



**OPERATIONAL SERVICES DIVISION**  
**SUPPLIER DIVERSITY OFFICE**

**SERVING PUBLIC BUYERS AND VENDORS OF THE COMMONWEALTH OF MASSACHUSETTS**



# **Supplier Diversity Office Comprehensive Annual Report Fiscal Year 2019**

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## OPERATIONAL SERVICES DIVISION

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**To:** Governor Baker, Lieutenant Governor Polito, Members of the General Court, Cabinet Secretaries, Agency Heads, Secretariat and Agency Supplier Diversity Officers  
**From:** William M. McAvoy, Deputy Assistant Secretary for Supplier Diversity

I am pleased to present the Operational Services Division's Supplier Diversity Office (SDO) Comprehensive Annual Report for Fiscal Year 2019 (FY2019), which also includes narrative descriptions of supplier diversity programs and/or results from 11 Commonwealth of Massachusetts quasi-public organizations.

Consistent with the directives in [Executive Order 565](#), the SDO provides certification, programs, training services, and access to business opportunities 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 businesses (SBPP) headquartered in Massachusetts. The accompanying report includes information about the Commonwealth's diverse and small business programs, including the Certification, Supplier Diversity (SDP), Small Business Purchasing (SBPP), and Affirmative Marketing programs. Below are some highlights from the report:

- The Commonwealth spent more than \$2.07 billion with diverse and small businesses (a 1.44% increase over FY2018), which includes discretionary spending of \$1.48 billion (a 1.5% increase over FY2018) and non-discretionary spending of \$596 million (a 1.27% increase over FY2018).
- For FY2019, the MBE and WBE benchmarks were increased by one percentage point, to 8% and 14%, respectively.
- The spending for MBE, WBE, and SBPP exceeded benchmarks by approximately 7%, 33%, and 37%, respectively.
- Work continued to improve spending against the veteran-owned business benchmark, continuing the upward trend in veteran spending and achieving 28% of the goal, which was up from 22% in FY2018.
- DOBE and LGBTBE were added to the Supplier Diversity Program, as part of a long-term plan to build utilization leading to the establishment of future DOBE and LGBTBE benchmarks.
- Total discretionary supplier diversity spending increased in all categories except MBE, which experienced a 4.5% decrease as a result of shifts in Commonwealth construction spending and the gradual completion of projects involving Portuguese Business Enterprises (PBEs).
- The number of certified businesses was maintained or increased in all categories but SDVOBE, bringing the total number of diverse firms available to do business with the Commonwealth and its prime contractors to 3,544 (a 7% increase over FY2018). The SDOVBE category experienced a 3% reduction due to the migration to a new online processing system for third-party certifications.
- The SDO signed a Memorandum of Understanding with the City of Boston (the City), thereby giving the City access to more than 3,000 SDO-certified MBE, WBE, and VBE and reducing business costs in accessing supplier diversity programs for both organizations.

The Commonwealth, through the SDO, was recognized with the inaugural, national Supplier Diversity Partnership Award by Disability:IN for our work to expand opportunities for individuals with disabilities in state procurement.

For additional information about the SDO's programs, initiatives, and results, please read the SDO's Comprehensive Annual Report for FY2019, which follows.

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## Introduction

This report provides an overview of the activities and accomplishments of the Operational Services Division's (OSD) Supplier Diversity Office (SDO) and presents comprehensive information on diverse and small business spending across the wide range of the Commonwealth departments and quasi-public organizations and their programs.

## Executive Summary

- The Commonwealth spent more than \$2.07 billion in FY2019 with diverse and small businesses (a 1.44% increase when compared to FY2018).
  - Total discretionary spending equaled \$1.48 billion in FY2019, a 1.5% increase as compared to FY2018.
  - Non-discretionary spending totaled \$596 million in FY2019, a 1.27% increase over the prior fiscal year.
- For FY2019, the MBE and WBE benchmarks were increased by one percentage point, to 8% and 14%, respectively.
- The spending benchmarks for MBE, WBE, and SBPP, including the increased benchmarks for MBE and WBE, were surpassed by approximately 7%, 33%, and 37%, respectively.
- Work continues to improve spending against the veteran-owned business benchmark, continuing the upward trend in veteran spending and achieving 28% of the goal, which is up from 22% in FY2018.
- DOBE and LGBTBE were included in the Supplier Diversity Program, resulting in the first LGBTBE contractor spending report, and laying the foundation for the establishment of future DOBE and LGBTBE benchmarks.
- Total discretionary supplier diversity spending increased in all categories except MBE, which was due to an absolute reduction in the Division of Capital Asset Management and Maintenance (DCAMM) and Massachusetts Department of Transportation (MassDOT) construction spending by 24% and 8%, respectively. In addition, virtually all construction projects initiated prior to April 12, 2016, involving Portuguese Businesses Enterprises (PBE), have been completed. After that date, spending with PBEs no longer contributed to MBE spending.
- The number of certified businesses was maintained or increased in all categories but SDVOBE, bringing the total number of diverse firms available to do business with the Commonwealth and its prime contractors to 3,544 (a 7% increase over FY2018). The SDVOBE category experienced a 3% reduction due to the expiration of four SDVOBE firms' certifications at the end of the fiscal year as the SDO was working to complete its new online processing system for third-party certifications.
- The Commonwealth, through SDO, signed a Memorandum of Understanding with the City of Boston, creating greater efficiency for the certified vendor community in being recognized by both entities for MBE, WBE, and VBE certified businesses.
- The SDO implemented a new Vendor Report Management system to improve SDP reporting accuracy for statewide contractors. It also expanded the FY2018 Spending Compliance Verification pilot, which verified spending with 16 certified SDP partners reported by 15 statewide contractors, by working with 96 certified companies to verify reports from 99 contractors. As a result of this expansion, 91% of the responses, representing 97% of the expenditures reported, were found to be accurate or understated by the contractors.
- The SDO improved its program services to buyers by issuing periodic SDP/SBPP agency performance reports and increasing the visibility of diverse and small contractors in OSD's Statewide Contract Index.

## SDO Overview

The Commonwealth of Massachusetts spends approximately \$4.7 billion each year on goods, services, and construction. The role of the OSD's SDO is to certify 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 Minority (MBE); Women (WBE); Veteran (VBE); Portuguese (PBE); Service-Disabled Veteran (SDVOBE); Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) Owned Business Enterprises.<sup>1</sup>

OSD's 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)

Below are the SDO's accomplishments for FY2019.

### State Certification Program

One of the SDO's primary services at the state level 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 procurements<sup>2</sup>. 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 FY2019, the SDO maintained or increased the number of certified businesses in all but one of the categories of certified and recognized businesses, bringing the total number of diverse firms available to do business with the Commonwealth and its prime contractors to 3,544 (a 7% increase over FY2018). The only exception was the SDVOBE category, in which the number of certified firms decreased by four.

#### Diverse Businesses in the SDO Directory

Certification Type	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Minority-Owned Business Enterprise (MBE)	1,189	1,229	1,290	5%
Women-Owned Business Enterprise (WBE)	1,980	2,023	2,136	6%
Portuguese-Owned Business Enterprise (PBE)	102	104	112	8%
Disability-Owned Business Enterprise (DOBE)	36	47	47	0%
Veteran-Owned Businesses Enterprise (VBE)	70	102	115	13%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	100	125	121	-3%
LGBT-Owned Business Enterprises (LGBTBE)	81	84	181	115%
<b>TOTAL<sup>3</sup></b>	<b>3,183</b>	<b>3,310</b>	<b>3,544</b>	<b>7%</b>

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<sup>1</sup> The SDO's State Certification Unit reviews applications for certification as MBE, WBE, VBE, PBE, and combinations thereof, as well as Minority (M/NPO), Women (W/NPO), and Minority Women Nonprofit Organizations (M/W/NPO). The SDO also accepts certifications issued by recognized third-party certifying organizations for MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE business enterprises.

<sup>2</sup> OSD's SDO supplier diversity certification is distinct from DCAMM certification for prime, small prime, and file sub-bidders. The latter is focused on construction-related criteria, such as years in business, completed projects, project value, and project evaluation.

<sup>3</sup> This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

## 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 Minority Women Nonprofit Organizations (M/W/NPO). At the end of FY2019, there was a total of 3,141 SDO-certified businesses (2,984 for-profit and 157 nonprofit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO).

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

Certification Type	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Minority-Owned Business Enterprise (MBE)	1,189	1,229	1,283	4%
Women-Owned Business Enterprise (WBE)	1,980	2,023	2,133	5%
Portuguese-Owned Business Enterprise (PBE)	102	104	112	8%
Veteran-Owned Business Enterprise (VBE)	22	41	54	32%
<b>TOTAL<sup>4</sup></b>	<b>2,918</b>	<b>2,993</b>	<b>3,141</b>	<b>5%</b>

In FY2019, the number of certified for-profit businesses was maintained or increased in all ethnicity categories.<sup>5, 6</sup>

### State-Certified For-Profit Businesses by Ethnicity

Ethnicity/Minority	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
African American, Black	477	501	522	4%
Asian American (Pacific)	171	171	179	5%
Asian American (Subcontinent)	141	149	157	5%
Cape Verdean	34	34	34	0%
Caucasian	1,540	1,571	1,653	5%
Eskimo/Aleut	0	0	0	0%
Hispanic/Latino	275	289	310	7%
Native American	18	15	16	7%
Portuguese	102	104	113	9%
<b>TOTAL</b>	<b>2,758</b>	<b>2,834</b>	<b>2,984</b>	<b>7%</b>

## Third-Party Certification Recognition

In addition to offering its own certification services, the SDO recognizes and accepts certifications issued by third-party partner organizations, such as VetBiz/U.S. Department of Veterans Affairs, Disability:IN, and the National LGBT Chamber of Commerce (NGLCC). In FY2019, OSD's SDO continued to transform and upgrade its recognition program for third-party certified businesses.

- **Online certification recognition.** The SDO made a significant investment in enhancing its capacity to recognize third-party certified businesses. Over a six-month period, the SDO worked to analyze and redesign existing processes, eliminate paper forms, and improve the user experience. As a result of the

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

<sup>5</sup> 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.

<sup>6</sup> The SDO reports on the number of certified businesses by ethnicity but not spending by ethnicity because spending benchmarks are established for all MBEs combined and not for individual ethnicity.

upgrade, at least four “application for verification/recognition” forms for different certification types were eliminated, and the old process of having third-party certified businesses apply for recognition by email was retired.

The tradeoff associated with the upgrade was a reduction in the number of third-party certified VBE and SDVOBE firms due to the expiration of vendor certifications that occurred at the end of the fiscal year while the SDO was upgrading its online system. In the case of third-party VBE certifications, the reduction was offset by increases in the number of VBE certifications issued by the SDO.

These upgrades, implemented at the end of FY2019, are expected to result in increased third-party certifications as they make it easier for third-party certified firms to apply directly to the SDO for certification recognition. The process expedites the SDO’s processing of individual applications for certification recognition and enables the SDO to automatically recognize batches of certifications issued by certifying partners.

### Third-Party Certified Businesses in the SDO Directory

Certification Type	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Disability-Owned Business Enterprise (DOBE)	36	47	47	0%
Veteran-Owned Business Enterprise (VBE)	48	61	54	-11%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	100	125	121	-3%
LGBT-Owned Business Enterprise (LGBTBE)	81	84	181	115%
<b>TOTAL</b>	<b>265</b>	<b>317</b>	<b>403</b>	<b>27%</b>

- **Automatic opt-in policy with the National LGBT Chamber of Commerce (NGLCC).** In FY2019, OSD’s SDO and the NGLCC implemented a significant policy change that made it easier for LGBTBEs to participate in the SDO’s programs. Rather than requiring individual companies to opt-in for inclusion in the SDO programs, the inclusion now is automatic, and an opt-out option has been added for companies that choose not to participate. The change required upgrades to the IT infrastructure for both the SDO and the NGLCC. A communications campaign explaining the change was created and distributed to NGLCC-certified LGBTBEs. As a result of this campaign, the number of certified New England and New York LGBTBEs recognized by the OSD’s SDO more than doubled in FY2019.

### Ongoing Certification Program Activities

In FY2019, the State Certification Unit processed new applications, conducted triennial renewals, and administrative reviews of existing applications.

#### Certification Program Activities

Activity	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
New Applications	267	309	268	-13%
Certification Renewals	1,094	975	135	-86%
Administrative Reviews	130	137	55	-60%
<b>TOTAL</b>	<b>1,491</b>	<b>1,421</b>	<b>458</b>	<b>-68%</b>

- **New applications.** The OSD’s SDO reviewed a total of 268 (13% fewer than in the prior fiscal year) new applications for state MBE, WBE, and VBE certifications, including nonprofit applications. The number of applications processed depends on market conditions, application volume, and the SDO’s processing capacity. In FY2019, the SDO’s processing capacity was reduced due to the retirement of its only full-



time certification investigator. The SDO has since onboarded a new certification investigator to fill this vacancy and to restore its certification processing capacity. In addition, the SDO filled a new position of Intake Specialist whose role is to communicate with applicants and ensure completeness of all applications assigned for investigation thus making the certification process more efficient.

- **Certification renewals & Administrative reviews.** OSD's SDO maintained the accuracy of existing certifications by conducting 135 certification renewals and 55 administrative reviews.<sup>7</sup> The significant reduction in the number of renewals was due to the transition from a two-year renewal cycle to a three-year renewal cycle implemented in FY2016.
- **Denials and appeals.** Applicants who receive letters of denial or decertification may appeal those decisions to an independent SDO Appeal Board for state applications. There were no tentative initial denials of applications for state certification in FY2019 and therefore there were no appeals.

## Overview of Diverse and Small Business Spending

In FY2019, the Commonwealth spent more than \$2.08 billion with diverse and small businesses (a 1.7% increase when compared to FY2018), which occurred in two areas:

- Discretionary spending, which represented 71% of diverse and small business spending, and
- Non-discretionary spending, which accounted for 29% of diverse and small business expenditures.

### 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.<sup>8</sup> The SDO's programs use policy, benchmark-setting, coordination, training, and recognition of excellence to ensure the participation of diverse and small businesses in these areas of procurement. In FY2019, 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 1.5% to \$1.48 billion.

#### Discretionary Spending Benchmark Performance

Business Category	Percentage of Benchmark Met
Minority Business Enterprises (MBE)	106.89%
Woman Business Enterprises (WBE)	132.65%
Veteran Businesses (VBE/SDVOBE)	28.04%
Disability Business Enterprises (DOBE/SDVOBE)	No Benchmark
LGBT-Owned Business Enterprises (LGBTBE)	No Benchmark
COMMBUYS-Verified Small Businesses	137.39%

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<sup>7</sup> 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.

<sup>8</sup> 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](#) charges 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. 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 will be published as a separate report issued by DCAMM's [Office of Access and Opportunity](#). Commonwealth departments, including MassDOT, manage their own 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.

In FY2019, spending benchmarks were met or surpassed, except in the Veteran (VBE/SDVOBE) business category. The MBE and WBE benchmarks, which were increased to 8% and 14%, respectively, were exceeded by 6.89% and 32.65% respectively.

#### Discretionary Spending with Diverse and Small Businesses

Business Category	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Minority Business Enterprises (MBE)	\$444,116,257	\$429,692,317	\$411,677,556	-4.19%
Woman Business Enterprises (WBE)	\$912,016,637	\$912,894,978	\$920,489,818	0.83%
Veteran Businesses (VBE/SDVOBE)	\$14,877,414	\$31,461,625	\$39,922,636	26.89%
Disability Business Enterprises (DOBE/SDVOBE)	\$2,943,738	\$6,466,609	\$12,822,789	98.29%
LGBT-Owned Business Enterprises (LGBTBE)	\$81,645	\$167,013	\$189,672	13.57%
COMMBUYS-Verified Small Businesses	\$186,318,175	\$199,271,431	\$213,124,725	6.95%
<b>TOTAL<sup>9</sup></b>	<b>\$1,460,284,833</b>	<b>\$1,458,115,141</b>	<b>\$1,480,006,041</b>	<b>1.50%</b>

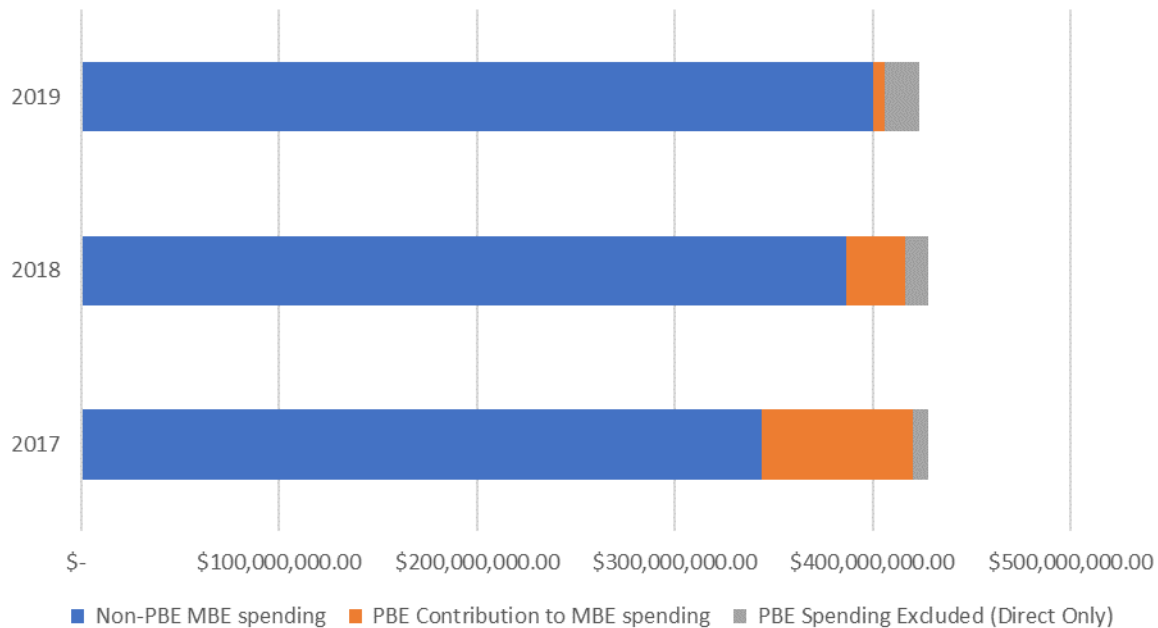
Although the Commonwealth's discretionary spending was virtually level with the previous year (increasing by \$32 million or 0.69%), expenditures shifted between categories. Total direct (discretionary and non-discretionary) construction expenditures decreased by approximately \$78 million, or 24%, for DCAMM due to the delay in the passage of the 2018 Capital Bond Bill, and \$95 million, or 8%, for MassDOT. These reductions in spending also influenced the Commonwealth's indirect spending for the following reasons:

- Because construction projects often involve significant diverse subcontractor engagement, the above reductions in direct spending also affected indirect expenditures.
- Further, the participation of specific trades changes over the course of a construction project affecting the timing of payments to participating companies. As a result, MassDOT reported a reduction in payments to MBE and WBE subcontractors, which did not affect reaching overall supplier diversity goals set based on project total.
- Finally, nearly all construction projects initiated prior to April 12, 2016, involving PBEs have been completed. After that date, spending with PBEs no longer contributed to MBE spending. The Commonwealth continues to use PBEs, because expenditures with those enterprises continue to qualify for the federal Disadvantaged Business Enterprise (DBE) program utilizing federal funds. The following chart shows the gradual reduction in the contribution of PBE spending to the Commonwealth's MBE statistics. The PBE contribution to the Commonwealth's MBE total decreased from nearly \$76 million in FY2017 to \$5.8 million in FY2019. Although non-PBE MBE spending increased from \$344 million to more than \$400 million over the same period, the reduction in PBE spending still had a significant impact on the Commonwealth MBE total.

