA MANAGEMENT, INC. (WBE)

MNJ TECHNOLOGIES DIRECT, INC. (WBE)
 MOBILEMATICS, INC. (MBE, WBE)
 MODULEASE CORPORATION (WBE)
 MOLARI, INC. D/B/A: MOLARI EMPLOYMENT AND HEALTH CARE SERVICES (WBE)
 MONAGHAN PRINTING CO., INC. (WBE)
 MONDRE ENERGY, INC. (WBE)
 MONROE TRACTOR & IMPLEMENT CO. INC. (WBE)
 MONTANA DATACOM, INC. (WBE)
 MOORE & ISHERWOOD COMMUNICATIONS, INC. (WBE)
 MORLU MARVIE D/B/A: DURCLEAN SERVICES (MBE)
 MRSGREENCLEANS (WBE)
 MS. PIPE, LLC (WBE)
 MSG STAFFING, INC. (MBE)
 MUNDEN ENGINEERING, LLC (WBE)
 MURPHY, EDWARDS, GONCALVES AND FERRERA, PC (WBE)
 MYSTIC CAFE (WBE, PBE)
 NABS, INC. (WBE)
 NALEY, INC. D/B/A: PALOMAR PRINTING (VBE*)
 NAUGHTON ENERGY CORP (MBE*, WBE*)
 NAX2 CREATIVE (WBE)
 NAYLOR TECHNOLOGY XCHANGE, LLC D/B/A: OFFICEWORKS (MBE)
 NE KELLY & ASSOCIATES, LLC (WBE)
 NEED-A-LIFT MEDI VAN, INC. (WBE)
 NEEDHAM CERTIFIED WELDING CORP. (WBE)
 NEUTRAL POSTURE, INC. (WBE)
 NEW BEDFORD PEST CONTROL, INC. (WBE*)
 NEW BEDFORD WOMEN'S CENTER, INC. (WBE)
 NEW ENGLAND BIOASSAY, INC. (WBE)
 NEW ENGLAND DECKS & FLOORS, INC. (WBE)
 NEW ENGLAND FARM WORKERS COUNCIL, INC. (MBE)
 NEW ENGLAND FOUNDATION CO., INC. (WBE)
 NEW ENGLAND HIGHWAY TECHNOLOGIES, LLC (MBE)
 NEW HEALTH CONSULTING (DOBE)
 NEW MARK PAVEMENT MARKING, INC. (MBE)
 NEWTON DISTRIBUTING COMPANY, INC. (WBE)
 NEXT GENERATION, INC. (MBE)
 NEXTSTEP NONPROFIT, LLC (WBE)
 NFALL, CORP. D/B/A: MINUTEMAN PRESS OF DEVENS (MBE, WBE)
 NG ENVIRONMENTAL CONTRACTORS, INC. (MBE)
 NINESTONE CORPORATION (WBE)
 NITSCH ENGINEERING, INC. (WBE)
 NOBIS ENGINEERING, INC. (MBE)
 NOBSCOT SUPPLY COMPANY, INC. (WBE)
 NOREL SERVICE CO., INC. (VBE)
 NORFOLK POWER EQUIPMENT, INC. (WBE)
 NORTH BAY COMPANY, INC. (WBE)
 NORTH SHORE STEEL COMPANY, INC. (MBE)
 NORTH SUFFOLK MENTAL HEALTH ASSOCIATION, INC. (WBE)
 NORTHEAST ENVIRONMENTAL LABORATORY, INC. (WBE)
 NORTHEASTERN STEEL CORPORATION (MBE)
 NORTHSTAR LEARNING CENTERS, INC. (MBE)
 NOVAK EDUCATIONAL CONSULTING, INC. (WBE)
 N-OVATE BUSINESS SOLUTIONS (SDVOBE)
 NU-CHECKER, INC., D/B/A: RED CAB (MBE, WBE)
 NUZA ROOFING CORPORATION (MBE)
 O&S ASSOCIATES, INC. (MBE)
 OCEAN STATE SIGNAL CO, INC. (WBE, PBE)
 O'DONNELL SAND & GRAVEL, INC. (WBE)
 OFFSHOOTS, INC. (WBE)
 OHS TRAINING & CONSULTING, INC. (WBE)
 OLD STATION OUTDOOR & LANDSCAPE SUPPLY, INC. (MBE)
 ONE SOURCE CONSTRUCTION, LLC (MBE, WBE)

ONEUNITED BANK (MBE)
 ON-TIME PAYROLL SERVICES, LLC (WBE*)
 OPEN BOOK SYSTEMS, INC. DBA ONLINE BOOKSTORE, LTD. (WBE)
 OPUS DESIGN, LLC (WBE)