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<sup>9</sup> This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

### PBE Contribution to Commonwealth MBE spending FY2017 - FY2019



Among the 1,155<sup>10</sup> diverse and small companies that did business directly with the Commonwealth, each business fell into one or more of the following groups: 175 MBEs and 359 WBEs (52 M/WBE businesses), 34 veteran businesses, 13 disability businesses, 1 LGBTBE, and 779 COMMBUYS-verified small businesses. Direct expenditures include \$453,143 in spending with three PBEs on projects initiated prior to April 12, 2016. Among the 1,133 SDP partner companies (indirect spending), each business fell into one or more of the following groups: 392 MBEs and 812 WBEs (121 M/WBE businesses), and 53 veteran businesses, 26 disability businesses, and 8 LGBTBEs. The SBPP does not include an indirect spending component. Indirect expenditures include approximately \$5.4 million in spending with 8 PBEs on projects initiated prior to April 12, 2016.

### 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.

In FY2019, combined non-discretionary direct expenditures totaled approximately \$596 million, representing a 1.3% increase when compared to the prior fiscal year. While most of this spending is the Commonwealth's direct expenditures, indirect spending in this category is reported by the Department of Correction (DOC) and the Group Insurance Commission (GIC), which voluntarily include supplier diversity provisions in non-discretionary contracts.

<sup>10</sup> Because some businesses fall into multiple business categories, the total number of businesses will be less than the sum of individual business counts.

### Non-Discretionary Spending by Business Category

Business Category	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Minority Business Enterprises (MBE)	\$237,572,980	\$259,542,754	\$295,492,194	13.85%
Woman Business Enterprises (WBE)	\$236,596,970	\$242,303,207	\$237,358,466	-2.04%
Veteran Businesses (VBE/SDVOBE)	\$18,311	\$89,702	\$243,650	171.62%
Disability Business Enterprises (DOBE/SDVOBE)	\$5,401	\$13,079	\$0	-100.00%
LGBT-Owned Business Enterprises (LGBTBE)	\$443,034	\$2,909	\$0	-100.00%
COMMBUYS-Verified Small Businesses	\$71,950,587	\$86,104,621	\$109,760,386	27.47%
<b>TOTAL<sup>11</sup></b>	<b>\$496,803,059</b>	<b>\$588,056,272</b>	<b>\$595,541,329</b>	<b>1.27%</b>

### Total Spending with Diverse and Small Businesses

Total discretionary and non-discretionary spending with diverse and small businesses in FY2019 increased in all business categories and exceeded \$2.07 billion. This represented a 1.44% increase compared to FY2018.

### Total Program and Non-Program Spending by Business Category

Business Category	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Minority Business Enterprises (MBE)	\$681,689,237	\$689,235,070	\$707,169,750	2.60%
Woman Business Enterprises (WBE)	\$1,148,613,607	\$1,155,198,185	\$1,157,848,284	0.23%
Veteran Businesses (VBE/SDVOBE)	\$14,895,725	\$31,551,327	\$40,166,286	27.30%
Disability Business Enterprises (DOBE/SDVOBE)	\$2,949,139	\$5,362,053	\$12,822,789	139.14%
LGBT-Owned Business Enterprises (LGBTBE)	\$524,679	\$52,461	\$189,672	261.55%
COMMBUYS-Verified Small Businesses	\$258,268,762	\$285,376,053	\$322,885,110	13.14%
<b>TOTAL<sup>12</sup></b>	<b>\$1,957,087,892</b>	<b>\$2,046,171,412</b>	<b>\$2,075,547,371</b>	<b>1.44%</b>

### Supplier Diversity Program (SDP)

The SDP is enabled through [Executive Order 565](#) to promote equity of opportunity in state government. The SDP applies to all executive department procurements for goods and services exceeding \$150,000. The program institutes policies to encourage participating organizations and their contractors to use SDO-certified MBEs, WBEs, and VBEs, SDVOBEs, DOBEs, and LGBTBEs in their contracts for goods and services.

The SDP covers the following business categories, some of which have annual benchmark goals that are set by OSD's SDO and expressed as percentages of each participating organization's discretionary budget. The benchmarks for MBE and WBE increased by a percentage point for FY2019 to 8% and 14%, respectively. The benchmark for Veteran businesses remained at 3%.

Seventy-three organizations participate in the SDP, falling into three groups:

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

<sup>11</sup> This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

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

Only executive departments are required to participate in the SDO's procurement programs, which include the SDP and the SBPP. Non-executive departments and 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:

- Two quasi-public organizations fully participate in the SDP with goal setting, tracking, and reporting consistent with procedures used by executive branch departments:
  - Massachusetts Convention Center Authority (MCCA)
  - Massachusetts Housing Finance Agency (MassHousing)
- Nine additional quasi-public organizations submit narrative program reports for inclusion in the report:
  - Massachusetts Development Finance Agency (MassDevelopment)
  - Massachusetts Gaming Commission
  - Massachusetts Growth Capital Corporation
  - Massachusetts Port Authority (Massport)
  - Massachusetts State College Building Authority
  - Massachusetts Water Resources Authority
  - UMass Building Authority (UMBA)
  - University of Massachusetts (UMass)
  - Massachusetts School Building Authority (MSBA)
- Four additional organizations participate in supplier diversity meetings coordinated jointly by the SDO and the Governor's Office of Access and Opportunity:
  - Commonwealth Corporation
  - Massachusetts Bay Transportation Authority (MBTA)
  - Massachusetts Designer Selection Board
  - Massachusetts Life Sciences Center (MLSC)

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; and
- **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.<sup>13</sup>

OSD's 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. Quasi-public organizations monitor supplier diversity spending internally and submit their direct and indirect expenditure information to SDO for analysis and publication.

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<sup>13</sup> 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.

## Minority-Owned Business Enterprise (MBE) Spending

The 8% benchmark for MBE spending was exceeded by 6.89%, which meant program participants spent 8.55% of their discretionary budgets with MBEs.

### MBE Benchmark Attainment

	FY2019 Discretionary Budget	FY2019 Benchmark (8%)	FY2019 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$179,920,595	\$14,393,648	\$19,789,122	137.49%
Economic Development	\$154,954,595	\$12,396,368	\$18,517,568	149.38%
Education	\$238,492,893	\$19,079,431	\$27,849,797	145.97%
Energy and Environmental Affairs	\$110,742,550	\$8,859,404	\$2,936,125	33.14%
Health and Human Services	\$2,824,096,006	\$225,927,680	\$239,489,272	106.00%
Labor and Workforce Development	\$12,439,621	\$995,170	\$2,671,762	268.47%
Public Safety and Security	\$97,124,610	\$7,769,969	\$15,550,431	200.14%
Technology Services and Security	\$75,263,314	\$6,021,065	\$13,733,964	228.10%
Transportation	\$1,000,294,606	\$80,023,568	\$59,829,779	74.77%
<b>Executive Department Subtotal</b>	<b>\$4,693,328,789</b>	<b>\$375,466,303</b>	<b>\$400,367,821</b>	<b>106.63%</b>
Commission Against Discrimination	\$401,275	\$32,102	\$94,239	293.56%
Disabled Persons Protection Commission	\$503,071	\$40,246	\$86,859	215.82%
Massachusetts Gaming Commission	\$6,462,819	\$517,025	\$542,611	104.95%
Office of the Governor	\$35,545	\$2,844	\$5,806	204.17%
<b>Non-Executive Department Subtotal</b>	<b>\$7,402,709</b>	<b>\$592,217</b>	<b>\$729,514</b>	<b>123.18%</b>
Massachusetts Convention Center Authority	\$29,896,778	\$2,391,742	\$4,143,751	173.25%
MassHousing	\$14,790,530	\$1,183,242	\$532,242	44.98%
<b>Quasi-Public Entity Subtotal</b>	<b>\$44,687,308</b>	<b>\$3,574,985</b>	<b>\$4,675,993</b>	<b>130.80%</b>
<b>TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$379,633,505</b>	<b>\$405,773,328</b>	<b>106.89%</b>

When compared to the previous fiscal year, MBE spending by program participants in FY2019 decreased by approximately \$19.1 million or 4.5% (3.8% for Executive Departments) due to reduced construction and design spending at DCAMM and MassDOT; the gradual completion of construction projects initiated by DCAMM and MassDOT prior to April 12, 2016, involving PBEs; and annual changes in the utilization of trades at MassDOT.

Spending with PBEs on projects commenced after April 12, 2016, is excluded from MBE spending. As a result, while the Commonwealth continued to utilize PBEs in construction and while spending with PBEs continued to contribute to federal DBE program goals, PBE spending from more recent projects was not included in this report. The amount of MBE spending resulting from such projects has decreased annually from approximately \$75.6 million in FY2017 to \$30 million in FY2018 to \$5.8 million in FY2019.<sup>14</sup> Additionally, MassDOT's supplier diversity goals are project based and allow for fluctuations in the year-to-year utilization of diverse contractors as long as the prime contractor meets the overall supplier diversity goals for the project.

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<sup>14</sup> Effective April 12, 2016, pursuant to an order issued by the Superior Court of the Commonwealth of Massachusetts, all firms previously certified as Minority Business Enterprises (MBE), based on the owner being of Portuguese origin, no longer shall be considered MBEs, but shall be considered Portuguese Business Enterprises (PBEs). PBEs shall be eligible for participation in programs funded by state transportation bond statutes that include such persons as eligible participants. A listing of PBEs may be found on the [SDO Directory of Certified Businesses](#). Accounting for the multi-year nature of construction projects and consistent with the DCAMM reporting methodology, the SDO's FY2017 annual report included more than \$21 million in direct and nearly \$54.6 million (\$46.3 million at MassDOT and \$8.3 million at DCAMM) in indirect PBE spending associated with projects awarded prior to April 12, 2016. The FY2018 report included \$5.3 million in direct spending and approximately \$24.7 million (\$21.2 million at MassDOT, \$1.1 million at DCR, and \$2.4 million at DCAMM) in indirect spending associated with such projects. This report includes \$453,143 in direct and approximately \$5.4 million in indirect spending with PBEs from MassDOT projects.

### Expenditures with Minority Business Enterprises (MBE)

	FY2016	FY2017	FY2018	FY2019
Administration and Finance	\$51,586,295	\$37,607,968	\$26,243,968	\$19,789,122
Economic Development	\$20,247,549	\$25,207,267	\$17,946,875	\$18,517,568
Education	\$23,621,642	\$27,000,605	\$24,702,786	\$27,849,797
Energy and Environmental Affairs	\$5,638,822	\$7,236,275	\$6,572,492	\$2,936,125
Health and Human Services	\$190,385,239	\$200,506,817	\$218,891,932	\$239,489,272
Labor and Workforce Development	\$2,001,903	\$1,614,717	\$2,688,132	\$2,671,762
Public Safety and Security	\$7,737,595	\$12,888,072	\$16,955,959	\$15,550,431
Technology Services and Security	N/A	N/A	\$14,273,474	\$13,733,964
Transportation	\$125,163,089	\$110,315,497	\$87,915,977	\$59,829,779
<b>Executive Department Subtotal</b>	<b>\$426,382,134</b>	<b>\$422,377,218</b>	<b>\$416,191,595</b>	<b>\$400,367,821</b>
Commission Against Discrimination	\$134,755	\$88,881	\$52,320	\$94,239
Disabled Persons Protection Commission	\$36,913	\$46,297	\$44,630	\$86,859
Massachusetts Gaming Commission	\$594,380	\$768,586	\$361,356	\$542,611
Office of the Governor	\$54,000	\$34,089	\$5,794	\$5,806
<b>Non-Executive Department Subtotal</b>	<b>\$820,048</b>	<b>\$937,853</b>	<b>\$464,100</b>	<b>\$729,514</b>
Massachusetts Convention Center Authority	N/A	\$9,172,195	\$7,216,164	\$4,143,751
MassHousing	\$485,483	\$1,610,290	\$1,012,735	\$532,242
<b>Quasi-Public Entity Subtotal</b>	<b>\$485,483</b>	<b>\$10,782,485</b>	<b>\$8,228,899</b>	<b>\$4,675,993</b>
<b>TOTAL</b>	<b>\$427,687,665</b>	<b>\$434,097,556</b>	<b>\$424,884,594</b>	<b>\$405,773,328</b>

### Women-Owned Business Enterprise (WBE) Spending

In FY2019, total spending with WBEs exceeded the benchmark by 32.65% with program participants spending 18.57% of their discretionary budgets with women-owned businesses.

### WBE Benchmark Attainment

	FY2019 Discretionary Budget	FY2019 Benchmark (14%)	FY2019 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$179,920,595	\$25,188,883	\$34,944,759	138.73%
Economic Development	\$154,954,595	\$21,693,643	\$36,801,367	169.64%
Education	\$238,492,893	\$33,389,005	\$41,901,915	125.50%
Energy and Environmental Affairs	\$110,742,550	\$15,503,957	\$22,368,057	144.27%
Health and Human Services	\$2,824,096,006	\$395,373,441	\$585,705,670	148.14%
Labor and Workforce Development	\$12,439,621	\$1,741,547	\$2,559,528	146.97%
Public Safety and Security	\$97,124,610	\$13,597,445	\$14,913,445	109.68%
Technology Services and Security	\$75,263,314	\$10,536,864	\$15,374,721	145.91%
Transportation	\$1,000,294,606	\$140,041,245	\$122,539,810	87.50%
<b>Executive Department Subtotal</b>	<b>\$4,693,328,789</b>	<b>\$657,066,030</b>	<b>\$877,109,271</b>	<b>133.49%</b>
Commission Against Discrimination	\$401,275	\$56,178	\$138,916	247.28%
Disabled Persons Protection Commission	\$503,071	\$70,430	\$103,033	146.29%
Massachusetts Gaming Commission	\$6,462,819	\$904,795	\$510,686	56.44%
Office of the Governor	\$35,545	\$4,976	\$6,140	123.38%
<b>Non-Executive Department Subtotal</b>	<b>\$7,402,709</b>	<b>\$1,036,379</b>	<b>\$758,775</b>	<b>73.21%</b>
Massachusetts Convention Center Authority	\$29,896,778	\$4,185,549	\$2,992,572	71.50%
MassHousing	\$14,790,530	\$2,070,674	\$408,793	19.74%
<b>Quasi-Public Entity Subtotal</b>	<b>\$44,687,308</b>	<b>\$6,256,223</b>	<b>\$3,401,366</b>	<b>54.37%</b>
<b>TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$664,358,633</b>	<b>\$881,269,412</b>	<b>132.65%</b>

When compared to the previous fiscal year, the Commonwealth's spending with WBEs decreased by approximately \$6.6 million or 0.75% (0.90% for Executive Departments) due to two factors. Both DCAMM and MassDOT recorded lower direct construction and design spending, which resulted in lower indirect WBE spending. In FY2019, DCAMM experienced a 43% reduction in indirect WBE construction and design spending

and MassDOT recorded a 38% WBE indirect spending reduction in the same category. Additionally, MassDOT's supplier diversity goals are project based and allow for fluctuations in the year-to-year utilization of diverse contractors as long as the prime contractor meets the overall supplier diversity goals for the project.

#### Expenditures with Women Business Enterprises (WBE)

	FY2016	FY2017	FY2018	FY2019
Administration and Finance	\$51,766,471	\$60,417,285	\$48,552,482	\$34,944,759
Economic Development	\$28,597,167	\$34,169,591	\$33,453,629	\$36,801,367
Education	\$35,164,404	\$39,364,471	\$35,968,067	\$41,901,915
Energy and Environmental Affairs	\$12,466,990	\$19,523,875	\$24,561,324	\$22,368,057
Health and Human Services	\$474,478,238	\$509,290,185	\$539,876,899	\$585,705,670
Labor and Workforce Development	\$2,928,719	\$2,024,870	\$2,580,063	\$2,559,528
Public Safety and Security	\$11,514,047	\$10,361,801	\$13,417,927	\$14,913,445
Technology Services and Security	N/A	N/A	\$12,987,876	\$15,374,721
Transportation	\$170,197,530	\$171,736,530	\$173,699,949	\$122,539,810
<b>Executive Department Subtotal</b>	<b>\$787,113,566</b>	<b>\$846,888,608</b>	<b>\$885,098,216</b>	<b>\$877,109,271</b>
Commission Against Discrimination	\$48,780	\$63,022	\$62,342	\$138,916
Disabled Persons Protection Commission	\$38,692	\$46,416	\$48,000	\$103,033
Massachusetts Gaming Commission	\$1,208,168	\$328,343	\$162,746	\$510,686
Office of the Governor	\$12,355	\$35,801	\$8,190	\$6,140
<b>Non-Executive Department Subtotal</b>	<b>\$1,307,995</b>	<b>\$473,582</b>	<b>\$281,278</b>	<b>\$758,775</b>
Massachusetts Convention Center Authority	N/A	\$1,597,534	\$1,897,218	\$2,992,572
MassHousing	\$794,884	\$577,559	\$640,506	\$408,793
<b>Quasi-Public Entity Subtotal</b>	<b>\$794,884</b>	<b>\$2,175,093</b>	<b>\$2,537,724</b>	<b>\$3,401,366</b>
<b>TOTAL</b>	<b>\$789,216,445</b>	<b>\$849,537,283</b>	<b>\$887,917,218</b>	<b>\$881,269,412</b>

#### Combined Veteran-Owned Business Spending

In FY2019, the Commonwealth continued to demonstrate dramatic growth in Veteran (combined VBE and SDVOBE spending) spending. While the ambitious 3% Veteran spending benchmark has not been attained, spending in this category increased by approximately \$8.5 million, or 26.89%, compared to the previous fiscal year and reached nearly \$40 million.

#### Combined Veteran Benchmark Attainment

	FY2019 Discretionary Budget	FY2019 Benchmark (3%)	FY2019 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$179,920,595	\$5,397,618	\$13,139,223	243.43%
Economic Development	\$154,954,595	\$4,648,638	\$208,929	4.49%
Education	\$238,492,893	\$7,154,787	\$931,860	13.02%
Energy and Environmental Affairs	\$110,742,550	\$3,322,276	\$1,692,366	50.94%
Health and Human Services	\$2,824,096,006	\$84,722,880	\$8,920,135	10.53%
Labor and Workforce Development	\$12,439,621	\$373,189	\$718,766	192.60%
Public Safety and Security	\$97,124,610	\$2,913,738	\$4,380,207	150.33%
Technology Services and Security	\$75,263,314	\$2,257,899	\$2,042,725	90.47%
Transportation	\$1,000,294,606	\$30,008,838	\$7,608,509	25.35%
<b>Executive Department Subtotal</b>	<b>\$4,693,328,789</b>	<b>\$140,799,864</b>	<b>\$39,642,721</b>	<b>28.16%</b>
Commission Against Discrimination	\$401,275	\$12,038	\$12,565	104.38%
Disabled Persons Protection Commission	\$503,071	\$15,092	\$10,977	72.74%
Massachusetts Gaming Commission	\$6,462,819	\$193,885	\$39,928	20.59%
Office of the Governor	\$35,545	\$1,066	\$3,014	282.62%
<b>Non-Executive Department Subtotal</b>	<b>\$7,402,709</b>	<b>\$222,081</b>	<b>\$66,485</b>	<b>29.94%</b>
Massachusetts Convention Center Authority	\$29,896,778	\$896,903	\$80,877	9.02%
MassHousing	\$14,790,530	\$443,716	\$132,553	29.87%
<b>Quasi-Public Entity Subtotal</b>	<b>\$44,687,308</b>	<b>\$1,340,619</b>	<b>\$213,430</b>	<b>15.92%</b>
<b>TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$142,362,564</b>	<b>\$39,922,636</b>	<b>28.04%</b>



### Expenditures with Veteran-Owned Businesses

FY2015	FY2016	FY2017	FY2018	FY2019
\$33,621	\$2,166,802	\$14,877,414	\$31,461,625	\$39,922,636

### Disability and LGBTBE Spending

DOBE and LGBTBE are the newest categories to be included in the SDP. Since the program expansion in FY2016, the SDO established successful partnerships with Disability:IN and the National LGBT Chamber of Commerce, as well as with their local affiliates, the Disability:IN Massachusetts and the Massachusetts LGBT Chamber of Commerce. FY2019 was the first fiscal year that DOBE and LGBTBE were included in departmental and contractor supplier diversity plans, resulting in the first reports of SDP partnerships between contractors and LGBTBE. There were no reports of partnerships with DOBE. These efforts resulted in the Commonwealth nearly doubling its Disability business spending and increasing LGBTBE spending by 13.57% in FY2019.

### Expenditures with Disability-Owned and LGBT Businesses Enterprises

Business Category	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
Disability Businesses	\$2,943,738	\$6,466,609	\$12,822,789	98.29%
LGBT Businesses	\$81,645	\$167,013	\$189,672	13.57%

### Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)<sup>15</sup> was established in 2010 through [Executive Order 523](#) to direct state spending for non-construction goods and services to participating Massachusetts small businesses. This program applies to executive department procurements with total values equal to or less than \$150,000.

### Small Business Registration

In FY2019, COMMBUYS continued to provide automated registration of small businesses. At the end of FY2019, there were 1,322 small businesses verified in COMMBUYS, which represents a decrease of 36% as compared to FY2018.

### COMMBUYS-verified Massachusetts Small Businesses

Certification Type	FY2017	FY2018	FY2019	FY2019 vs. FY2018 Change (%)
COMMBUYS-verified Massachusetts Small Businesses	1,494	2,060	1,322	-36%

The decrease in SBPP registrations was due to the activation of the SBPP interface with the Massachusetts Department of Revenue (DOR) in early December 2018. The interface connected COMMBUYS to DOR's new database and changed the SBPP application process for interested firms from self-identification to automated validation. The change resulted in a significant number of self-reported small businesses to fail the automatic

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<sup>15</sup> 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.

validation. All firms whose automatic validation failed were invited to re-apply for SBPP status, which would be manually validated by the SDO.

In addition, in May 2019, OSD's SDO commenced a comprehensive review and improvement of the SBPP using the Agile SCRUM methodology. The SBPP Improvement SCRUM Team includes representatives from the following OSD units: SDO; Sourcing; Legal; Technology Enablement; Marketing, Communications, and Events; as well as the A&F Information Technology unit. The goal of the team was to "develop and implement a comprehensive revision of the Small Business Purchasing Program, including infrastructure, messaging, policy, guidance, and activities, to enhance the program's value to the business community and improve usability for purchasers." The team's first three sprints took place in FY2019, and work on this goal continues in FY2020.

### 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 FY2019 exceeded the benchmark by 37.39%, with program participants spending approximately 4.5% of their discretionary budgets with COMMBUYS-verified small businesses.

#### SBPP Benchmark Attainment

	FY2019 Discretionary Budget	FY2019 Benchmark (3.3%)	FY2019 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$179,920,595	\$5,937,380	\$8,747,689	147.33%
Economic Development	\$154,954,595	\$5,113,502	\$27,997,674	547.52%
Education	\$238,492,893	\$7,870,265	\$29,225,433	371.34%
Energy and Environmental Affairs	\$110,742,550	\$3,654,504	\$11,792,813	322.69%
Health and Human Services	\$2,824,096,006	\$93,195,168	\$100,847,697	108.21%
Labor and Workforce Development	\$12,439,621	\$410,507	\$866,168	211.00%
Public Safety and Security	\$97,124,610	\$3,205,112	\$10,060,392	313.89%
Technology Services and Security	\$75,263,314	\$2,483,689	\$1,380,713	55.59%
Transportation	\$1,000,294,606	\$33,009,722	\$20,343,231	61.63%
<b>Executive Department Subtotal</b>	<b>\$4,693,328,789</b>	<b>\$154,879,850</b>	<b>\$211,261,810</b>	<b>136.40%</b>
Commission Against Discrimination	\$401,275	\$13,242	\$3,977	30.04%
Disabled Persons Protection Commission	\$503,071	\$16,601	\$94,428	568.80%
Massachusetts Gaming Commission	\$6,462,819	\$213,273	\$1,764,509	827.35%
Office of the Governor	\$35,545	\$1,173	\$0	0.00%
<b>Non-Executive Department Subtotal</b>	<b>\$7,402,709</b>	<b>\$244,289</b>	<b>\$1,862,915</b>	<b>762.59%</b>
Massachusetts Convention Center Authority	\$29,896,778	N/A	N/A	N/A
MassHousing	\$14,790,530	N/A	N/A	N/A
<b>Quasi-Public Entity Subtotal</b>	<b>\$44,687,308</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$155,124,139</b>	<b>\$213,124,725</b>	<b>137.39%</b>

In FY2019, program participants' expenditures through the SBPP increased by 6.95% over the prior fiscal year.

#### Expenditures with COMMBUYS-verified Massachusetts Small Businesses

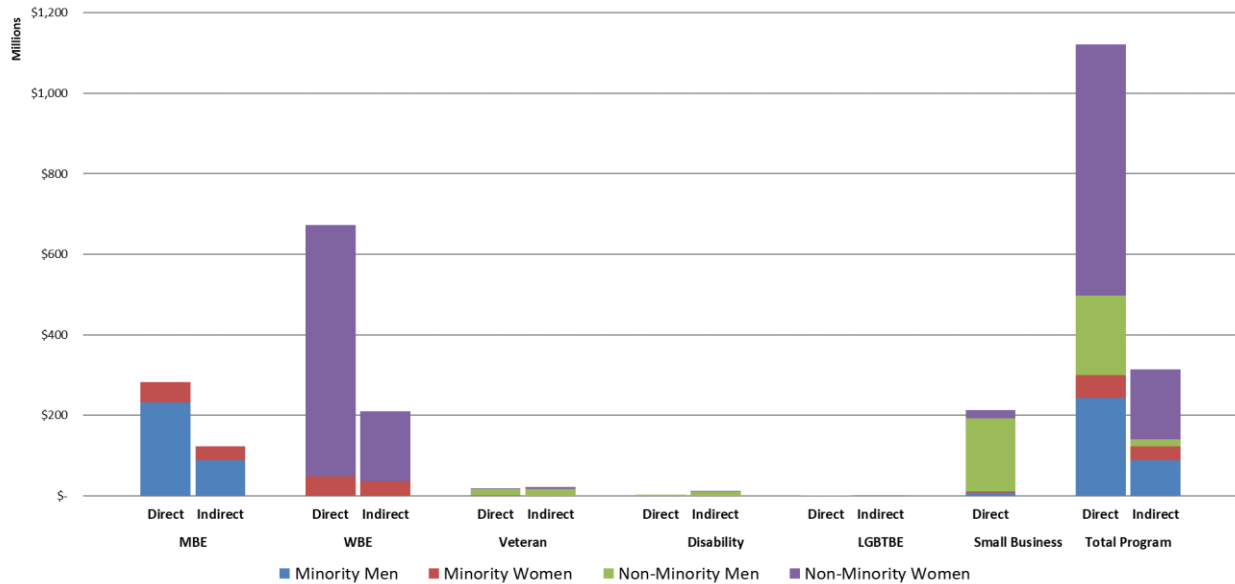
	FY2016	FY2017	FY2018	FY2019
Administration and Finance	\$8,002,060	\$9,847,587	\$8,156,474	\$8,747,689
Economic Development	\$21,921,111	\$23,194,101	\$25,213,508	\$27,997,674
Education	\$16,991,334	\$19,453,389	\$23,360,563	\$29,225,433
Energy and Environmental Affairs	\$10,664,818	\$12,163,421	\$10,594,020	\$11,792,813
Health and Human Services	\$71,417,791	\$94,508,885	\$98,573,524	\$100,847,697
Labor and Workforce Development	\$541,482	\$674,075	\$825,815	\$866,168
Public Safety and Security	\$8,567,665	\$8,346,557	\$8,651,723	\$10,060,392
Technology Services and Security	N/A	N/A	\$3,155,805	\$1,380,713
Transportation	\$22,571,712	\$17,245,042	\$19,934,080	\$20,343,231
<b>Executive Department Subtotal</b>	<b>\$160,677,973</b>	<b>\$185,433,057</b>	<b>\$198,465,512</b>	<b>\$211,261,810</b>
Commission Against Discrimination	\$6,389	\$675	\$558	\$3,977
Disabled Persons Protection Commission	\$0	\$0	\$0	\$94,428
Massachusetts Gaming Commission	\$824,519	\$857,883	\$803,984	\$1,764,509
Office of the Governor	\$12,355	\$26,559	\$1,377	\$0
<b>Non-Executive Department Subtotal</b>	<b>\$843,263</b>	<b>\$885,117</b>	<b>\$805,919</b>	<b>\$1,862,915</b>
Massachusetts Convention Center Authority	N/A	N/A	N/A	N/A
MassHousing	N/A	N/A	N/A	N/A
<b>Quasi-Public Entity Subtotal</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>TOTAL</b>	<b>\$161,521,236</b>	<b>\$186,318,174</b>	<b>\$199,271,431</b>	<b>\$213,124,725</b>

#### Combined SDP and SBPP Results

Separate benchmarks set for various business groups are an effective tool for motivating participating organizations and tracking their supplier diversity efforts. However, many of the businesses served by the SDO's programs fall into more than one business category and contribute to spending totals for each of those business categories. For example, a department's purchase from an M/WBE contributes to reaching the department's MBE as well as their WBE spending goals. As a result, the overall impact of the SDP and SBPP may not be calculated by simply adding up spending in each business category.

The following chart highlights such business category overlaps in both direct and indirect spending. Continuing with the example above, spending with M/WBEs is shown in red and is shown as contributing to MBE as well as WBE spending bars. The two rightmost bars of the chart, marked "Total Program," include red M/WBE components, as well. It is clear by the size of the red components that the M/WBE contribution was counted once. In general, total program spending in this report is calculated by counting spending with each contractor and SDP partner once. As a result, total spending always will be less than the sum of spending in each business category. The same rule applies to the total number of contractors and SDP partners compared to the sum of vendors in each business category.

### SDP/SBPP Spending by Business Category and Total SDP/SBPP Spending



The table below highlights the overlaps among the diverse types of businesses served by the SDP and SBPP. Each column represents a program business category (MBE, WBE, etc.). The Program Total spending column on the far right represents the sum of expenditures with businesses that fall into each eligible owner group (e.g. Minority Men, Minority Women, etc.) with no double-counting. Accounting for these overlaps, the expenditures for all owner groups combined, are approximately 8% less than the sum of expenditures for each business category.

### SDP/SBPP Spending by Business Category and Total SDP/SBPP Spending<sup>16</sup>

Category	MBE	WBE	Veteran	Disability	LGBT	Small Business	Program Total
Minority Men	\$231,472,496	-	\$511,003	-	-	\$7,598,650	\$242,483,261
Minority Women	\$51,297,129	\$49,006,191	-	-	-	\$2,622,074	\$57,923,093
Non-Minority Men	-	-	\$16,889,290	\$1,944,756	\$1,277	\$180,911,173	\$197,261,781
Non-Minority Women	-	\$623,305,496	\$95,364	-	-	\$21,992,828	\$623,426,210
<b>Direct Spending Total</b>	<b>\$282,769,625</b>	<b>\$672,311,687</b>	<b>\$17,495,657</b>	<b>\$1,944,756</b>	<b>\$1,277</b>	<b>\$213,124,725</b>	<b>\$1,121,094,345</b>
Minority Men	\$87,759,370	-	\$185,703	-	-	N/A	\$87,759,370
Minority Women	\$35,244,333	\$35,244,333	\$6,276	-	\$38,487	N/A	\$35,244,333
Non-Minority Men	-	-	\$17,069,968	\$10,858,566	\$25,798	N/A	\$17,069,968
Non-Minority Women	-	\$173,713,392	\$5,165,033	\$19,467	\$124,110	N/A	\$173,713,392
<b>Indirect Spending Total</b>	<b>\$123,003,703</b>	<b>\$208,957,725</b>	<b>\$22,426,980</b>	<b>\$10,878,033</b>	<b>\$188,394</b>	<b>N/A</b>	<b>\$313,787,062</b>
<b>GRAND TOTAL</b>	<b>\$405,773,328</b>	<b>\$881,269,412</b>	<b>\$39,922,636</b>	<b>\$12,822,789</b>	<b>\$189,672</b>	<b>\$213,124,725</b>	<b>\$1,434,881,408</b>

### Municipal Construction Affirmative Marketing Programs (MCAMP)

Massachusetts municipalities incorporate MBE and WBE goals into the design and construction phases of all state-funded municipal construction contracts that exceed \$100,000. 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

<sup>16</sup> Gender and minority information of the eligible owner is inferred (i.e., companies that were not certified as women-owned were assumed to be owned by men, and companies that were not certified as minority-owned were assumed to be owned by non-minority individuals).

assist municipalities in the attainment and enforcement of MBE/WBE participation goals for the design and construction phases of municipal projects.

MCAMP uses combined MBE/WBE goals to provide designers and contractors with flexibility in utilizing MBE and/or WBE contractors. The goal percentages are set jointly by the SDO and DCAMM and these goals also apply to DCAMM's Affirmative Marketing Program.<sup>17</sup>

Project Phase	Combined MBE & WBE Goal
Design	17.9%
Construction	10.4%

### Massachusetts School Building Authority (MSBA) Spending

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

The chart below compares FY2018 and FY2019 MBE/WBE spending on MSBA projects based on notices to proceed issued each year. The total combined MBE/WBE spending in FY2019 equaled \$45,124,634, which represents an increase of \$15,339,152 million when compared to the prior fiscal year.<sup>18</sup>

#### Total Supplier Diversity Spending on MSBA School Projects

FY	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
2019	\$597,583,613	\$5,904,228	0.99%	\$39,220,406	6.56%	\$45,124,634	7.55%
2018	\$314,802,244	\$4,807,722	1.53%	\$24,977,760	7.93%	\$29,785,482	9.50%

The combined MBE/WBE participation level in FY2019 was 7.55%, which fell short of the 10.4% participation goal. The decrease stems from municipal decisions related to MBE/WBE goals set for several projects commenced in FY2019.

#### Supplier Diversity Performance of MSBA School Projects

Project	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
Cape Cod Regional Vocational Technical High School	\$91,376,000	\$890,000	0.97%	\$3,761,571	4.1%	\$4,651,571	5.09%
Natick J. F. Kennedy Middle School	\$79,110,300	\$0	0.00%	\$6,689,803	8.5%	\$6,689,803	8.46%
Middleborough High School	\$78,890,000	\$2,450,000	3.11%	\$4,996,196	6.3%	\$7,446,196	9.44%
Ludlow Chapin Street Elementary School	\$42,923,929	\$0	0.00%	\$4,850,000	11.3%	\$4,850,000	11.30%

<sup>17</sup> 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 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.

<sup>18</sup> Similar to prior fiscal years, there was no direct spending through the program and all diverse companies were engaged as subcontractors.

Project	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
Marlborough Richer Elementary School	\$47,831,946	\$65,000	0.14%	\$1,869,904	3.9%	\$1,934,904	4.05%
Worcester South High Community School	\$171,995,000	\$0	0.00%	\$10,935,957	6.4%	\$10,935,957	6.36%
Taunton James L. Mulcahey Elementary School	\$42,460,700	\$1,479,228	3.48%	\$2,945,960	6.9%	\$4,425,188	10.42%
Harvard Hildreth Elementary School	\$42,995,738	\$1,020,000	2.37%	\$3,171,015	7.4%	\$4,191,015	9.75%
<b>TOTAL</b>	<b>\$597,583,613</b>	<b>\$5,904,228</b>	<b>0.99%</b>	<b>\$39,220,406</b>	<b>6.6%</b>	<b>\$45,124,634</b>	<b>7.55%</b>

## Program Outreach, Collaboration and Innovation Results

In FY2019, the SDO continued to use its holistic, three-prong approach to developing the supplier diversity marketplace through program recruitment, engagement/retention, and increased spending. This section provides highlights of the SDO's work over the fiscal year in those areas:

### Program Recruitment

- Full, mutual recognition of MBE, WBE, and VBE certifications issued by the City of Boston.** On February 6, 2019, OSD's SDO executed a Memorandum of Understanding (MOU) with the City of Boston (the City), which stated that the SDO and the City will recognize each other's certifications without additional investigation. The new policy gave the City access to more than 3,000 SDO-certified MBE, WBE, and VBE for its programs and makes it easier for businesses to access both organizations' supplier diversity programs. While the prior policy of allowing firms to use the same application materials for both organizations saved interested firms a significant amount of time, the change made attaining state and city supplier diversity certification even more efficient.
- Training workshops, webinars and webcasts.** In FY2019, the SDO, in partnership with the OSD Training unit, offered 16 pre-certification workshops throughout the Commonwealth (two more than offered during FY2018). On average, each workshop drew approximately 52 attendees for a total of 832 individuals (an increase of 134 attendees or 19% when compared to FY2018). Pre-certification workshops are designed for Massachusetts-based firms interested in becoming certified. Led by a team of SDO staff and an OSD trainer, they introduce the SDO certification, discuss certification criteria, processes, and forms, and explain the marketing benefits of certification. Attendance at the pre-certification workshop is a requirement for all in-state businesses that wish to become certified.