 O'REILLY TALBOT & OKUN ASSOCIATES, INC. (WBE)
 ORGANIZATION INK, INC. (WBE)
 ORGANIZER (WBE)
 ORISSA, LLC (MBE, WBE)
 OSBORNE B GAUGH, INC. (WBE)
 OSPREY CONSTRUCTION SUPPLY, LLC (WBE)
 OSS, CORP. (SDVOBE)
 OVERLAP ADJUSTMENT (MBE)
 OVERLAP ADJUSTMENT (WBE)
 OVERTURE PARTNERS, LLC (WBE)
 OWL ENGINEERS, LLC (WBE)
 P L KRYNICKI INSURANCE AGENCY (WBE)
 P&W ENTERPRISES, LLC D/B/A: IMAGE RESOLUTIONS (WBE)
 PACELLA ENTERPRISES, INC. (WBE)
 PALMER TRAILER SALES CO., INC. (WBE)
 PAMELA SANDLER, AIA ARCHITECT (WBE)
 PANDA RUG COMPANY, LTD. (MBE*, WBE*)
 PANTHER GROUP, INC., THE (MBE)
 PARADISE COPIES, INC. (WBE)
 PARENT PRAKOP & ASSOCIATES INSURANCE AGENCY, INC. (WBE*)
 PAT GIBBS LANDSCAPE DESIGN & CONSTRUCTION, INC. (MBE)
 PATHWAYS FOR CHILDREN, INC. (WBE)
 PATIENT CENTERED MEDICAL CARE, INC. (MBE, WBE)
 PATRIOT TRAFFIC, LLC (WBE)
 PBA CONSULTING, LLC (WBE)
 PBH PARALEGAL & TRANSCRIPTION SERVICES, INC. (WBE, PBE)
 PC SURVIVORS OF MA, LLC (WBE)
 PC TRUCKING, INC. (WBE)
 PEABODY PROPERTIES, INC. (WBE)
 PEAK TECHNOLOGY SOLUTIONS, INC. (MBE)
 PEAR ASSOCIATES, LLC (LGBTBE)
 PEELER ASSOCIATES (WBE)
 PEER CONSULTANTS, P.C. (MBE, WBE)
 PEERLESS FINANCIAL SOLUTIONS, INC. (WBE)
 PERALTA, LLC (MBE, WBE)
 PERFECT OUTPUT, LLC (MBE, VBE)
 PERFORMANCE TESTING & BALANCING, LLC (SDVOBE)
 PERFORMANCE TRANS., INC. (WBE)
 PERRY, DEAN, ROGERS & PARTNERS, ARCHITECTS, INC. (WBE)
 PEST END, INC. (WBE)
 PHOENIX ENVIRONMENTAL DESIGN, INC. (SDVOBE)
 PHOENIX GENERAL SERVICES (MBE)
 PIERSON COMPUTING CONNECTION, INC. (WBE)
 PINA CONTAINER SERVICE, LLC (MBE)
 PIPING SYSTEMS, INC. (WBE)
 PIQUETTE & HOWARD ELECTRIC SERVICES, INC. (SDVOBE)
 PITTSFIELD COMMUNICATIONS SYSTEMS, INC. (VBE)
 PJ MECHANICAL, LLC (WBE)
 PJ SPILLANE COMPANY, INC. (WBE)
 PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS (MBE)
 PJC & COMPANY, ECOLOGICAL LAND CARE, INC. DBA PJC ORGANIC (WBE)
 PLASTIC CARD SYSTEMS, INC. (WBE)
 POLARIS PC, INC. (WBE)
 POSITIVE ACTION AGAINST CHEMICAL ADDICTION, INC. (WBE)
 POWDER HORN PRESS, INC. (WBE)
 PRECISION ENGINEERING, INC. (WBE*)
 PREFERRED CONTRACTORS, INC. (WBE)
 PRIME CONCRETE AND SITEWORK, LLC (MBE*)

PRIME HOME HEALTH AND COMPANION CARE, INC. (WBE)
 PRINTER & FAX TECHNOLOGY, INC. (MBE)
 PRISTINE ENGINEERS, INC. (MBE)
 PROCOAT PRODUCTS, INC. (WBE)
 PRODUCTION LINE SUPPORT, INC. (MBE)
 PROFESSIONAL CARPET CARE (MBE)
 PROFESSIONAL FIRE SYSTEMS, INC. (WBE)
 PROFESSIONAL NURSE, INC. (WBE)
 PROFESSIONAL TREE & LANDSCAPE CONSTRUCTION, INC. (WBE)
 PROGRESSIVE ELECTRICAL SYSTEMS, INC. (MBE)
 PROPOSALS ETC. (WBE*)
 PROVERB, LLC (MBE)
 PRUDENTIAL DOOR & WINDOW, INC. (WBE)
 PSN CONSTRUCTION, INC. (MBE)
 PTCS CLEANING SERVICES, LLC (MBE, WBE)
 PULPIT HILL SUPPLY, INC. (MBE)
 QAPER, LLC (LGBTBE)
 QUADRANT HEALTH STRATEGIES, INC. (WBE)
 QUALITY AIR METALS, INC. (WBE)
 QUALITY MATRIX, INC. (WBE)
 QUICK PRINT LTD., INC. D/B/A: QPL, INC., THE IMAGE GROUP (WBE*)
 QUICKPAY, INC. (MBE)
 QUINTANA ASSOCIATES, INC. (MBE*)
 R L ADAMS TILE CONTRACTING, INC. (WBE*)
 R O U CONSTRUCTION, INC. (MBE)
 R. A. MITCHELL CO., INC. (WBE)
 R.J. NARDONE CONSTRUCTION, INC. (WBE)
 RADAR SOLUTIONS INTERNATIONAL, INC. (WBE)
 RAMCO SURVEY STAKES CO., INC. (WBE)
 RANDFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)
 RAPPORT INTERNATIONAL, LLC (WBE)
 RAVI ENGINEERING & LAND SURVEYING, P.C. (MBE)
 RAY HALUCH, INC. (WBE)
 RAY SERVICES, INC. (MBE, WBE)
 RAZZ-M-TAZZ PROMOTIONS, LLC (WBE)
 RCAP SOLUTIONS, INC. (W/NPO*)
 READY 2RUN GRAPHIC (SDVOBE)
 REAL COOL PRODUCTIONS, INC. (WBE*)
 REALE ASSOCIATES, INC. (WBE)
 REALWOOD, INC. D/B/A: HANSON GRAIN AND DEVINE FEED & PET (WBE)
 REBARS & MESH, INC. (WBE)
 REBECCA'S NUT-FREE, LLC (WBE)
 RECOUP DISASTER RECOVERY RESOURCES (WBE)
 REGINA VILLA ASSOCIATES, INC. (WBE)
 REGIS STEEL CORPORATION (MBE)
 REIDY ASSOCIATES (WBE)
 RELIANCE ENGINEERS, LLC (MBE)
 REMITIGREEN, LLC (MBE, WBE)
 RENEWABLE ENERGY SYSTEMS, LLC (WBE)
 RESOURCE CONNECTION, INC. (THE) (WBE)
 RESOURCESOFT, INC. (MBE, WBE)
 RESPONSE MARKETING, LLC (WBE)
 RE-STREAM CO. (WBE)
 RICHARD W REID ELECTRICAL CO., INC. (MBE)
 RICHARDSON ELECTRICAL COMPANY, INC. (WBE)
 RIPPLES BUSINESS ACADEMY, LLC (WBE)
 RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC. (MBE, WBE)
 ROAD-WAY MAINTENANCE SERVICES, INC. (WBE)
 ROBT. W. HALL CONSULTING ENGINEERS, INC. (WBE)
 ROCHA GC, LLC (MBE)
 ROCKY COAST PRINTWORKS, INC. (WBE)

ROMAN MUSIC THERAPY SERVICES, LLC (WBE)
 ROMANO VENTURES, LLC D/B/A: ROMANO BUILDERS (MBE)
 RONALD PIERRE-LOUIS, CPA LLC (MBE)
 ROXBURY ELECTRIC CABLE AND CONDUIT COMPANY, INC. (WBE)
 ROXBURY YOUTHWORKS, INC. (MBE)
 ROYAL LAW FIRM, LLP, THE (WBE)
 RSE ASSOCIATES, INC. (MBE)
 RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER (MBE)
 RYAN SULLIVAN ELECTRIC, LLC (VBE, SDVOBE)
 S & M TRANSPORTATION, INC. (MBE)
 S O S CORPORATION (WBE)
 S. BARZOLA CONSTRUCTION CORP. (MBE, WBE)
 SAAM ARCHITECTURE, LLC (WBE)
 SAFETY ENVIRONMENTAL CONSULTANTS, INC. (MBE)
 SAHASRA TECHNOLOGIES CORP. (MBE, WBE)