In addition to these workshops and to improve compliance by contractors with their SDP commitments, the SDO and the OSD Training unit developed a webinar for Statewide Contractors that specifically addresses meeting their SDP commitments. Five sessions were provided to the Statewide Contractor community, which were attended by 62 contractors. In addition, the OSD offered 22 SDP overview webinars for prime contractors and certified businesses, which were attended by 78 firms in FY2019.

- Education, networking, and "SDO in the Community" days.** In FY2019, the SDO staff participated in more than 45 events geared toward diverse and small businesses. The events ranged from roundtables and workshops to conferences, and the SDO presented and/or hosted information tables at many of

these events. In addition, the SDO continued to host its “SDO in the Community” days in Gateway Cities. These events, coordinated and marketed in partnership with local chambers of commerce and/or economic development offices, allowed diverse and small vendors to sign up for a 30-minute meeting to address specific issues and ask questions about diverse and small business certification and procurement programs. In FY2019, the SDO organized and held nine such days, in Lowell, Fitchburg, Fall River, Shirley, Taunton, Chelsea, Holyoke, Westfield, and Salem, meeting with more than 60 diverse and small businesses.

- **Continued use of the Certification Self-Assessment Tool.** Over the course of the fiscal year, the SDO’s interactive Certification Self-Assessment Tool was accessed 2,553 times (a 3% increase from FY2018). During FY2019, 380 companies (a 10% increase from FY2018) completed the assessment and received tailored guidance on accessing applicable SDO programs. The SDO followed up with each of these companies with additional certification program information.
- **Outreach and marketing activities.** In FY2019, the SDO continued to work with the OSD Marketing, Communications, and Events (MCE) unit to promote the work of the SDO through OSD’s communication channels. The collaboration resulted in five feature stories discussing the SDP and the SBPP in OSD’s newsletter, *Buy the Way*. Supplier diversity topics also entered prominently in the OSD’s social media strategy with the SDO programs regularly featured in OSD Tweets and postings on LinkedIn and Instagram.

In FY2019, the MCAMP worked closely with DCAMM’s Office of Access & Opportunity concerning recruitment of new SDO and DCAMM certified companies and increased participation on DCAMM projects by diverse firms. The MCAMP also assisted quasi-public and private organizations in their outreach to MBE, WBE, and VBE businesses in the field of construction with the goal of identifying and contracting potential minority-, woman-, and veteran-owned subcontractors for large construction projects. In FY2019, the program continued working with municipalities on MSBA public sector projects; and with Massachusetts Gaming Commission licensees, Encore Boston Harbor, MGM Springfield, and Plainridge Park casinos. In addition, the program has assisted Millennium Partners, the developers of the \$1 billion Boston Winthrop Square high-rise, to establish and meet their MBE/WBE diversity goals.

- **Schools of Construction.** MCAMP’s most innovative endeavor has been its partnership with two of the nation’s largest construction companies’ Mentor-Protégé programs: the Gilbane M/WBE Contractor Training Program and the Suffolk Trades Partnership Series. Over the last eight years, more than 230 SDO-certified companies have graduated from these programs and have been awarded more than \$40 million in contracts.

## Program Engagement and Retention

- **Online certification system enhancements.** In FY2019, OSD’s SDO continued to invest in improving its IT infrastructure to improve the customer experience, streamline processes, and increase efficiency. The SDO team utilized Agile SCRUM methodology to complete three major enhancements for its Certrak Certification System, including:
  - **Enabling online application for recognition by firms certified by the SDO’s certifying partners.** Previously, interested firms were required to complete a paper application form and submit it by email with scanned supporting materials. The new process eliminates the need for an application form, ensures the completeness of the application at the time of submission, expedites processing times, and improves document retention.
  - **Replacing the mail-in certification renewal process with an efficient online process.** Prior to this change, the SDO mailed out more than 1,000 letters each year inviting firms to renew their certifications and then processed paper applications for renewals. The streamlined renewal

process eliminates paper forms and postage costs and saves time for the renewing firms. Meanwhile, time savings realized by the SDO are invested in assisting firms with their first online renewals, in training certified firms in the use of other features of the online certification portal, and in ensuring accurate email addresses for upcoming renewals.

- **Sending out targeted custom emails with announcements of bidding opportunities and networking events.** Previously, creating targeted lists of certified vendors, developing announcement emails and distributing them required at least two hours of work by several SDO team members per email. The new process allows one team member to generate a custom distribution list and the email message in minutes. Time savings realized from this enhancement also are invested in providing customer service and training as certified firms learn to use the new online certification portal.
- **Expanding Opportunities for Individuals with Disabilities in State Procurement and Contracting.** Pursuant to Section 4 of Chapter 219 of the Acts of 2016, An Act Relative to Job Creation and Workforce Development, and Section 88 of Chapter 154 of the Acts of 2018, the SDO partnered with the Massachusetts Office on Disability in the implementation of the following goals “to provide opportunities for individuals with disabilities in all areas of state procurement and contracting”:
  - Ensure that all Commonwealth contracts include anti-discrimination terms;
  - Expand the inclusion of DOBEs in state contracting;
  - Develop a central repository of resources for individuals with disabilities;
  - Conduct a due diligence review of current and best practices; and
  - Establish a pilot program for three contracts to include employment percentage goals for contractors to recruit, retain, and promote individuals with disabilities.

Most notably, OSD’s SDO worked with the OSD Strategic Sourcing Services unit and procurement personnel from two executive departments to implement the Persons with Disabilities Pilot Program (the Pilot) on two statewide and two departmental contracts. The goal of the Pilot is to “promote the recruitment, hiring, promotion, and retention of individuals with disabilities and assist state contractors in evaluating and measuring levels of success.” Specifically, the Pilot was incorporated into the following contracts:

- The *Statewide Contract for Office Supplies, Recycled Paper and Envelopes* (OFF47) issued by the OSD issued in April 2019.
- The *Statewide Contract for Janitorial Services, Environmentally Preferable* (FAC81), issued by the OSD in February 2014 (Pilot provisions were incorporated through contract renewal in February 2019).
- The *Food and Dietary Services Contract* issued by the DDS in April 2019.
- The *Integrated Janitorial Services for the Massachusetts Information Technology Center in Chelsea, MA*, issued by the DCAMM in July 2016 (Pilot provisions were incorporated through contract renewal in June 2019).

Details on these efforts may be found in the report titled [\*Fiscal Year 2019 Report to the Legislature on the Expansion of Opportunities for Individuals with Disabilities in State Procurement and Contracting\*](#), which is published on the SDO website.

## Program Spending

- **Inclusion of DOBE and LGBTBE vendors into SDP Plans.** On July 26, 2018, OSD issued the policy memorandum *Expanding Supplier Diversity Plans to Include Disability-Owned Business Enterprises (DOBE) and Lesbian, Gay, Bisexual, and Transgender-Owned Business Enterprises (LGBTBE)*. The memorandum codified the inclusion of DOBE and LGBTBE companies as eligible partners into contractor and departmental SDP Plans as provided for in [Executive Order 565](#). This change was designed to increase the number of DOBEs and LGBTBEs available to work with the Commonwealth and its



contractors by creating an economic incentive for new businesses to seek certification and for existing DOBE and LGBTBE-certified businesses to engage more actively with the Commonwealth.

- **Increased spending benchmarks.** On July 31, 2018, the SDO issued the policy memorandum *Fiscal Year 2019 Updates to the Benchmarks for the Supplier Diversity Program (SDP) and the Small Business Purchasing Program (SBPP)*. The document increased the MBE spending benchmark from 7% to 8% (a 14.3% increase), and the WBE spending benchmark from 13% to 14% (a 7.7% increase).<sup>19</sup> The announcement was followed by 3, one-hour webinars discussing the content of the memorandum, lessons learned from prior fiscal years, suggested departmental best practices, and resources and assistance available from the SDO. This Annual Report is based on these increased benchmark levels. The most recent increase (prior to the FY2019 increase) took place in FY2016, when benchmarks were raised for MBEs from 6% to 7% and WBEs from 12% to 13%.
- **Vendor Report Management System implementation.** In FY2019, the SDO, in partnership with OSD's Strategic Sourcing Services and Technology Enablement units, implemented a new Vendor Report Management (VRM) system that improves SDP reporting and compliance by ensuring that all SDP partners appearing in statewide contractor reports are currently certified or recognized by the SDO.
- **SDP Spending Compliance Verification.** Following the SDP spending compliance pilot in FY2018, the SDO expanded the effort and conducted a full SDP Spending Compliance Verification program, which included outreach to verify 150 sets of spending reports (i.e. all reports submitted by a Statewide Contractor listing a specific SDO-certified vendor) received by the OSD's Strategic Sourcing Services unit in FY2019. The effort involved verifying reports submitted by 120 Statewide Contractors, who named 123 SDO-certified businesses with total expenditures of approximately \$19.8 million.

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. Out of the 150 sets of reports selected for verification, 109 reports were verified successfully, representing 79% of the total number of reports and 91% of the total expenditures reported. Based on the responses received, the SDO found the following:

- **Accurate and understated reports:** 108 sets of reports (91% of the responses, representing 97% of the expenditures reported) were confirmed to be accurate<sup>20</sup> or higher than reported. Of that number, 13 sets (11% of the responses, representing 23% of the expenditures reported) were understated, and the Statewide Contractor, in fact, spent more than reported.
- **Overstated reports:** Eleven sets of reports (9% of the responses and 3% 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 requested that the contractor amend the SDP reports submitted to OSD or otherwise resolve the reporting issue. Data used for this Annual Report spending section was updated to reflect accurate spending amounts for the contractors in question.

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<sup>19</sup> Benchmarks for DOBEs and LGBTBEs are not yet established in order to provide sufficient opportunity to grow the capacity of these two certification categories.

<sup>20</sup> To allow for the time gap between the order being placed by the prime contractor, invoicing, payment and the final payment being recorded by the certified partner, the SDO allowed for a 10% margin of error in reporting. However, while the report was categorized as accurate, the amount confirmed by the partner was used in this report.

### Summary of Responses to the FY2019 SDP Spending Compliance Verification

Response Type	Number of Responses	% of Responses	Reported Expenditures	% of Total Reported Expenditures
Accurate	95	79.9%	\$13,412,341.64	74.2%
Understated	13	10.9%	\$4,080,232.95	22.6%
Overstated	11	9.2%	\$580,345.91	3.2%
<b>Total</b>	<b>119</b>	<b>100.0%</b>	<b>\$18,072,920.50</b>	<b>100.0%</b>

In addition, in FY2019, the SDO led a cross-unit “SDO Spending Compliance” team focused on ensuring program awareness and expanding the selection of SDP partners for Statewide Contractors under the OSD’s Wildly Important Goal performance management methodology. The team:

- Researched more than 260 potential certification candidates;
- Conducted outreach and certification guidance to 105 confirmed certification candidates;
- Developed a new webinar for Statewide and Departmental Contractors;
- Delivered five webinar sessions for current Statewide Contractors.

The team’s work resulted in new SDO certifications being issued for vendors doing business with Statewide and Departmental Contractors and in clarifying SDP questions for more than 60 Statewide Contractors.

- **Departmental SDP/SBPP Performance Updates.** In FY2019, the SDO began distributing periodic SDP/SBPP Progress Updates to secretariats and departments. These customized reports are distributed by email to each department. The reports provide information on the department’s year-to-date spending, compares it to prior fiscal year spending, and tracks progress toward the benchmark. Reports sent to secretariats also include information on the performance of all departments within the secretariat. A total of 407 individuals across the Commonwealth received these reports, including Agency Heads, Chief Fiscal Officers, Chief Procurement Officers, and other personnel involved in procurement, purchasing, or placing orders. In addition to these updates, the SDO regularly presented program updates at the Chief Procurement Officer Summits presented by the OSD Sourcing unit.
- **Updated Statewide Contract Index.** The SDO collaborated with OSD’s Sourcing; Technology Enablement; and Marketing, Communications, and Events units in updating the [Statewide Contract Index](#) (the Index) available on the COMMBUYS homepage as well as on the OSD website. The Index is a searchable resource allowing buyers to identify contracts and vendors that meet their needs. The updated Index now includes information on which of the current statewide contractors are diverse and/or small Massachusetts businesses. The goal of this change was to make it easier for departments to identify diverse and small statewide contractors at the time of purchase to meet departmental SDP and SBPP benchmarks.
- **Collaboration with Quasi-Public Organizations.** In FY2019, the SDO continued working with the Governor’s Office of Access, Opportunity, and Community Affairs to conduct outreach to independent agencies and quasi-public organizations to participate in this Annual Report. As a result, the SDO included 11 such organizations into this report (see the “Narrative Reports by Quasi-Public Organizations” chapter).

### Narrative Reports by Quasi-Public Organizations

In FY2019, OSD’s 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 organizations across the state. In addition to meetings, resources, and best practices, participants in this effort

were offered an opportunity to report their supplier diversity program results through this Annual Report. This chapter contains information from 11 quasi-public organizations that submitted such narrative reports, including two organizations also participating in the quantitative sections of this report (the Massachusetts Convention Center Authority and MassHousing).

### **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. During FY2019, the MCCA experienced a significant reduction in its MBE spending, which resulted from a large capital project with an MBE-certified general contractor coming to end in the summer of 2018. After accounting for this change, however, the MCCA experienced a year-over-year increase in its total MBE spending and used 46 MBE vendors, which represents an 84% increase in the number of MBE vendors. Additionally, the MCCA was able to increase its WBE expenditures by 54%, from \$1.9 million in FY2018 to \$2.9 million in FY 2019.

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 (the Board) voted at its June 8, 2017, Board of Directors Meeting to adopt a Diverse Business Participation Program (the 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 (DBEs).<sup>21</sup>

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. The baseline year annual report was a major undertaking and resulted through collaboration between the finance, legal/procurement and information technology divisions. In FY2018, 11% of MassDevelopment's total direct contracting was procured through a DBE vendor. While this was its baseline year, MassDevelopment acknowledged in its Board report that atypical capital improvement projects on its real estate assets accounted for a majority of the DBE spending in FY2018.

MassDevelopment used the same methodology as that used in FY2018 to determine its FY2019 reporting. MassDevelopment's total consolidated dollar spending on all vendors for FY2019 (the denominator of the percentage calculation) was \$15,402,035.<sup>22</sup> 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 spending (the numerator) was determined to be \$944,145. Accordingly, 6.1% of MassDevelopment's total direct contracting was procured through a DBE vendor in FY2019. In addition,

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<sup>21</sup> The abbreviation "DBE" as used by MassDevelopment is distinct from the federal Disadvantaged Business Enterprise certification with the same abbreviation.

<sup>22</sup> Vendors with payments of less than \$1,000.00 were excluded for administrative ease.

MassDevelopment had a small percentage of non-certified DBE spending and those vendors are in the process of seeking or updating 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 the Commonwealth executive agencies, including following 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 Requests for Responses (RFRs).

In addition to the MGC's direct purchasing, it monitors the casino licensees in meeting their own supplier/vendor diversity goals and compliance with required diversity plans found on the [MGC's Diversity Webpage](#). Both Plainridge Park Casino and MGM Springfield were fully operational during FY2019, and Encore Boston Harbor was in its final year of construction. MGC hosted monthly Access and Opportunity committee meetings and engaged a full-time project oversight manager to monitor construction diversity efforts. MGC also published the [Best Practices for Diversity in the Construction Industry](#) report highlighting practices used by the casinos, their contractors, and the MGC to exceed construction diversity goals. Oversight during operations involved quarterly diversity reporting, compliance audits and reviews, as well as working with community organizations to assist the casinos in sourcing diverse vendors. Each casino's progress reaching goals may be reviewed in the MGC's annual report on the [MGC Reports and Publications Webpage](#).

### **Massachusetts Growth Capital Corporation (MGCC)**

Massachusetts Growth Capital Corporation (MGCC) works to provide economic opportunities to MBEs, WBEs, and VBEs through financial services and technical assistance. In November 2015, MGCC launched the Diversity Goal Support Program to support private and public contracts. The goal of the program is to enable MBEs, WBEs, and VBEs to better compete for public contracts in Massachusetts. The program gives these firms the opportunity to access credit to meet up-front expenses in the awarding of a contract, helping to bridge the gap between the start of a project and when the business starts receiving payment from the client. In addition, MGCC will provide working capital loans and will work with customers to overcome obstacles in accessing capital.

MGCC communicates with statewide partners, including the Business Equity Initiative, the Center for Women & Enterprise, the Greater New England Minority Supplier Development Council, and the Massachusetts Minority Contractors Association, and the SDO to expand its reach to small and diverse suppliers. Program information, as well as further inclusive opportunities and initiatives supported by MGCC, may be found on [MGCC's website](#).

### **Massachusetts Housing Finance Agency (MassHousing)**

The Massachusetts Housing Finance Agency (MassHousing) continued its decades-long efforts to provide economic opportunities to Diverse Business Owners, not limited to Minority Businesses (MBEs) and Women Businesses (WBEs).

In FY2019, MassHousing spent nearly 7% of its operating budget with Diverse Business Owners. MassHousing also actively worked to engage VBEs at all levels of contracting and procurement.

MassHousing's developer borrowers must make good-faith efforts to hire MBE and WBE Business Owners 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 MBE/WBE vendor utilization goals are being met and that Fair Housing Marketing Plans are implemented.

In FY2019, of \$296 million in construction contracts awarded at MassHousing-financed developments, \$62 million (or approximately 21%) went to MBEs and \$23 million (or almost 8%) to WBEs. Of \$230.3 million spent on goods and services at MassHousing-financed rental housing, \$37.7 million (or approximately 16%) went to MBEs and \$27.2 million (or almost 12%) went to WBEs.

MassHousing's two annual trade fairs allow Diverse Business Owners (MBEs/WBEs/VBEs, and more) to showcase their goods and services to management companies, developers, general contractors, state procurement officers, housing-related businesses, and MassHousing staff. During FY2019 more than 80 Diverse Business Owners participated in these networking events. The Agency also offers Small Business Capacity Building Workshops to enhance the operational capabilities of MBEs/WBEs/VBEs. In FY2019, a match-making event connected a diverse pool of vendors with management and construction company representatives. As a result, those vendors obtained approximately \$370,000 in direct contracts.

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 semi-annual Business Opportunity Reports, which list potential work opportunities at housing developments throughout the Commonwealth. MassHousing's annual report may be found [here](#). MassHousing's procurements may be found [here](#).