 SAI SYSTEMS INTERNATIONAL, INC. (MBE)
 SALEM COLLISION AUTO BODY, INC. (MBE)
 SAMANTHA'S GARDENS, INC. (WBE)
 SAMARRA PAINTING COMPANY (WBE*)
 SAMBO OKOLO & COMPANY, LLC (MBE)
 SAMIOTES CONSULTANTS, INC. (WBE)
 SAN, INC. D/B/A: OMNI DIGITAL PRINTERS (MBE)
 SAND SPRINGS SPRINGWATER, CO. INC. (WBE)
 SARGENT & ASSOCIATES LOSS MANAGEMENT SERVICES, INC. (WBE*)
 SARIAN COMPANY, INC. (WBE)
 SAUGUS CONSTRUCTION CORPORATION (MBE, WBE)
 SCHMIDT PRINTING, INC. (MBE)
 SCHWARTZ HANNUM PC (WBE)
 SCUTTLEBUTT SERVICES, LLC (SDVOBE)
 SEACOAST ASPHALT SERVICES, INC. (WBE)
 SEAPORT ENERGY CO., INC. (WBE)
 SEASONAL FOOD BRANDS, LLC (WBE)
 SEOANE LANDSCAPE DESIGN, INC. (MBE)
 SERAPHIC SPRINGS HEALTH CARE AGENCY, INC. (MBE, WBE)
 SERVICENET, INC. (WBE)
 SHADLEY ASSOCIATES, P.C. (WBE)
 SHAFIS', INC. (WBE)
 SHEKAR & ASSOCIATES, INC. (MBE)
 SHEN MILSOM & WILKE, LLC (MBE)
 SHI INTERNATIONAL CORP. (MBE, WBE)
 SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS (MBE, WBE)
 SIGMA SYSTEMS, INC. D/B/A: SIGMA, INC. (MBE, WBE)
 SIGN DESIGN, INC. (WBE)
 SIGN SHOPPE, LLC, THE (WBE*)
 SILVER SCREEN DESIGN, INC. (WBE)
 SIMOSCONSULTING, LLC (WBE)
 SINGH ELECTRICAL, LLC (MBE)
 SIRIUS DESIGN (WBE)
 SITE SPECIFICS, LLC (WBE, PBE)
 SJB ENTERPRISES, INC. D/B/A: SANDRA NETWORK (WBE)
 SKYWAVE COMMUNICATIONS, INC. (WBE)
 SMART TECH SKILLS, LLC (MBE)
 SMEAD MANUFACTURING COMPANY, (THE) (WBE)
 SMITH MARINE, INC. (WBE)
 SMITH, SULLIVAN & BROWN, P.C. (WBE)
 SOCLEAN CLEANING COMPANY, INC. (MBE)
 SODEN SUSTAINABILITY CONSULTING, LLC (WBE)
 SOFTWARE PEOPLE, INC. (MBE, WBE)
 SOIL X, CORP. (MBE)
 SOLTRIX TECHNOLOGY SOLUTIONS, INC. (MBE, WBE)
 SOTO HOME CARE, INC. (MBE)
 SOULIERE & ZEPKA CONSTRUCTION, INC. (WBE)
 SOUTH COAST STEEL, LLC (WBE, PBE)

SOUTH COVE COMMUNITY HEALTH CENTER, INC. (MBE)
 SOUTH SHORE GENERATOR SERVICE, INC. (WBE)
 SOUTH SHORE STAFFING, INC. (WBE)
 SOVBERIGN CONSULTING, INC. (MBE)
 SPACE DESIGN (WBE)
 SPINDLE CITY INSULATION, INC. (WBE)
 SPINELLI CPA, PC (WBE)
 SPLIT EXCAVATING, INC. (WBE)
 SPOTLESS RESTORATION, LLC (MBE*)
 SPOTLIGHT GRAPHICS, INC. (WBE)
 SPRATLY GROUP LLC, THE (MBE)
 SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE (WBE)
 SPRINGFIELD PARTNERS FOR COMMUNITY ACTION, INC. (M/NPO*)
 SPRITZAL COOKIE COMPANY, LLC (WBE)
 SPRUCE TECHNOLOGY, INC. (MBE)
 SPRY INTERNATIONAL, INC. (WBE)
 SQN SYSTEMS, INC. (SDVOBE)
 SRS CONTRACTORS, INC. (MBE, WBE)
 STACEY DEPASQUALE ENGINEERING, INC. (WBE)
 STADIUM OIL HEAT, INC. (WBE)
 STANDARD MODERN COMPANY, INC. (WBE)