### **Massachusetts Port Authority (Massport)**

Massachusetts Port Authority (Massport) is an independent public authority and is self-supporting. A recent report estimates that Massport contributes approximately \$22 billion a year in total economic impact. Massport is governed by a seven-member board appointed by the Governor. Six board members serve staggered seven-year terms, and one ex officio member is the Commonwealth's Secretary of Transportation.

During FY2019, Massport determined an overall diverse supplier goal of 2.54% for the purchase of goods and non-professional services, and achieved 4.3% diverse supplier participation, exceeding the goal by 1.76%. Massport's [Bids & Opportunities](#) webpage lists information on upcoming Request for Proposals and Bid Opportunities.

### **Massachusetts School Building Authority (MSBA)**

The Massachusetts School Building Authority (MSBA) is a quasi-independent state authority that provides partial reimbursement grant funding for school construction projects that are participating in the MSBA's grant program. The MSBA is committed 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 in partnership with OSD's 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. Indeed, the MSBA encourages districts to employ M/WBEs on school construction projects through language incorporated in the MSBA template contracts and procurement documents which details the requirements for M/WBEs on school construction projects pursuant to [MGL c. 7C, § 6](#). Also, the MSBA requires Owner's Project Managers (OPMs) to monitor goals for hiring M/WBEs 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 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) 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 MSCBA is committed to strengthening a 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 MBEs, WBEs, and VBEs in a web-based, trade contractor prequalification process where they are awarded additional

credit toward prequalification. Notification of current opportunities are posted in the Central Register and at [MSCBA Solicitations](#). The MSCBA encourages its contractors, project managers, and other business associates to actively recruit women and minorities for their workforce participation. Monthly review of the workforce data on all projects results in an open dialog, creates demand, and results in real job opportunities. The MSCBA's annual report and additional information, including current projects and annual reports, may be viewed online at [www.mscba.org](http://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 FY2019 Report.

**MWRA FY2019 Supplier Diversity Spending**

Type	Certification	Diverse Spending	Annual Goal	% of Goal Met
Construction	MBE	\$11,699,641	\$7,767,088	150.6%
	WBE	\$20,152,509	\$3,862,088	521.8%
Professional Services	MBE	\$2,285,171	\$1,704,392	134.1%
	WBE	\$1,551,120	\$1,369,685	113.2%
Goods/Services	MBE	\$213,198	\$528,486	40.3%
	WBE	\$780,760	\$1,673,060	46.7%

Listings for MWRA bidding and contracting opportunities, including construction, goods/non-professional services, and professional services, may be found on the [MWRA Supplier Portal](#) and/or in publications such as the Central Register, Goods and Services Bulletin, the Boston Herald, the Bay State Banner Publication, El Mundo, and/or [COMMBUYS](#).

### University of Massachusetts (UMass) Organizations

During FY2019, UMass continued to expand its Supplier Diversity Program through its active participation in industry networking events and its status as a member of the Steering Committee for the State, as well as the Quasi-Public Agencies Supplier Diversity Committee. UMass also joined the Boston Chamber of Commerce Pacesetters Initiative, which prioritizes the creation of opportunities for local, ethnic minority-owned companies.

#### Goods and Services: UMass Systems Office

The UMass Procurement team has implemented automated online bidding to help vendors more easily identify opportunities and respond to invitations to bid. The team also is working to standardize bid documents to streamline the process for submission of bids. The Request for Proposals documents may be accessed at the [UMass Procurement Portal](#).

**FY2019 UMass Goods and Services Diverse Spending<sup>23</sup>**

Certification	FY2019 Spending
MBE	\$22,070,986
WBE	\$24,874,455
Veteran	\$6,165,246
Disability	\$3,227,670

<sup>23</sup> UMass goods and services diversity spending information includes direct expenditures only.

**Construction: University of Massachusetts Building Authority (UMBA)**

The University of Massachusetts Building Authority (UMBA) is a distinct, public organization with a mission to build and renovate facilities on behalf of the University of Massachusetts. UMBA has a robust Minority and Women-Owned Business Enterprise (M/WBE) and workforce participation compliance program guided by a policy under which 17.9% of design contracts and 10.4% of construction contracts are awarded to M/WBE firms. UMBA also pursues representative participation of M/WBE firms for professional services, project managers, suppliers, and commissioning contracts.

UMBA works closely with architectural firms, general contractors, construction managers, and subcontractors to achieve, and in many cases, exceed the compliance goals related to MBE/WBE. In an effort to promote best practices and to expand the impact of its compliance efforts, UMBA has established regional Design & Construction Compliance Initiatives. These working groups meet regularly with construction managers, building trades, and community groups to assist contractors and subcontractors with the hiring of MBE/WBE firms. In these efforts, UMBA continues to work in collaboration with state and municipal agencies, as well as private development firms, to promote the opportunities available for M/WBE firms to contract on capital projects.

Quantitatively, approximately 15% of UMBA's annual capital spending is paid out to M/WBE firms. In FY2018 and FY2019 this equated to \$43.1 million and \$26.4 million, respectively.



## 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	\$179,920,595	\$14,393,648	\$19,789,122	137.49%	\$25,188,883	\$34,944,759	138.73%	\$5,397,618	\$13,139,223	243.43%	\$5,937,380	\$8,747,689	147.33%
EED	ECONOMIC DEVELOPMENT	\$154,954,595	\$12,396,368	\$18,517,568	149.38%	\$21,693,643	\$36,801,367	169.64%	\$4,648,638	\$208,929	4.49%	\$5,113,502	\$27,997,674	547.52%
EDU	EDUCATION	\$238,492,893	\$19,079,431	\$27,849,797	145.97%	\$33,389,005	\$41,901,915	125.50%	\$7,154,787	\$931,860	13.02%	\$7,870,265	\$29,225,433	371.34%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	\$110,742,550	\$8,859,404	\$2,936,125	33.14%	\$15,503,957	\$22,368,057	144.27%	\$3,322,276	\$1,692,366	50.94%	\$3,654,504	\$11,792,813	322.69%
EHS	HEALTH AND HUMAN SERVICES	\$2,824,096,006	\$225,927,680	\$239,489,272	106.00%	\$395,373,441	\$585,705,670	148.14%	\$84,722,880	\$8,920,135	10.53%	\$93,195,168	\$100,847,697	108.21%
EOL	LABOR AND WORKFORCE DEVELOPMENT	\$12,439,621	\$995,170	\$2,671,762	268.47%	\$1,741,547	\$2,559,528	146.97%	\$373,189	\$718,766	192.60%	\$410,507	\$866,168	211.00%
EPS	PUBLIC SAFETY AND SECURITY	\$97,124,610	\$7,769,969	\$15,550,431	200.14%	\$13,597,445	\$14,913,445	109.68%	\$2,913,738	\$4,380,207	150.33%	\$3,205,112	\$10,060,392	313.89%
ITD	TECHNOLOGY SERVICES AND SECURITY	\$75,263,314	\$6,021,065	\$13,733,964	228.10%	\$10,536,864	\$15,374,721	145.91%	\$2,257,899	\$2,042,725	90.47%	\$2,483,689	\$1,380,713	55.59%
DOT	TRANSPORTATION	\$1,000,294,606	\$80,023,568	\$59,829,779	74.77%	\$140,041,245	\$122,539,810	87.50%	\$30,008,838	\$7,608,509	25.35%	\$33,009,722	\$20,343,231	61.63%
	<b>Executive Subtotal</b>	<b>\$4,693,328,789</b>	<b>\$375,466,303</b>	<b>\$400,367,821</b>	<b>106.63%</b>	<b>\$657,066,030</b>	<b>\$877,109,271</b>	<b>133.49%</b>	<b>\$140,799,864</b>	<b>\$39,642,721</b>	<b>28.16%</b>	<b>\$154,879,850</b>	<b>\$211,261,810</b>	<b>136.40%</b>
CAD	COMMISSION AGAINST DISCRIMINATION	\$401,275	\$32,102	\$94,239	293.56%	\$56,178	\$138,916	247.28%	\$12,038	\$12,565	104.38%	\$13,242	\$3,977	30.04%
DAC	DISABLED PERSONS PROTECTION COMMISSION	\$503,071	\$40,246	\$86,859	215.82%	\$70,430	\$103,033	146.29%	\$15,092	\$10,977	72.74%	\$16,601	\$94,428	568.80%
MGC	MASSACHUSETTS GAMING COMMISSION	\$6,462,819	\$517,025	\$542,611	104.95%	\$904,795	\$510,686	56.44%	\$193,885	\$39,928	20.59%	\$213,273	\$1,764,509	827.35%
GOV	OFFICE OF THE GOVERNOR	\$35,545	\$2,844	\$5,806	204.17%	\$4,976	\$6,140	123.38%	\$1,066	\$3,014	282.62%	\$1,173	\$0	0.00%
	<b>Non-Executive and Constitutional Subtotal</b>	<b>\$7,402,709</b>	<b>\$592,217</b>	<b>\$729,514</b>	<b>123.18%</b>	<b>\$1,036,379</b>	<b>\$758,775</b>	<b>73.21%</b>	<b>\$222,081</b>	<b>\$66,485</b>	<b>29.94%</b>	<b>\$244,289</b>	<b>\$1,862,915</b>	<b>762.59%</b>
MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$29,896,778	\$2,391,742	\$4,143,751	173.25%	\$4,185,549	\$2,992,572	71.50%	\$896,903	\$80,877	9.02%	N/A	N/A	N/A
MHA	MASS HOUSING	\$14,790,530	\$1,183,242	\$532,242	44.98%	\$2,070,674	\$408,793	19.74%	\$443,716	\$132,553	29.87%	N/A	N/A	N/A
	<b>Quasi-Public Subtotal</b>	<b>\$44,687,308</b>	<b>\$3,574,985</b>	<b>\$4,675,993</b>	<b>130.80%</b>	<b>\$6,256,223</b>	<b>\$3,401,366</b>	<b>54.37%</b>	<b>\$1,340,619</b>	<b>\$213,430</b>	<b>15.92%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
	<b>TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$379,633,505</b>	<b>\$405,773,328</b>	<b>106.89%</b>	<b>\$664,358,633</b>	<b>\$881,269,412</b>	<b>132.65%</b>	<b>\$142,362,564</b>	<b>\$39,922,636</b>	<b>28.04%</b>	<b>\$155,124,139</b>	<b>\$213,124,725</b>	<b>137.39%</b>

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	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$22,918	\$1,833	\$36	\$1,101	\$1,137	62.01%	(\$697)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$117,718	\$9,417	\$54,372	\$1,781	\$56,153	596.27%	\$46,736
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,556,056	\$1,484,484	\$3,731,216	\$669,278	\$4,400,494	296.43%	\$2,916,010
ANF	ATB	APPELLATE TAX BOARD	\$1,621	\$130	\$1,371	\$93	\$1,463	1128.30%	\$1,334
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,295,621	\$103,650	\$0	\$29,741	\$29,741	28.69%	(\$73,908)
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,520	\$602	\$598	\$159	\$757	125.79%	\$155
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$136,973,213	\$10,957,857	\$955,053	\$12,337,166	\$13,292,219	121.30%	\$2,334,362
ANF	DOR	DEPARTMENT OF REVENUE	\$10,543,341	\$843,467	\$565,373	\$429,591	\$994,965	117.96%	\$151,497
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,666,180	\$213,294	\$9,065	\$85,220	\$94,285	44.20%	(\$119,009)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,390,332	\$111,227	\$15,613	\$32,199	\$47,812	42.99%	(\$63,414)
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,551	\$444	\$725	\$471	\$1,197	269.44%	\$752
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$47,000	\$3,760	\$6,026	\$657	\$6,683	177.75%	\$2,923
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,273,555	\$421,884	\$3,345	\$360,434	\$363,779	86.23%	(\$58,105)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$968,239	\$77,459	\$185,442	\$48,697	\$234,139	302.27%	\$156,680
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,051,728	\$164,138	\$229,516	\$34,781	\$264,297	161.02%	\$100,158
		<b>TOTAL</b>	<b>\$179,920,595</b>	<b>\$14,393,648</b>	<b>\$5,757,753</b>	<b>\$14,031,369</b>	<b>\$19,789,122</b>	<b>137.49%</b>	<b>\$5,395,475</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$401,275	\$32,102	\$71,773	\$22,466	\$94,239	293.56%	\$62,137
		<b>TOTAL</b>	<b>\$401,275</b>	<b>\$32,102</b>	<b>\$71,773</b>	<b>\$22,466</b>	<b>\$94,239</b>	<b>293.56%</b>	<b>\$62,137</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$503,071	\$40,246	\$67,232	\$19,627	\$86,859	215.82%	\$46,613
		<b>TOTAL</b>	<b>\$503,071</b>	<b>\$40,246</b>	<b>\$67,232</b>	<b>\$19,627</b>	<b>\$86,859</b>	<b>215.82%</b>	<b>\$46,613</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,000,294,606	\$80,023,568	\$24,101,857	\$35,727,923	\$59,829,779	74.77%	(\$20,193,789)
		<b>TOTAL</b>	<b>\$1,000,294,606</b>	<b>\$80,023,568</b>	<b>\$24,101,857</b>	<b>\$35,727,923</b>	<b>\$59,829,779</b>	<b>74.77%</b>	<b>(\$20,193,789)</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$50,671,162	\$4,053,693	\$912,492	\$90,673	\$1,003,165	24.75%	(\$3,050,528)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$17,971,913	\$1,437,753	\$3,261,564	\$900,694	\$4,162,258	289.50%	\$2,724,505
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$164,910,784	\$13,192,863	\$19,979,513	\$2,693,462	\$22,672,975	171.86%	\$9,480,112
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,939,035	\$395,123	\$5,576	\$5,823	\$11,399	2.88%	(\$383,724)
		<b>TOTAL</b>	<b>\$238,492,893</b>	<b>\$19,079,431</b>	<b>\$24,159,145</b>	<b>\$3,690,652</b>	<b>\$27,849,797</b>	<b>145.97%</b>	<b>\$8,770,366</b>
EED	DOB	DIVISION OF BANKS	\$374,663	\$29,973	\$82,151	\$19,165	\$101,316	338.02%	\$71,343
EED	DOI	DIVISION OF INSURANCE	\$520,997	\$41,680	\$137,035	\$8,578	\$145,613	349.36%	\$103,933
EED	DOS	DIVISION OF STANDARDS	\$23,755	\$1,900	\$3,597	\$1,413	\$5,010	263.61%	\$3,109
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$743,059	\$59,445	\$201,607	\$51,756	\$253,363	426.22%	\$193,918
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$738,540	\$59,083	\$1,018	\$11,279	\$12,297	20.81%	(\$46,786)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$151,326,117	\$12,106,089	\$16,600,643	\$773,980	\$17,374,623	143.52%	\$5,268,534
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,085,159	\$86,813	\$497,495	\$58,463	\$555,958	640.41%	\$469,145
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$55,280	\$4,422	\$22,143	\$2,155	\$24,298	549.42%	\$19,875
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$7,539	\$603	\$935	\$634	\$1,569	260.06%	\$965
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$79,485	\$6,359	\$38,775	\$4,747	\$43,522	684.44%	\$37,163
		<b>TOTAL</b>	<b>\$154,954,595</b>	<b>\$12,396,368</b>	<b>\$17,585,398</b>	<b>\$932,170</b>	<b>\$18,517,568</b>	<b>149.38%</b>	<b>\$6,121,201</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,727,618	\$138,209	\$28,159	\$126,082	\$154,241	111.60%	\$16,031
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$374,054,506	\$29,924,360	\$12,019,502	\$5,220,193	\$17,239,695	57.61%	(\$12,684,666)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,082,703,850	\$86,616,308	\$62,730,704	\$7,935,333	\$70,666,037	81.59%	(\$15,950,271)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$257,972,305	\$20,637,784	\$31,292,062	\$6,235,335	\$37,527,396	181.84%	\$16,889,612
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,675,826	\$24,774,066	\$23,056,381	\$1,797,809	\$24,854,190	100.32%	\$80,124
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$66,191,041	\$5,295,283	\$3,988,616	\$923,669	\$4,912,285	92.77%	(\$382,998)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$279,835,304	\$22,386,824	\$13,758,207	\$4,985,089	\$18,743,296	83.72%	(\$3,643,528)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$356,129,393	\$28,490,351	\$32,601,812	\$27,359,867	\$59,961,678	210.46%	\$31,471,327
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,794,099	\$143,528	\$27,980	\$91,001	\$118,982	82.90%	(\$24,546)
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,189,438	\$895,155	\$23,500	\$63,949	\$87,449	9.77%	(\$807,706)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,900,721	\$152,058	\$869	\$4,307	\$5,175	3.40%	(\$146,882)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$55,746,700	\$4,459,736	\$3,796,216	\$332,671	\$4,128,888	92.58%	(\$330,848)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,268,694	\$181,496	\$125,123	\$10,519	\$135,642	74.74%	(\$45,854)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$702,151	\$56,172	\$62,706	\$20,705	\$83,411	148.49%	\$27,239
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,204,361	\$1,776,349	\$557,404	\$313,502	\$870,907	49.03%	(\$905,442)
		<b>TOTAL</b>	<b>\$2,824,096,006</b>	<b>\$225,927,680</b>	<b>\$184,069,242</b>	<b>\$55,420,030</b>	<b>\$239,489,272</b>	<b>106.00%</b>	<b>\$13,561,592</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$946,347	\$75,708	\$31,988	\$16,842	\$48,830	64.50%	(\$26,878)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,007,201	\$6,320,576	\$142,645	\$1,196,446	\$1,339,091	21.19%	(\$4,981,485)

ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,659,504	\$132,760	\$48,568	\$25,199	\$73,767	55.56%	(\$58,993)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,094,391	\$167,551	\$4,323	\$75,156	\$79,479	47.44%	(\$88,072)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,661,052	\$692,884	\$421,254	\$342,600	\$763,854	110.24%	\$70,970
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,806,478	\$704,518	\$237,480	\$195,061	\$432,541	61.40%	(\$271,977)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,174,193	\$653,935	\$29,993	\$116,539	\$146,532	22.41%	(\$507,403)
ENV	SRB	STATE RECLAMATION BOARD	\$1,393,384	\$111,471	\$16,060	\$35,971	\$52,031	46.68%	(\$59,440)
		<b>TOTAL</b>	<b>\$110,742,550</b>	<b>\$8,859,404</b>	<b>\$932,312</b>	<b>\$2,003,813</b>	<b>\$2,936,125</b>	<b>33.14%</b>	<b>(\$5,923,279)</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,439,621	\$995,170	\$2,232,340	\$439,422	\$2,671,762	268.47%	\$1,676,592
		<b>TOTAL</b>	<b>\$12,439,621</b>	<b>\$995,170</b>	<b>\$2,232,340</b>	<b>\$439,422</b>	<b>\$2,671,762</b>	<b>268.47%</b>	<b>\$1,676,592</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,936,720	\$234,938	\$26,493	\$33,197	\$59,691	25.41%	(\$175,247)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$229,049	\$18,324	\$181,815	\$11,983	\$193,797	1057.62%	\$175,473
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$875,834	\$70,067	\$35,727	\$9,015	\$44,742	63.86%	(\$25,325)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,980,027	\$158,402	\$202,769	\$54,543	\$257,313	162.44%	\$98,911
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,061,208	\$244,897	\$18,469	\$143,523	\$161,992	66.15%	(\$82,905)
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,687,710	\$2,375,017	\$777,105	\$1,736,240	\$2,513,345	105.82%	\$138,329
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,468,123	\$1,797,450	\$8,736,486	\$1,067,703	\$9,804,189	545.45%	\$8,006,739
EPS	MIL	MILITARY DIVISION	\$8,699,978	\$695,998	\$682,124	\$133,640	\$815,765	117.21%	\$119,767
EPS	PAR	PAROLE BOARD	\$1,232,402	\$98,592	\$6,132	\$53,092	\$59,224	60.07%	(\$39,369)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,457,484	\$2,036,599	\$587,447	\$944,025	\$1,531,472	75.20%	(\$505,127)
EPS	SOR	SEX OFFENDER REGISTRY	\$496,075	\$39,686	\$84,194	\$24,707	\$108,901	274.41%	\$69,215
		<b>TOTAL</b>	<b>\$97,124,610</b>	<b>\$7,769,969</b>	<b>\$11,338,762</b>	<b>\$4,211,669</b>	<b>\$15,550,431</b>	<b>200.14%</b>	<b>\$7,780,462</b>
GOV	GOV	GOVERNORS OFFICE	\$35,545	\$2,844	\$417	\$5,388	\$5,806	204.17%	\$2,962
		<b>TOTAL</b>	<b>\$35,545</b>	<b>\$2,844</b>	<b>\$417</b>	<b>\$5,388</b>	<b>\$5,806</b>	<b>204.17%</b>	<b>\$2,962</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$75,263,314	\$6,021,065	\$10,597,471	\$3,136,493	\$13,733,964	228.10%	\$7,712,899
		<b>TOTAL</b>	<b>\$75,263,314</b>	<b>\$6,021,065</b>	<b>\$10,597,471</b>	<b>\$3,136,493</b>	<b>\$13,733,964</b>	<b>228.10%</b>	<b>\$7,712,899</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$29,896,778	\$2,391,742	\$946,807	\$3,196,944	\$4,143,751	173.25%	\$1,752,009
		<b>TOTAL</b>	<b>\$29,896,778</b>	<b>\$2,391,742</b>	<b>\$946,807</b>	<b>\$3,196,944</b>	<b>\$4,143,751</b>	<b>173.25%</b>	<b>\$1,752,009</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,462,819	\$517,025	\$483,127	\$59,484	\$542,611	104.95%	\$25,586
		<b>TOTAL</b>	<b>\$6,462,819</b>	<b>\$517,025</b>	<b>\$483,127</b>	<b>\$59,484</b>	<b>\$542,611</b>	<b>104.95%</b>	<b>\$25,586</b>
MHA	MHA	MASSHOUSING	\$14,790,530	\$1,183,242	\$425,990	\$106,252	\$532,242	44.98%	(\$651,000)
		<b>TOTAL</b>	<b>\$14,790,530</b>	<b>\$1,183,242</b>	<b>\$425,990</b>	<b>\$106,252</b>	<b>\$532,242</b>	<b>44.98%</b>	<b>(\$651,000)</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$379,633,505</b>	<b>\$282,769,625</b>	<b>\$123,003,703</b>	<b>\$405,773,328</b>	<b>106.89%</b>	<b>\$26,139,824</b>

## Appendix C: WBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$22,918	\$3,209	\$3,887	\$1,169	\$5,056	157.58%	\$1,847
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$117,718	\$16,480	\$55,901	\$1,892	\$57,793	350.67%	\$41,312
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,556,056	\$2,597,848	\$3,801,927	\$710,773	\$4,512,700	173.71%	\$1,914,852
ANF	ATB	APPELLATE TAX BOARD	\$1,621	\$227	\$1,371	\$99	\$1,469	647.28%	\$1,242
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,295,621	\$181,387	\$8,939	\$112,996	\$121,935	67.22%	(\$59,452)
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,520	\$1,053	\$598	\$169	\$767	72.82%	(\$286)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$136,973,213	\$19,176,250	\$7,350,068	\$18,422,854	\$25,772,923	134.40%	\$6,596,673
ANF	DOR	DEPARTMENT OF REVENUE	\$10,543,341	\$1,476,068	\$1,592,900	\$519,202	\$2,112,102	143.09%	\$636,034
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,666,180	\$373,265	\$356,882	\$90,504	\$447,385	119.86%	\$74,120
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,390,332	\$194,646	\$579,423	\$34,196	\$613,619	315.25%	\$418,973
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,551	\$777	\$725	\$500	\$1,226	157.73%	\$449
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$47,000	\$6,580	\$6,125	\$698	\$6,823	103.69%	\$243
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,273,555	\$738,298	\$215,965	\$377,216	\$593,181	80.34%	(\$145,117)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$968,239	\$135,553	\$195,537	\$51,716	\$247,253	182.40%	\$111,700
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,051,728	\$287,242	\$413,591	\$36,937	\$450,528	156.85%	\$163,286
		<b>TOTAL</b>	<b>\$179,920,595</b>	<b>\$25,188,883</b>	<b>\$14,583,839</b>	<b>\$20,360,920</b>	<b>\$34,944,759</b>	<b>138.73%</b>	<b>\$9,755,876</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$401,275	\$56,178	\$115,057	\$23,859	\$138,916	247.28%	\$82,738
		<b>TOTAL</b>	<b>\$401,275</b>	<b>\$56,178</b>	<b>\$115,057</b>	<b>\$23,859</b>	<b>\$138,916</b>	<b>247.28%</b>	<b>\$82,738</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$503,071	\$70,430	\$82,189	\$20,844	\$103,033	146.29%	\$32,603
		<b>TOTAL</b>	<b>\$503,071</b>	<b>\$70,430</b>	<b>\$82,189</b>	<b>\$20,844</b>	<b>\$103,033</b>	<b>146.29%</b>	<b>\$32,603</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,000,294,606	\$140,041,245	\$57,260,835	\$65,278,975	\$122,539,810	87.50%	(\$17,501,435)
		<b>TOTAL</b>	<b>\$1,000,294,606</b>	<b>\$140,041,245</b>	<b>\$57,260,835</b>	<b>\$65,278,975</b>	<b>\$122,539,810</b>	<b>87.50%</b>	<b>(\$17,501,435)</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$50,671,162	\$7,093,963	\$1,780,423	\$176,234	\$1,956,658	27.58%	(\$5,137,305)

EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$17,971,913	\$2,516,068	\$3,704,528	\$956,538	\$4,661,066	185.25%	\$2,144,998
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$164,910,784	\$23,087,510	\$31,879,433	\$3,370,103	\$35,249,536	152.68%	\$12,162,026
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,939,035	\$691,465	\$28,471	\$6,184	\$34,655	5.01%	(\$656,810)
		<b>TOTAL</b>	<b>\$238,492,893</b>	<b>\$33,389,005</b>	<b>\$37,392,856</b>	<b>\$4,509,059</b>	<b>\$41,901,915</b>	<b>125.50%</b>	<b>\$8,512,910</b>
EED	DOB	DIVISION OF BANKS	\$374,663	\$52,453	\$34,293	\$20,354	\$54,647	104.18%	\$2,194
EED	DOI	DIVISION OF INSURANCE	\$520,997	\$72,940	\$142,293	\$9,110	\$151,403	207.57%	\$78,464
EED	DOS	DIVISION OF STANDARDS	\$23,755	\$3,326	\$747	\$1,500	\$2,247	67.57%	(\$1,078)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$743,059	\$104,028	\$171,590	\$54,965	\$226,555	217.78%	\$122,527
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$738,540	\$103,396	\$57,288	\$11,978	\$69,267	66.99%	(\$34,129)
EED	ODC	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$151,326,117	\$21,185,656	\$31,288,444	\$3,932,909	\$35,221,354	166.25%	\$14,035,697
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,085,159	\$151,922	\$908,134	\$62,088	\$970,222	638.63%	\$818,300
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$55,280	\$7,739	\$18,509	\$2,288	\$20,797	268.72%	\$13,058
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$7,539	\$1,055	\$3,277	\$673	\$3,950	374.23%	\$2,894
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$79,485	\$11,128	\$75,884	\$5,041	\$80,925	727.23%	\$69,798
		<b>TOTAL</b>	<b>\$154,954,595</b>	<b>\$21,693,643</b>	<b>\$32,700,460</b>	<b>\$4,100,907</b>	<b>\$36,801,367</b>	<b>169.64%</b>	<b>\$15,107,724</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,727,618	\$241,867	\$247,103	\$133,899	\$381,002	157.53%	\$139,135
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$374,054,506	\$52,367,316	\$101,867,316	\$6,771,041	\$108,638,357	207.45%	\$56,270,726
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,082,703,850	\$151,578,539	\$200,310,940	\$16,749,872	\$217,060,812	143.20%	\$65,482,273
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$257,972,305	\$36,116,123	\$64,831,077	\$11,154,319	\$75,985,396	210.39%	\$39,869,273
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,675,826	\$43,354,616	\$52,178,805	\$5,057,684	\$57,236,489	132.02%	\$13,881,873
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$66,191,041	\$9,266,746	\$20,070,288	\$1,837,901	\$21,908,189	236.42%	\$12,641,443
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$279,835,304	\$39,176,942	\$12,585,242	\$5,326,529	\$17,911,772	45.72%	(\$21,265,171)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$356,129,393	\$49,858,115	\$20,959,341	\$52,667,896	\$73,627,237	147.67%	\$23,769,122
EHS	HLI	SOLDIERS' HOME IN HOLYOKE	\$1,794,099	\$251,174	\$214,226	\$96,643	\$310,870	123.77%	\$59,696
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,189,438	\$1,566,521	\$1,672,476	\$183,078	\$1,855,555	118.45%	\$289,034
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,900,721	\$266,101	\$1,165,387	\$17,178	\$1,182,566	444.40%	\$916,465
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$55,746,700	\$7,804,687	\$6,430,687	\$970,208	\$7,400,895	94.83%	(\$403,643)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,268,694	\$317,617	\$30,575	\$49,898	\$80,472	25.34%	(\$237,145)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$702,151	\$98,301	\$124,537	\$133,263	\$257,800	262.26%	\$159,499
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,204,361	\$3,108,611	\$1,504,738	\$363,521	\$1,868,259	60.10%	(\$1,240,351)
		<b>TOTAL</b>	<b>\$2,824,096,006</b>	<b>\$395,373,441</b>	<b>\$484,192,740</b>	<b>\$101,512,929</b>	<b>\$585,705,670</b>	<b>148.14%</b>	<b>\$190,332,229</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$946,347	\$132,489	\$63,953	\$17,886	\$81,839	61.77%	(\$50,649)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,007,201	\$11,061,008	\$13,037,671	\$1,998,098	\$15,035,769	135.93%	\$3,974,761
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,659,504	\$232,331	\$237,672	\$26,761	\$264,434	113.82%	\$32,103
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,094,391	\$293,215	\$7,182	\$79,816	\$86,997	29.67%	(\$206,217)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,661,052	\$1,212,547	\$4,776,600	\$363,841	\$5,140,441	423.94%	\$3,927,894
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,806,478	\$1,232,907	\$582,575	\$207,155	\$789,729	64.05%	(\$443,178)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,174,193	\$1,144,387	\$830,108	\$76,181	\$906,290	79.19%	(\$238,098)
ENV	SRB	STATE RECLAMATION BOARD	\$1,393,384	\$195,074	\$24,357	\$38,201	\$62,558	32.07%	(\$132,516)
		<b>TOTAL</b>	<b>\$110,742,550</b>	<b>\$15,503,957</b>	<b>\$19,560,118</b>	<b>\$2,807,939</b>	<b>\$22,368,057</b>	<b>144.27%</b>	<b>\$6,864,100</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,439,621	\$1,741,547	\$2,092,862	\$466,666	\$2,559,528	146.97%	\$817,981
		<b>TOTAL</b>	<b>\$12,439,621</b>	<b>\$1,741,547</b>	<b>\$2,092,862</b>	<b>\$466,666</b>	<b>\$2,559,528</b>	<b>146.97%</b>	<b>\$817,981</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,936,720	\$411,141	\$2,429,001	\$35,255	\$2,464,257	599.37%	\$2,053,116
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$229,049	\$32,067	\$137,394	\$12,726	\$150,120	468.15%	\$118,053
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$875,834	\$122,617	\$40,741	\$9,573	\$50,315	41.03%	(\$72,302)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,980,027	\$277,204	\$75,141	\$57,925	\$133,067	48.00%	(\$144,137)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,061,208	\$428,569	\$119,523	\$151,017	\$270,540	63.13%	(\$158,029)
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,687,710	\$4,156,279	\$1,903,578	\$2,128,847	\$4,032,425	97.02%	(\$123,854)
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,468,123	\$3,145,537	\$3,455,439	\$1,134,255	\$4,589,694	145.91%	\$1,444,156
EPS	MIL	MILITARY DIVISION	\$8,699,978	\$1,217,997	\$425,342	\$216,090	\$641,432	52.66%	(\$576,565)
EPS	PAR	PAROLE BOARD	\$1,232,402	\$172,536	\$88,168	\$56,570	\$144,738	83.89%	(\$27,799)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,457,484	\$3,564,048	\$1,040,049	\$1,344,412	\$2,384,461	66.90%	(\$1,179,587)
EPS	SOR	SEX OFFENDER REGISTRY	\$496,075	\$69,451	\$26,158	\$26,239	\$52,397	75.44%	(\$17,054)
		<b>TOTAL</b>	<b>\$97,124,610</b>	<b>\$13,597,445</b>	<b>\$9,740,535</b>	<b>\$5,172,910</b>	<b>\$14,913,445</b>	<b>109.68%</b>	<b>\$1,315,999</b>
GOV	GOV	GOVERNORS OFFICE	\$35,545	\$4,976	\$417	\$5,722	\$6,140	123.38%	\$1,163
		<b>TOTAL</b>	<b>\$35,545</b>	<b>\$4,976</b>	<b>\$417</b>	<b>\$5,722</b>	<b>\$6,140</b>	<b>123.38%</b>	<b>\$1,163</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$75,263,314	\$10,536,864	\$12,043,764	\$3,330,957	\$15,374,721	145.91%	\$4,837,857
		<b>TOTAL</b>	<b>\$75,263,314</b>	<b>\$10,536,864</b>	<b>\$12,043,764</b>	<b>\$3,330,957</b>	<b>\$15,374,721</b>	<b>145.91%</b>	<b>\$4,837,857</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$29,896,778	\$4,185,549	\$1,693,335	\$1,299,237	\$2,992,572	71.50%	(\$1,192,977)
		<b>TOTAL</b>	<b>\$29,896,778</b>	<b>\$4,185,549</b>	<b>\$1,693,335</b>	<b>\$1,299,237</b>	<b>\$2,992,572</b>	<b>71.50%</b>	<b>(\$1,192,977)</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,462,819	\$904,795	\$447,405	\$63,282	\$510,686	56.44%	(\$394,108)
		<b>TOTAL</b>	<b>\$6,462,819</b>	<b>\$904,795</b>	<b>\$447,405</b>	<b>\$63,282</b>	<b>\$510,686</b>	<b>56.44%</b>	<b>(\$394,108)</b>
MHA	MHA	MASSHOUSING	\$14,790,530	\$2,070,674	\$405,274	\$3,520	\$408,793	19.74%	(\$1,661,881)

		<b>TOTAL</b>	<b>\$14,790,530</b>	<b>\$2,070,674</b>	<b>\$405,274</b>	<b>\$3,520</b>	<b>\$408,793</b>	<b>19.74%</b>	<b>(\$1,661,881)</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$664,358,633</b>	<b>\$672,311,687</b>	<b>\$208,957,725</b>	<b>\$881,269,412</b>	<b>132.65%</b>	<b>\$216,910,779</b>