 STANLEY STREET TREATMENT AND RESOURCES, INC. (WBE)
 STAR BRIGHT BOOKS, INC. (WBE)
 STAR BUILDING SERVICES, INC. (MBE, WBE)
 STARBURST PRINTING & GRAPHICS, INC. (MBE)
 STATEMENT OUTSOURCING, LLC (WBE*)
 STATEWIDE AQUASTORE, INC. (WBE*)
 STATEWIDE CLEANING INCORPORATED (MBE)
 STAY SAFE TRAFFIC PRODUCTS, INC. (WBE)
 STEADYCARE, LLC (WBE)
 STELLAR EMBROIDERY (WBE)
 STEPHENSON & BROOK COMPANY (WBE)
 STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING (MBE)
 STEWART INTERNATIONAL, LTD. (WBE*)
 STOCKMAN ASSOCIATES, LLC (WBE)
 STONE & BERG COMPANY, INC. (WBE*)
 STRATEGIC ENVIRONMENTAL SERVICES, INC. (WBE)
 STRATEGIC MARKETING CONSULTING, LLC (WBE)
 STRATEGIC THINKING GROUP (WBE)
 STRATEGIS, LLC (MBE, WBE)
 STRATEGY GROUP, INC., THE (WBE)
 STRATEGY MATTERS, LLC (WBE)
 STUDIO 2112 LANDSCAPE ARCHITECTURE, INC. (WBE)
 STUDIO ENEE, INC. (MBE, WBE)
 STUDIO UMBRA, LLC (MBE)
 STUDIO2SUSTAIN, INC. (WBE)
 SUBURBAN SERVICE CORPORATION OF NORWOOD (WBE)
 SUCCESS STRATEGIES, INC. (WBE)
 SUMMIT PRESS, INC. (WBE)
 SUN SPECIALTIES, INC. (WBE)
 SUNRISE PROSTHETICS & ORTHOTICS, INC. (WBE*)
 SUPPORTIVE CARE, INC. (MBE, WBE)
 SUPRA OFFICE SOLUTIONS, INC. (MBE)
 SUPREME SAFETY, INC. (WBE)
 SUR CONSTRUCTION SERVICES CORP. (MBE, WBE)
 SURFSIDE CAPITAL ADVISORS, LLC (MBE)
 SWIFT STAFFING AGENCY, INC. (MBE)
 SYLVIA AND COMPANY INSURANCE AGENCY, INC. (WBE*)
 SYNERGY CONTRACTING, INC. (MBE, WBE, LGBTBE)
 T & J COMPUTER SERVICE, LLC (MBE*, WBE*)
 T & M LANDSCAPE, INC. (WBE)

T J MCCARTNEY, INC. (WBE*)
 T&M EQUIPMENT CORPORATION (WBE, VBE*)
 T3NETWORKS, INC. (MBE)
 TAIBBI EQUIPMENT CORP. (WBE)
 TALEVI AND HAESCHE, LLC (WBE)
 TANGO CONSTRUCTION, INC. (MBE)
 TANISHA SYSTEMS, INC. (MBE)
 TANTARA ASSOCIATES CORPORATION (WBE)
 TAPESTRY HEALTH SYSTEM, INC. (WBE)
 TAYCAM, INC. D/B/A: SHAUGHNESSY RENTALS (WBE)
 TAYLOR & BURNS, INC. (WBE)
 TAYLOR & LLOYD, INC. (WBE)
 TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST ENVIRONMENTAL SOLUTIONS (WBE)
 TCS OF AMERICA ENTERPRISES, LLC (MBE, WBE)
 TCW UTILITY SERVICES, INC. (WBE)
 TECEDGE, LLC (WBE)
 TECH NETWORKS OF BOSTON, INC. (WBE)
 TECHNICAL PUBLICATIONS, INC. D/B/A: TPI SOLUTIONS INK (WBE)
 TECHQUISITE, INC. (MBE*)
 TEKIZMA, INC. (MBE)
 TEN KEY ACCOUNTING AND BOOKKEEPING SERVICES, INC. (WBE)
 TEPLIS TRAVEL SERVICE, L.P. (WBE)
 TERRA TRANSLATIONS, LLC (MBE, WBE)
 THE CASUAL GOURMET, INC. (WBE)
 THEODORE J. KATSIROUBAS & SONS, INC. (WBE*)
 THERESA LEUNG-FOTI FINANCIAL SERVICES (MBE, WBE)
 THERVO TECHNOLOGIES, INC. (MBE)