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

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$22,918	\$688	\$0	\$616	\$616	89.54%	(\$72)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$117,718	\$3,532	\$0	\$996	\$996	28.21%	(\$2,535)
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,556,056	\$556,682	\$3,696	\$374,330	\$378,026	67.91%	(\$178,655)
ANF	ATB	APPELLATE TAX BOARD	\$1,621	\$49	\$0	\$52	\$52	106.86%	\$3
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,295,621	\$38,869	\$0	\$10,778	\$10,778	27.73%	(\$28,091)
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,520	\$226	\$0	\$89	\$89	39.47%	(\$137)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$136,973,213	\$4,109,196	\$10,356,496	\$1,897,156	\$12,253,652	298.20%	\$8,144,456
ANF	DOR	DEPARTMENT OF REVENUE	\$10,543,341	\$316,300	\$6,789	\$216,090	\$222,879	70.46%	(\$93,421)
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,666,180	\$79,985	\$0	\$47,664	\$47,664	59.59%	(\$32,321)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,390,332	\$41,710	\$7,753	\$18,009	\$25,762	61.76%	(\$15,948)
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,551	\$167	\$0	\$264	\$264	158.24%	\$97
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$47,000	\$1,410	\$0	\$368	\$368	26.07%	(\$1,042)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,273,555	\$158,207	\$0	\$151,388	\$151,388	95.69%	(\$6,818)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$968,239	\$29,047	\$0	\$27,236	\$27,236	93.77%	(\$1,811)
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,051,728	\$61,552	\$0	\$19,453	\$19,453	31.60%	(\$42,099)
		<b>TOTAL</b>	<b>\$179,920,595</b>	<b>\$5,397,618</b>	<b>\$10,374,734</b>	<b>\$2,764,489</b>	<b>\$13,139,223</b>	<b>243.43%</b>	<b>\$7,741,606</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$401,275	\$12,038	\$0	\$12,565	\$12,565	104.38%	\$527
		<b>TOTAL</b>	<b>\$401,275</b>	<b>\$12,038</b>	<b>\$0</b>	<b>\$12,565</b>	<b>\$12,565</b>	<b>104.38%</b>	<b>\$527</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$503,071	\$15,092	\$0	\$10,977	\$10,977	72.74%	(\$4,115)
		<b>TOTAL</b>	<b>\$503,071</b>	<b>\$15,092</b>	<b>\$0</b>	<b>\$10,977</b>	<b>\$10,977</b>	<b>72.74%</b>	<b>(\$4,115)</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,000,294,606	\$30,008,838	\$837,072	\$6,771,437	\$7,608,509	25.35%	(\$22,400,329)
		<b>TOTAL</b>	<b>\$1,000,294,606</b>	<b>\$30,008,838</b>	<b>\$837,072</b>	<b>\$6,771,437</b>	<b>\$7,608,509</b>	<b>25.35%</b>	<b>(\$22,400,329)</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$50,671,162	\$1,520,135	\$0	\$45,948	\$45,948	3.02%	(\$1,474,187)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$17,971,913	\$539,157	\$285,342	\$503,763	\$789,105	146.36%	\$249,948
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$164,910,784	\$4,947,324	\$0	\$93,550	\$93,550	1.89%	(\$4,853,773)
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,939,035	\$148,171	\$0	\$3,257	\$3,257	2.20%	(\$144,914)
		<b>TOTAL</b>	<b>\$238,492,893</b>	<b>\$7,154,787</b>	<b>\$285,342</b>	<b>\$646,518</b>	<b>\$931,860</b>	<b>13.02%</b>	<b>(\$6,222,927)</b>
EED	DOB	DIVISION OF BANKS	\$374,663	\$11,240	\$0	\$10,719	\$10,719	95.37%	(\$521)
EED	DOI	DIVISION OF INSURANCE	\$520,997	\$15,630	\$0	\$4,798	\$4,798	30.70%	(\$10,832)
EED	DOS	DIVISION OF STANDARDS	\$23,755	\$713	\$0	\$790	\$790	110.88%	\$78
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$743,059	\$22,292	\$0	\$28,948	\$28,948	129.86%	\$6,656
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$738,540	\$22,156	\$0	\$6,308	\$6,308	28.47%	(\$15,848)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$151,326,117	\$4,539,783	\$0	\$120,453	\$120,453	2.65%	(\$4,419,331)
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,085,159	\$32,555	\$0	\$32,699	\$32,699	100.44%	\$144
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$55,280	\$1,658	\$0	\$1,205	\$1,205	72.67%	(\$453)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$7,539	\$226	\$0	\$354	\$354	156.66%	\$128
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$79,485	\$2,385	\$0	\$2,655	\$2,655	111.35%	\$271
		<b>TOTAL</b>	<b>\$154,954,595</b>	<b>\$4,648,638</b>	<b>\$0</b>	<b>\$208,929</b>	<b>\$208,929</b>	<b>4.49%</b>	<b>(\$4,439,709)</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,727,618	\$51,829	\$9,581	\$70,518	\$80,099	154.55%	\$28,270
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$374,054,506	\$11,221,635	\$176,962	\$455,094	\$632,056	5.63%	(\$10,589,579)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,082,703,850	\$32,481,115	\$200,745	\$451,726	\$652,471	2.01%	(\$31,828,645)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$257,972,305	\$7,739,169	\$633,183	\$1,893,783	\$2,526,966	32.65%	(\$5,212,203)
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,675,826	\$9,290,275	\$0	\$395,218	\$395,218	4.25%	(\$8,895,057)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$66,191,041	\$1,985,731	\$92,912	\$164,068	\$256,979	12.94%	(\$1,728,752)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$279,835,304	\$8,395,059	\$1,388,934	\$2,722,739	\$4,111,673	48.98%	(\$4,283,386)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$356,129,393	\$10,683,882	\$0	\$3,023	\$3,023	0.03%	(\$10,680,859)
EHS	HLI	SOLDIERS' HOME IN HOLYOKE	\$1,794,099	\$53,823	\$4,335	\$50,897	\$55,232	102.62%	\$1,409
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,189,438	\$335,683	\$0	\$13,471	\$13,471	4.01%	(\$322,212)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,900,721	\$57,022	\$0	\$1,615	\$1,615	2.83%	(\$55,407)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$55,746,700	\$1,672,401	\$0	\$58,032	\$58,032	3.47%	(\$1,614,369)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,268,694	\$68,061	\$0	\$604	\$604	0.89%	(\$67,457)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$702,151	\$21,065	\$0	\$8,516	\$8,516	40.43%	(\$12,549)
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,204,361	\$666,131	\$0	\$124,179	\$124,179	18.64%	(\$541,951)

		<b>TOTAL</b>	<b>\$2,824,096,006</b>	<b>\$84,722,880</b>	<b>\$2,506,652</b>	<b>\$6,413,482</b>	<b>\$8,920,135</b>	<b>10.53%</b>	<b>(\$75,802,746)</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$946,347	\$28,390	\$1,854	\$9,420	\$11,274	39.71%	(\$17,117)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,007,201	\$2,370,216	\$126,208	\$662,680	\$788,887	33.28%	(\$1,581,329)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,659,504	\$49,785	\$0	\$14,094	\$14,094	28.31%	(\$35,691)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,094,391	\$62,832	\$0	\$42,035	\$42,035	66.90%	(\$20,797)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,661,052	\$259,832	\$57,071	\$191,618	\$248,689	95.71%	(\$11,143)
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,806,478	\$264,194	\$297,821	\$109,098	\$406,920	154.02%	\$142,725
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,174,193	\$245,226	\$122,335	\$33,005	\$155,340	63.35%	(\$89,886)
ENV	SRB	STATE RECLAMATION BOARD	\$1,393,384	\$41,802	\$5,008	\$20,119	\$25,127	60.11%	(\$16,675)
		<b>TOTAL</b>	<b>\$110,742,550</b>	<b>\$3,322,276</b>	<b>\$610,297</b>	<b>\$1,082,069</b>	<b>\$1,692,366</b>	<b>50.94%</b>	<b>(\$1,629,911)</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,439,621	\$373,189	\$472,995	\$245,771	\$718,766	192.60%	\$345,578
		<b>TOTAL</b>	<b>\$12,439,621</b>	<b>\$373,189</b>	<b>\$472,995</b>	<b>\$245,771</b>	<b>\$718,766</b>	<b>192.60%</b>	<b>\$345,578</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,936,720	\$88,102	\$2,117	\$18,567	\$20,685	23.48%	(\$67,417)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$229,049	\$6,871	\$0	\$6,702	\$6,702	97.54%	(\$169)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$875,834	\$26,275	\$0	\$5,042	\$5,042	19.19%	(\$21,233)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,980,027	\$59,401	\$21,004	\$30,506	\$51,510	86.72%	(\$7,891)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,061,208	\$91,836	\$4,278	\$79,327	\$83,606	91.04%	(\$8,231)
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,687,710	\$890,631	\$1,087,018	\$919,384	\$2,006,401	225.28%	\$1,115,770
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,468,123	\$674,044	\$119,101	\$593,896	\$712,997	105.78%	\$38,954
EPS	MIL	MILITARY DIVISION	\$8,699,978	\$260,999	\$92,343	\$74,746	\$167,089	64.02%	(\$93,910)
EPS	PAR	PAROLE BOARD	\$1,232,402	\$36,972	\$0	\$29,565	\$29,565	79.97%	(\$7,407)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,457,484	\$763,725	\$760,159	\$522,632	\$1,282,791	167.97%	\$519,067
EPS	SOR	SEX OFFENDER REGISTRY	\$496,075	\$14,882	\$0	\$13,819	\$13,819	92.85%	(\$1,063)
		<b>TOTAL</b>	<b>\$97,124,610</b>	<b>\$2,913,738</b>	<b>\$2,086,021</b>	<b>\$2,294,187</b>	<b>\$4,380,207</b>	<b>150.33%</b>	<b>\$1,466,469</b>
GOV	GOV	GOVERNORS OFFICE	\$35,545	\$1,066	\$0	\$3,014	\$3,014	282.62%	\$1,947
		<b>TOTAL</b>	<b>\$35,545</b>	<b>\$1,066</b>	<b>\$0</b>	<b>\$3,014</b>	<b>\$3,014</b>	<b>282.62%</b>	<b>\$1,947</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$75,263,314	\$2,257,899	\$288,468	\$1,754,257	\$2,042,725	90.47%	(\$215,174)
		<b>TOTAL</b>	<b>\$75,263,314</b>	<b>\$2,257,899</b>	<b>\$288,468</b>	<b>\$1,754,257</b>	<b>\$2,042,725</b>	<b>90.47%</b>	<b>(\$215,174)</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$29,896,778	\$896,903	\$0	\$80,877	\$80,877	9.02%	(\$816,026)
		<b>TOTAL</b>	<b>\$29,896,778</b>	<b>\$896,903</b>	<b>\$0</b>	<b>\$80,877</b>	<b>\$80,877</b>	<b>9.02%</b>	<b>(\$816,026)</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,462,819	\$193,885	\$6,678	\$33,251	\$39,928	20.59%	(\$153,956)
		<b>TOTAL</b>	<b>\$6,462,819</b>	<b>\$193,885</b>	<b>\$6,678</b>	<b>\$33,251</b>	<b>\$39,928</b>	<b>20.59%</b>	<b>(\$153,956)</b>
MHA	MHA	MASSHOUSING	\$14,790,530	\$443,716	\$27,397	\$105,156	\$132,553	29.87%	(\$311,163)
		<b>TOTAL</b>	<b>\$14,790,530</b>	<b>\$443,716</b>	<b>\$27,397</b>	<b>\$105,156</b>	<b>\$132,553</b>	<b>29.87%</b>	<b>(\$311,163)</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$142,362,564</b>	<b>\$17,495,657</b>	<b>\$22,426,980</b>	<b>\$39,922,636</b>	<b>28.04%</b>	<b>(\$102,439,928)</b>

## Appendix E: SBPP Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$22,918	\$756	\$1,826	\$0	\$1,826	241.42%	\$1,070
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$117,718	\$3,885	\$53,794	\$0	\$53,794	1384.76%	\$49,909
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,556,056	\$612,350	\$498,283	\$0	\$498,283	81.37%	(\$114,066)
ANF	ATB	APPELLATE TAX BOARD	\$1,621	\$54	\$0	\$0	\$0	0.00%	(\$54)
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,295,621	\$42,756	\$279,684	\$0	\$279,684	654.15%	\$236,929
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,520	\$248	\$0	\$0	\$0	0.00%	(\$248)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$136,973,213	\$4,520,116	\$5,963,131	\$0	\$5,963,131	131.92%	\$1,443,015
ANF	DOR	DEPARTMENT OF REVENUE	\$10,543,341	\$347,930	\$424,115	\$0	\$424,115	121.90%	\$76,185
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,666,180	\$87,984	\$3,022	\$0	\$3,022	3.43%	(\$84,962)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,390,332	\$45,881	\$240,257	\$0	\$240,257	523.65%	\$194,376
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,551	\$183	\$1,987	\$0	\$1,987	1084.50%	\$1,803
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$47,000	\$1,551	\$6,833	\$0	\$6,833	440.54%	\$5,282
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,273,555	\$174,027	\$1,240,205	\$0	\$1,240,205	712.65%	\$1,066,178
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$968,239	\$31,952	\$8,407	\$0	\$8,407	26.31%	(\$23,545)
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,051,728	\$67,707	\$26,146	\$0	\$26,146	38.62%	(\$41,561)
		<b>TOTAL</b>	<b>\$179,920,595</b>	<b>\$5,937,380</b>	<b>\$8,747,689</b>	<b>\$0</b>	<b>\$8,747,689</b>	<b>147.33%</b>	<b>\$2,810,310</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$401,275	\$13,242	\$3,977	\$0	\$3,977	30.04%	(\$9,265)
		<b>TOTAL</b>	<b>\$401,275</b>	<b>\$13,242</b>	<b>\$3,977</b>	<b>\$0</b>	<b>\$3,977</b>	<b>30.04%</b>	<b>(\$9,265)</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$503,071	\$16,601	\$94,428	\$0	\$94,428	568.80%	\$77,827
		<b>TOTAL</b>	<b>\$503,071</b>	<b>\$16,601</b>	<b>\$94,428</b>	<b>\$0</b>	<b>\$94,428</b>	<b>568.80%</b>	<b>\$77,827</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,000,294,606	\$33,009,722	\$20,343,231	\$0	\$20,343,231	61.63%	(\$12,666,491)

		<b>TOTAL</b>	<b>\$1,000,294,606</b>	<b>\$33,009,722</b>	<b>\$20,343,231</b>	<b>\$0</b>	<b>\$20,343,231</b>	<b>61.63%</b>	<b>(\$12,666,491)</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$50,671,162	\$1,672,148	\$1,486,722	\$0	\$1,486,722	88.91%	(\$185,426)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$17,971,913	\$593,073	\$3,210,173	\$0	\$3,210,173	541.28%	\$2,617,100
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$164,910,784	\$5,442,056	\$24,526,377	\$0	\$24,526,377	450.68%	\$19,084,321
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,939,035	\$162,988	\$2,161	\$0	\$2,161	1.33%	(\$160,827)
		<b>TOTAL</b>	<b>\$238,492,893</b>	<b>\$7,870,265</b>	<b>\$29,225,433</b>	<b>\$0</b>	<b>\$29,225,433</b>	<b>371.34%</b>	<b>\$21,355,167</b>
EED	DOB	DIVISION OF BANKS	\$374,663	\$12,364	\$13,292	\$0	\$13,292	107.51%	\$929
EED	DOI	DIVISION OF INSURANCE	\$520,997	\$17,193	\$128,367	\$0	\$128,367	746.63%	\$111,174
EED	DOS	DIVISION OF STANDARDS	\$23,755	\$784	\$2,850	\$0	\$2,850	363.56%	\$2,066
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$743,059	\$24,521	\$0	\$0	\$0	0.00%	(\$24,521)
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$738,540	\$24,372	\$23,938	\$0	\$23,938	98.22%	(\$434)
EED	QCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$151,326,117	\$4,993,762	\$27,801,690	\$0	\$27,801,690	556.73%	\$22,807,929
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,085,159	\$35,810	\$4,324	\$0	\$4,324	12.08%	(\$31,486)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$55,280	\$1,824	\$15,081	\$0	\$15,081	826.72%	\$13,257
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$7,539	\$249	\$2,342	\$0	\$2,342	941.42%	\$2,093
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$79,485	\$2,623	\$5,788	\$0	\$5,788	220.67%	\$3,165
		<b>TOTAL</b>	<b>\$154,954,595</b>	<b>\$5,113,502</b>	<b>\$27,997,674</b>	<b>\$0</b>	<b>\$27,997,674</b>	<b>547.52%</b>	<b>\$22,884,172</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,727,618	\$57,011	\$243,441	\$0	\$243,441	427.00%	\$186,430
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$374,054,506	\$12,343,799	\$6,337,550	\$0	\$6,337,550	51.34%	(\$6,006,249)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,082,703,850	\$35,729,227	\$27,036,188	\$0	\$27,036,188	75.67%	(\$8,693,039)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$257,972,305	\$8,513,086	\$26,801,215	\$0	\$26,801,215	314.82%	\$18,288,129
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,675,826	\$10,219,302	\$2,662,918	\$0	\$2,662,918	26.06%	(\$7,556,384)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$66,191,041	\$2,184,304	\$2,979,055	\$0	\$2,979,055	136.38%	\$794,751
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$279,835,304	\$9,234,565	\$9,371,950	\$0	\$9,371,950	101.49%	\$137,385
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$356,129,393	\$11,752,270	\$13,274,823	\$0	\$13,274,823	112.96%	\$1,522,553
EHS	HLV	SOLDIERS' HOME IN HOLYOKE	\$1,794,099	\$59,205	\$72,981	\$0	\$72,981	123.27%	\$13,775
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,189,438	\$369,251	\$1,011,571	\$0	\$1,011,571	273.95%	\$642,319
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,900,721	\$62,724	\$95,164	\$0	\$95,164	151.72%	\$32,440
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$55,746,700	\$1,839,641	\$8,468,732	\$0	\$8,468,732	460.35%	\$6,629,091
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,268,694	\$74,867	\$78,976	\$0	\$78,976	105.49%	\$4,109
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$702,151	\$23,171	\$78,940	\$0	\$78,940	340.68%	\$55,769
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,204,361	\$732,744	\$2,334,192	\$0	\$2,334,192	318.55%	\$1,601,448
		<b>TOTAL</b>	<b>\$2,824,096,006</b>	<b>\$93,195,168</b>	<b>\$100,847,697</b>	<b>\$0</b>	<b>\$100,847,697</b>	<b>108.21%</b>	<b>\$7,652,529</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$946,347	\$31,229	\$114,800	\$0	\$114,800	367.60%	\$83,570
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$79,007,201	\$2,607,238	\$6,953,236	\$0	\$6,953,236	266.69%	\$4,345,999
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,659,594	\$54,764	\$16,310	\$0	\$16,310	29.78%	(\$38,454)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,094,391	\$69,115	\$1,034,200	\$0	\$1,034,200	1496.35%	\$965,085
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,661,052	\$285,815	\$262,842	\$0	\$262,842	91.96%	(\$22,973)
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,806,478	\$290,614	\$700,699	\$0	\$700,699	241.11%	\$410,085
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,174,193	\$269,748	\$2,700,019	\$0	\$2,700,019	1000.94%	\$2,430,270
ENV	SRB	STATE RECLAMATION BOARD	\$1,393,384	\$45,982	\$10,708	\$0	\$10,708	23.29%	(\$35,273)
		<b>TOTAL</b>	<b>\$110,742,550</b>	<b>\$3,654,504</b>	<b>\$11,792,813</b>	<b>\$0</b>	<b>\$11,792,813</b>	<b>322.69%</b>	<b>\$8,138,309</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,439,621	\$410,507	\$866,168	\$0	\$866,168	211.00%	\$455,661
		<b>TOTAL</b>	<b>\$12,439,621</b>	<b>\$410,507</b>	<b>\$866,168</b>	<b>\$0</b>	<b>\$866,168</b>	<b>211.00%</b>	<b>\$455,661</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,936,720	\$96,912	\$71,734	\$0	\$71,734	74.02%	(\$25,178)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$229,049	\$7,559	\$0	\$0	\$0	0.00%	(\$7,559)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$875,834	\$28,903	\$45,764	\$0	\$45,764	158.34%	\$16,862
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,980,027	\$65,341	\$16,884	\$0	\$16,884	25.84%	(\$48,457)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,061,208	\$101,020	\$794,295	\$0	\$794,295	786.28%	\$693,275
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,687,710	\$979,694	\$2,618,793	\$0	\$2,618,793	267.31%	\$1,639,098
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,468,123	\$741,448	\$1,257,345	\$0	\$1,257,345	169.58%	\$515,897
EPS	MIL	MILITARY DIVISION	\$8,699,978	\$287,099	\$1,884,734	\$0	\$1,884,734	656.47%	\$1,597,635
EPS	PAR	PAROLE BOARD	\$1,232,402	\$40,669	\$3,103	\$0	\$3,103	7.63%	(\$37,567)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,457,484	\$840,097	\$3,235,509	\$0	\$3,235,509	385.14%	\$2,395,412
EPS	SOR	SEX OFFENDER REGISTRY	\$496,075	\$16,370	\$132,232	\$0	\$132,232	807.74%	\$115,861
		<b>TOTAL</b>	<b>\$97,124,610</b>	<b>\$3,205,112</b>	<b>\$10,060,392</b>	<b>\$0</b>	<b>\$10,060,392</b>	<b>313.89%</b>	<b>\$6,855,280</b>
GOV	GOV	GOVERNORS OFFICE	\$35,545	\$1,173	\$0	\$0	\$0	0.00%	(\$1,173)
		<b>TOTAL</b>	<b>\$35,545</b>	<b>\$1,173</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$1,173)</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$75,263,314	\$2,483,689	\$1,380,713	\$0	\$1,380,713	55.59%	(\$1,102,976)
		<b>TOTAL</b>	<b>\$75,263,314</b>	<b>\$2,483,689</b>	<b>\$1,380,713</b>	<b>\$0</b>	<b>\$1,380,713</b>	<b>55.59%</b>	<b>(\$1,102,976)</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$29,896,778	\$986,594	N/A	\$80,877	N/A	N/A	N/A
		<b>TOTAL</b>	<b>\$29,896,778</b>	<b>\$986,594</b>	<b>N/A</b>	<b>\$80,877</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,462,819	\$213,273	\$1,764,509	\$0	\$1,764,509	827.35%	\$1,551,236
		<b>TOTAL</b>	<b>\$6,462,819</b>	<b>\$213,273</b>	<b>\$1,764,509</b>	<b>\$0</b>	<b>\$1,764,509</b>	<b>827.35%</b>	<b>\$1,551,236</b>



MHA	MHA	MASSHOUSING	\$14,790,530	\$488,087	N/A	\$0	N/A	N/A	N/A
		<b>TOTAL</b>	<b>\$14,790,530</b>	<b>\$488,087</b>	<b>N/A</b>	<b>\$0</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,745,418,806</b>	<b>\$156,598,821</b>	<b>\$213,124,725</b>	<b>\$80,877</b>	<b>\$213,124,725</b>	<b>136.10%</b>	<b>\$58,000,585</b>

## 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 FY2019, including certifications held during the year.** Additional notations:

\* Company certification no longer valid at the time of report publication. +PBE paid for a construction project awarded prior to April 12, 2016.