 THINGS REPAIRED (WBE)
 THIRD SECTOR NEW ENGLAND, INC. D/B/A: TSNE MISSIONWORKS (MBE, WBE)
 THOMAS BARRIERS, LLC (WBE)
 THOMPSON & LICHTNER CO. INC., THE (WBE)
 THOMPSON COMPANY, INC. (WBE)
 THRUWAY FASTENERS, INC. (WBE*)
 THRYV CONSULTING, INC. (WBE)
 TIC BUSINESS CONSULTANTS, LTD (WBE)
 TITAN ROOFING, INC. (MBE)
 TLC CLEANING & JANITORIAL SUPPLY CO., INC. (WBE)
 TODD M. LEMIEUX (LGBTBE)
 TODD TSIANG (MBE)
 TOMO360, LLC (MBE, WBE, LGBTBE)
 TOOLE DESIGN GROUP, LLC (WBE)
 TOOLS UNLIMITED, INC. (WBE)
 TORDEN, LLC (SDVOBE)
 TRAINING ASSOCIATES CORPORATION, THE (WBE)
 TRANSLUENCI, LLC (MBE, WBE)
 TRANSITION HOUSE, INC. (WBE)
 TRAVERSE LANDSCAPE ARCHITECTS, LLC (WBE)
 TRILOGY INSURANCE GROUP, INC. (WBE)
 TRINITY HEALTH SERVICES, INC. (MBE)
 TRM CONCRETE, LLC (WBE)
 TROUTRUN, INC. (WBE)
 TRULYCREATIVE NETWORK SOLUTIONS (SDVOBE)
 TSM DESIGN, INC. (WBE)
 TURTLE & HUGHES, INC. (WBE)
 UEL CONTRACTORS, INC. (WBE)
 UMANO AIR SYSTEMS, LLC (VBE)
 UNIC PRO, INC. (MBE, WBE)
 UNIQUE COMP, INC. (MBE, WBE)
 UNITED ELEVATOR COMPANY, INC. (WBE)
 UNITED PERSONNEL SERVICES, INC. (WBE)
 UNITED PRINT PARTNERS, INC. (WBE)

UNITED STONE AND SITE, INC. (WBE)
 UNIVERSAL PLASTICS CORPORATION (MBE*)
 UNLIMITED REMOVAL AND DEMOLITION, INC. (MBE)
 URBAN EDGE HOUSING CORPORATION, INC. (MBE)
 URBAN INSULATION, INC. (WBE)
 US ECO PRODUCTS CORPORATION (WBE)
 US PLAYGROUND SURFACING, LLC (VBE)
 USING DATA SOLUTIONS, LLC (WBE)
 VALICOM CORPORATION (WBE*)
 VALLEY GREEN SHREDDING, LLC (VBE)
 VALUING OUR CHILDREN, INC. (WBE)
 VAV INTERNATIONAL, INC. (MBE)
 VENTURE COMMUNITY SERVICES, INC. (WBE)
 VERIFIED PARTNER NAME (VERIFIED CERTIFICATION TYPE)
 VERTEX COMPUTER SYSTEMS, INC. (MBE, WBE)
 VESUME GROUP, LLC, THE (WBE)
 VETERANS BUSINESS SUPPLY, INC. D/B/A: VBS (SDVOBE)
 VETERANS CONSTRUCTION, LLC (SDVOBE)
 VICTORIA TRUCKING, LLC (MBE)
 VIGIL ELECTRIC COMPANY, INC. (MBE)
 VIGOROUS INTERVENTIONS IN ONGOING NATURAL SETTINGS, INC.
 (VISIONS) (MBE)
 VILLAGE FORGE, INC. (WBE)
 VIRTUOSO SOURCING GROUP, LLC (WBE)
 VISION GLOBAL, INC. (WBE)
 VIVA CONSULTING, LLC (WBE)
 VLINK, INC. (MBE)
 VMA ELECTRIC, INC. (MBE)
 VN ENGINEERS, INC. (WBE)
 VODAVI TECHNOLOGIES, LLC (WBE)
 VOLTREK, LLC (WBE)
 W. A. DESIGN, LLC D/B/A: WILD APPLE DESIGN GROUP (WBE)
 W.J. HOEY TIRE CO., INC. (WBE)
 W.L. COLLINS CORP. D/B/A: COLLINS SURGICAL (WBE)
 W.S. ANDERSON, INC. (MBE)
 WALTECH, INC. (MBE)
 WANG COMMISSIONING, LLC (MBE, WBE)
 WATERMARK ENVIRONMENTAL, INC. (DOBE)
 WAYSIDE PROFESSIONALS, INC. (WBE)
 WEBJECT SYSTEMS, INC. (MBE)
 WELCH ASSOCIATES LAND SURVEYORS, INC. (WBE)
 WELLESLEY DESIGN CONSULTANTS, INC. (WBE)
 WENDY L FULD D/B/A: CLF INDUSTRIAL SUPPLIES (WBE)
 WEST HARTFORD LOCK CO., LLC (MBE, WBE)
 WESTNET, INC. (MBE)
 WHITTIER STREET HEALTH CENTER COMMITTEE, INC. (MBE, WBE)
 WILKEM SCIENTIFIC, LTD. (WBE)
 WILLCO SALES & SERVICES, INC. (WBE)
 WINDWALKER GROUP, LLC F/K/A: TAINO CONSULTING GROUP, LLC
 (MBE)
 WOMEN'S INSTITUTE FOR HOUSING & ECONOMIC DEVELOPMENT
 (WBE)
 WONZO GROUP, INC. (DOBE)
 WORKPLACE RESOURCE, LTD (WBE)
 WORLDWIDE TECHNOLOGY, LLC (MBE)
 WORLDCOM EXCHANGE, INC. (MBE)
 WRIGHT PHOTO STUDIOS (MBE)
 WRITE DIFFERENCE, LLC, THE (WBE)
 WROBEL ENGINEERING COMPANY, INC. (WBE)
 XCEL FIRE PROTECTION, INC. (WBE)
 XFACT, INC. (MBE)
 XPERTTECH, INC. (MBE*, WBE*)
 XPRESSMAN TRUCKING & COURIER, INC. (WBE)

YELLOW RIBBON TRUCKING, INC. (SDVOBE)
 YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF BOSTON, INC. D/B/A:
 YWCA BOSTON (WBE)
 YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER
 NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT (WBE)
 YOUR COLOR CONNECTION, INC. (WBE)
 YOUTHBUILD BOSTON, INC. (MBE)
 YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)
 YWCA CENTRAL MASSACHUSETTS, INC. (WBE)
 YWCA NORTHEASTERN MASSACHUSETTS, INC. F/K/A: YWCA OF
 GREATER LAWRENCE (WBE)
 YWCA OF SOUTHEASTERN MASS (WBE)
 ZONES, LLC (MBE)

Appendix H: SDO Certifications and Third-Party Certifications Issued and Recognized by the Supplier Diversity Office

Certification Category	Certifications issued by the SDO	Third-Party Certifications Recognized by the SDO
Minority Business Enterprises (MBE)	Yes	<ul style="list-style-type: none"> • The City of Boston • The Greater New England Minority Supplier Development Council³³
Women Business Enterprises (WBE)	Yes	<ul style="list-style-type: none"> • The City of Boston • The Center for Women and Enterprise (New England WBENC)³⁰
Veteran Business Enterprises (VBE)	Yes	<ul style="list-style-type: none"> • VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU)
Service-Disabled Veteran-Owned Business Enterprises (SDVOBE)	-	<ul style="list-style-type: none"> • VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU) • Disability:IN
Disability-Owned Business Enterprises (DOBE)	-	<ul style="list-style-type: none"> • Disability:IN
LGBT Business Enterprises (LGBTBE)	-	<ul style="list-style-type: none"> • The National LGBT Chamber of Commerce (NGLCC)
Minority Nonprofit Organization (M/NPO)	Yes	
Veteran Nonprofit Organization (V/NPO)	Yes	
Women Nonprofit Organization (W/NPO)	Yes	
Portuguese Business Enterprise (PBE)	Yes	

³³ Businesses certified by other regional affiliates of the National Minority Supplier Development Council (NMSDC) and Regional Partner Organizations of the Women Business Enterprise National Council (WBENC) may use applications submitted to those third-party organizations in lieu of completing the SDO Application for Certification. In addition, the SDO will accept proof from the certifying organization that a site visit was completed successfully, eliminating the need for applicants to have a separate SDO site visit.

Appendix I: List of Abbreviations Used in the Report

A&F	Executive Office for Administration & Finance
BECMA	Black Economic Council of Massachusetts
CWE	Center for Women and Enterprise
CommCorp	Commonwealth Corporation
DBE	Disadvantaged Business Enterprise
DCAMM	Division of Capital Asset Management and Maintenance
DOBE	Disability-Owned Business Enterprise
DBC	Dorchester Bay City
EOTSS	Executive Office of Technology Services and Security
GNEMSDC	Greater New England Minority Supplier Diversity Council
LGBTBE	LGBT-Owned Business Enterprise
M/NPO	Minority Nonprofit Organization
M/W/NPO	Minority Women Nonprofit Organization
MassDevelopment	Massachusetts Development Finance Agency
MassHousing	Massachusetts Housing Finance Agency
Massport	Massachusetts Port Authority
MBE	Minority-Owned Business Enterprise
MCAMP	Municipal Construction Affirmative Marketing Program
MCCA	Massachusetts Convention Center Authority
MGC	Massachusetts Gaming Commission
MGCC	Massachusetts Growth Capital Corporation
MSBA	Massachusetts School Building Authority
MSCBA	Massachusetts State College Building Authority
MWRA	Massachusetts Water Resources Authority
NGLCC	National LGBT Chamber of Commerce
OAo	Office of Access to Opportunity
OSD	Operational Services Division
PBE	Portuguese-Owned Business Enterprise
SCORE	Service Corps of Retired Executives
SBPP	Small Business Purchasing Program
SDO	Supplier Diversity Office
SDP	Supplier Diversity Program
SDVOBE	Service-Disabled Veteran-Owned Business Enterprise
UMass	University of Massachusetts
UMBA	University of Massachusetts Building Authority
VBE	Veteran-Owned Businesses Enterprise
V/NPO	Veteran Nonprofit Organization
WBENC	Women's Business Enterprise National Council
W/NPO	Women Nonprofit Organization
WBE	Women-Owned Business Enterprise