21ST CENTURY HOME CARE INC (MBE/WBE, SBPP)	AMERICAN CHINESE CHRISTIAN (MBE, SBPP)	BAYADA HOME HEALTH CARE INC (SBPP)	BURNELL CONTROLS INC (SBPP)
3LPLACE INC (SBPP)	AMERICAN DOCTORS ONLINE (SBPP)	BAYLINE INC (SBPP)	BUSINESS INK CO (WBE)
4 SEASONS PROPERTY MANAGEMENT LLC (VBE, SBPP)	AMERICAN ENVIRONMENTAL, INC. (MBE)	BAYSIDE ENGINEERING INC (SBPP)	BUYER ADVERTISING INC (WBE)
495 TRUCK & AUTO RECYCLERS (SBPP)	AMERICAN FIRE EQUIPMENT CO INC (SBPP)	BAYSTATE DRIVER LICENSING CONSULTANTS INC (SBPP)	C & A CONSTRUCTION CO (WBE/PBE+)
908 DEVICES INC. (SBPP)	AMERICAN MOVING & INSTALLATION INC (WBE)	BAYSTATE MOBILE VETERINARY SERVICES (SBPP)	C & C CONSULTING ENGINEERS LLC (MBE)
A & D COLD STORAGE, INC. (SBPP)	AMERICAN PEST SOLUTIONS INC (SBPP)	BBE CORPORATION (WBE)	C A CROWLEY ENGINEERING INC (WBE)
A BOILARD SONS INC (SBPP)	AMERICAN SERVICE CO INC (SBPP)	BC TENT & AWNING CO INC (SBPP)	C W DOUGLAS CO INC (SBPP)
A M APPRAISAL ASSOCIATES, INC (SBPP)	AMERICAN TRANSMEDIA LLC (SBPP)	BEAVERBROOK STEP INC (WBE)	CAIN 176 CORP (SBPP)
A PEREIRA CONSTRUCTION CO INC (PBE+)	AMERICAN VETERANS TRUCKING, INC. (SDVOBE)	BEHAVIORAL HEALTH NETWORK INC (WBE)	CAM OFFICE SERVICES INC (MBE/WBE)
A PLUS CONSTRUCTION SERVICES CORP (SBPP)	AMY SELTZER HEDISON (SBPP)	BELCHERTOWN AUTO PARTS INC (SBPP)	CAMBRIDGE COMMUNITY CENTER INC (SBPP)
A R BELL INC (WBE)	AMY SOBEL (SBPP)	BELCHERTOWN DAY SCHOOL (SBPP)	CAMPROMO PARTNERS LLC (SBPP)
A W GIFFORD INC (SBPP)	AMY STAMM (SBPP)	BELGRAVE BUSINESS GROUP INC (MBE, VBE, SBPP)	CANDACE SAUNDERS (SBPP)
A-1 BATTERY & ELECTRIC INC (SBPP)	AMY WELLS (SBPP)	BEME WATER SYSTEM SOL INC (SBPP)	CAPE ANN TRANSPORT AUTHORITY (SBPP)
A1 DATASHRED, LLC (WBE)	ANALYTICAL BALANCE CORP (SBPP)	BERKSHIRE AREA HEALTH (WBE, SBPP)	CAPE COD BATTERY INC (SBPP)
ABBEY RD HOME CARE SERVICES INC (WBE, SBPP)	ANDERSEN & SCOLARI INC (SBPP)	BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP)	CAPE COD CHILDREN S PLACE INC (WBE)
ABIDE INC (WBE)	ANDREAS POLICE SUPPLY INC (WBE, SBPP)	BERKSHIRE HILLS MUSIC ACADEMY (SBPP)	CAPEWAY ROOFING SYSTEMS INC (PBE)
ABRIDGE INFO SYSTEMS INC (MBE, SBPP)	ANDY RAMOS ELECTRIC LLC (MBE,SDVOBE , SBPP)	BERKSHIRE HOME CARE, INC (SBPP)	CAPUANO PRIVATE HOME CARE INC (SBPP)
AC & R SUPPLY CO (SBPP)	ANGELA M BENSON (SBPP)	BERKSHIRE SOUTH REGIONAL (SBPP)	CARACAS CONSTRUCTION CORP (MBE)
AC&M FIRE EQUIPMENT INC (SBPP)	ANN BEHA ARCHITECTS INC (MBE)	BERKSHIRE TRAINING AND EMPLOYMENT, INC. (SBPP)	CAREY AUTO INC (SBPP)
ACCELARE INC (SBPP)	ANTONELLIS CONSTRUCTION INC (MBE, SBPP)	BERKSHIRE UNITED WAY (SBPP)	CARIBBEAN FOUND OF BOSTON INC (SBPP)
ACCENT BANNER LLC (WBE)	APC DEVELOPMENT GROUP, INC (VBE)	BEST PAINT CORPORATION (SBPP)	CARING HEALTH CENTER INC (MBE)
ACCESS INVESTIGATIONS INC (SBPP)	APEX HEALTHCARE SERVICES INC (WBE)	BESTPRO CLEANING LLC (MBE/WBE, SBPP)	CARROLL COMMUNICATIONS GROUP LLC (SBPP)
ACCURATE TERMITE & PEST CONTROL CO INC (SBPP)	APOLLO SAFETY INC (VBE, SBPP)	BETTS PLUMBING & HEATING SUPPLY INC (WBE, SBPP)	CASA ESPERANZA INC. (MBE)
ACE MEDICAL SERVICES INC (MBE)	APPLIED FORM + SPACE LLC (MBE)	BEVCO ASSOCIATES INC (MBE/WBE)	CASA MYRNA VAZQUEZ INC (WBE)
ACE TEMPERATURE CONTROL (SBPP)	AQUATIC RESTORATION CONSULTING LLC (WBE)	BEVERLY CHILDRENS LEARNING CTR INC (WBE, SBPP)	CASES CASES INC (SBPP)
ACIRON CONSULTING INC (MBE)	ARCAND SALES & SERVICE INC (SBPP)	BIDDOS ONLINE INC. (WBE, SBPP)	CASSIDY CORP. (SBPP)
ACK MARINE & GENERAL CONTRACTING LLC (WBE)	ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE)	BIERMANN SERVICES INC (WBE)	CATHERINE M GALLAGHER (SBPP)
ACT VEHICLE EQUIPMENT INC (SBPP)	ARCHITECTURAL ENGINEERS INC (WBE)	BIG FOOT MOVING & STORAGE INC (SBPP)	CATHERINE RAHILLY-TIERNEY MD (WBE)
ACTION APPAREL INC. (SBPP)	ARCHITERRA INC (WBE)	BIGELOW NURSERIES INC (WBE)	CAUSEMEDIA INC (MBE/WBE)
ACTION FOR BOSTON COMMUNITY (MBE/WBE)	ARGUS COMMUNICATIONS INC (MBE)	BILL TOMPKINS CORP (WBE, SBPP)	CAVALIER COACH CORPORATION (WBE)
ACTION INC (SBPP)	ARIDELL ASSOCIATES LLC (SBPP)	BIOMARINE RESEARCH CORP (SBPP)	CAVENDISH SCOTT EAST INC (SBPP)
ACTION MARINE & WATER SPORTS INC (SBPP)	ARMOR DOOR & LOCK INC (SBPP)	BMC CORPORATION (SBPP)	CDW CONSULTANTS INC (WBE, SBPP)
ADAMS PLUMBING & HEATING, INC. (WBE)	ARROW SECURITY CO. INC (SDVOBE, VBE*)	BMCA INC (VBE, SBPP)	CELESTE J CROXTON (MBE/WBE)
ADAMSON INDUSTRIES CORP (WBE, SBPP)	ARVEST PRESS INC (WBE)	BOSHCO INC (SBPP)	CELESTE N DERECHO PHD (WBE, SBPP)
ADAPTIVE SPORTS NEW ENGLAND (SBPP)	ASAP FIRE & SAFETY CORP INC (SBPP)	BOSTON ALCOHOLISM AND SUBSTANCE (SBPP)	CELESTE R WILSON (SBPP)
ADAPTIVISION INC (SBPP)	ASIAN COMMUNITY DEVELOPMENT CORPORAT (MBE, SBPP)	BOSTON ASIAN YOUTH ESSENTIAL (MBE)	CENTER FOR HUMAN (WBE)
ADOLESCENT CONSULTATION (SBPP)	ASIAN TASK FORCE AGAINST (MBE/WBE)	BOSTON AUTOMATIC TIME CLOCK CO (SBPP)	CENTER OF HOPE FOUNDATION, INCORPORATED (WBE)
ADS ENVIRONMENTAL ENGINEERING, LLC (SBPP)	ASSABET MACK SERVICE INC (SBPP)	BOSTON BENEFIT PARTNERS LLC (WBE*)	CENTRAL BOSTON ELDER SERVICES INC (MBE)
ADVANCE AIR & HEAT CO INC (WBE, SBPP)	ASSOCIATION OF GOVERNMENT (SBPP)	BOSTON BUSINESS PRINTING INC (SBPP)	CENTRAL BUREAU OF INVESTIGATION INC (WBE, SBPP)
ADVANCED ALARM SYSTEMS INC (SBPP)	ASSOCIATION OF HAITIAN WOMEN (SBPP)	BOSTON CHINATOWN NEIGHBORHOOD CENTER (MBE, SBPP)	CENTRAL CEILINGS INC (VBE)
ADVANCED PRESENTATION SYSTEMS INC (MBE/WBE)	ATANE ENGINEERS PC (MBE)	BOSTON MAILING COMPANY INC (WBE)	CENTRAL MASS AREA HEALTH (WBE)
ADVERTISING PRODUCTS CORP (WBE, SBPP)	ATKINSON CARPET INSTALLATION (WBE)	BOSTON RESCUE MISSION INC (SBPP)	CENTRO LAS AMERICAS INC (MBE)
AETNA CORPORATION (SBPP)	ATL CONST INC (SBPP)	BOYDEN & PERRON GARAGE, INC (SBPP)	CENTURY HOMECARE LLC (MBE/WBE)
AHEARN EQUIPMENT INC (WBE)	ATLANTIC EQUIPMENT LLC (SBPP)	BOYS & GIRLS CLUB FAMILY CENTER, INC. (MBE)	CENTURY PAVING & CONST CORP (SBPP)
AI ENGINEERS INC (MBE)	ATLANTIC HEARING CARE INC (SBPP)	BOYS & GIRLS CLUB OF (SBPP)	CF MEDICAL INC (WBE)
AIDS PROJECT WORCESTER INC (SBPP)	ATTENTIVE HOME CARE INC (MBE/WBE, SBPP)	BOYS & GIRLS CLUB OF WOBURN INC (SBPP)	CFP LAW GRP CALNAN FREELEY&PELLEGRINI PC (WBE)
AIR CLEANING SPECIALISTS OF NE (SBPP)	AUDIOLOGY & HEARING SOLUTIONS INC (SBPP)	BOYS & GIRLS CLUBS OF METRO SOUTH (SBPP)	CHARLES G. GIFFORD (SBPP)
ALDORE TETREault & SONS INC (WBE)	AULSON CO INC (SDVOBE, SBPP)	BOYS AND GIRLS CLUB OF GREATER LOWELL (SBPP)	CHARTER CONTRACTING COMPANY LLC (MBE)
ALICE GRAHAM-BROWN (SBPP)	AXIOM COLLABORATIVE INC (MBE/WBE)	BOYS AND GIRLS CLUBS OF METROWEST INC (SBPP)	CHELMSFORD AUTO ELECTRIC INC (SBPP)
ALL COMM TECHNOLOGIES INC (SBPP)	AXIOM PARTNERS INC (SBPP)	BRAND COMPANY INC (SBPP)	CHEM NUT EQUIPMENT INC. (SBPP)
ALL OUT ADVENTURES INC (SBPP)	AYALA LIVNY (SBPP)	BREDY NETWORK MANAGEMENT CORPORATION (MBE)	CHEVIN FLEET SOLUTIONS LLC (SBPP)
ALL SPORTS HEROES UNIFORMS (WBE)	B C CONSTRUCTION CO INC (SDVOBE)	BRIECOR INC (SBPP)	CHICOPPEE CHILD DEVELOPMENT (SBPP)
ALL STATE WASTE INC (WBE, SBPP)	B2B HOLDINGS INC (WBE, SBPP)	BRIGHAM INDUSTRIES INC (WBE)	CHILD WELFARE LEAGUE OF (SBPP)
ALLEN & MAJOR ASSOCIATES INC. (SDVOBE, SBPP)	BANKS II QUAN ASSOCIATES (WBE, SBPP)	BRISTOL ELDER SERVICES INC (WBE)	CHILDREN'S SERVICES OF ROXBURY, INC. (MBE)
ALLIANCE DETECTIVE & SECURITY (WBE)	BANNER ENVIRONMENTAL SERVICES INC (WBE)	BRITE-LITE ELEC CO INC (SBPP)	CHILDREN'S TRUST, INC. (SBPP)
ALLIANCE HM CARE VSTG NURSE AGENCY (MBE/WBE, SBPP)	BARABARA KROL-SINCLAIR (SBPP)	BROCKTON AREA MULTI-SERVS INC (MBE)	CHOICE COMMUNITY SUPPORTS INC (SBPP)
ALLIED COLLISION CTR OF MIDDLE (SBPP)	BARGMANN HENDRIE & ARCHETYPE INC. (WBE)	BROCKVIEW HOUSE INC (MBE)	CHOPCHOP FAMILY, INC. (WBE, SBPP)
ALLIED HOME HEALTH CARE INC (SBPP)	BAY COLONY GROUP INC (VBE, SBPP)	BROWN RICHARDSON & ROWE INC (WBE)	CHRISTINE MILLER (WBE)
ALLSTATE FIRE EQUIPMENT INC (SBPP)	BAY STATE ALARM SECURITY INC (SDVOBE)	BRUSH HILL TRANSPORTATION COMPANY (SBPP)	CICORIA TREE & CRANE SERVICE I (SBPP)
ALPHA IDENTIFICATION INC (MBE/WBE, SBPP)	BAY STATE BUILDING SPECIALTIES INC (SBPP)	BRYAN HORCH (SBPP)	CINDY MURPHY (SBPP)
AMDA ENTERPRISES INC (WBE, SBPP)	BAY STATE ENVELOPE INC (WBE)	BULLDOG FIRE APPARATUS (SBPP)	CITIWORKS, CORP. (SBPP)

CITIZEN SECURITY CORP (SBPP)  
 CITIZENS INN INC (SBPP)  
 CITY POINT PARTNERS LLC (WBE)  
 CITY SEALCOATING INC (SBPP)  
 CITYWIDE MASS PAINTING INC (MBE/WBE, SBPP)  
 CLARENDON HILL CONSULTING LLC (WBE)  
 CLAUDINE GAJ (WBE)  
 CLE ENGINEERING INC (WBE, SBPP)  
 CLEAN CUT SOLUTIONS, LLC (SBPP)  
 CLIVUS NEW ENGLAND INC (SBPP)  
 CODMAN SQUARE HEALTH CENTER (MBE)  
 COHEN CLEARY, PC (SBPP)  
 COLD SPRING ENV CONSULT (SBPP)  
 COLORTRIEVE SYSTEMS INC. (VBE\*, SBPP)  
 COMEAU EXCAVATING INC (WBE)  
 COMMODORE BUILDERS CORPORATION (VBE)  
 COMMONWEALTH FAMILY (WBE)  
 COMMONWEALTH INFORMATICS, INC. (SBPP)  
 COMM-TRACT CORP (SBPP)  
 COMMUNITY ACTION OF THE FRANKLIN HAM (WBE)  
 COMMUNITY ACTION PIONEER VALLEY, INC. (W/NPO)  
 COMMUNITY ADOLESCENT RESOURCE (WBE, SBPP)  
 COMMUNITY AUTISM RESOURCES INC (WBE, SBPP)  
 COMMUNITY FIRE & POLICE (SBPP)  
 COMMUNITY HEALTH PROG INC (W/NPO\*)  
 COMMUNITY NETWORKS CORPORATION (SBPP)  
 COMMUNITY REHAB CARE INC (WBE\*, SBPP)  
 COMMUNITY SERVICE NETWORK INC (WBE)  
 COMMUNITY WORKSHOPS INC (SBPP)  
 COMPREHENSIVE ENVIRONMENTAL INC (WBE, SBPP)  
 COMTRONICS CORP (WBE)  
 CONECO ENGINEERS & SCIENTISTS INC (SBPP)  
 CONGREGACION LEON DE JUDA (SBPP)  
 CONLON PRODUCTS INC (SBPP)  
 CONSERVE THRU CONTROL, INC. (SBPP)  
 CONSIDER IT DUNN INC (SBPP)  
 CONSOLIDATED UTILITIES CORP (SBPP)  
 CONTINENTAL RESOURCES INC (WBE)  
 CONVENTURES INC (WBE)  
 COOK FOREST PRODUCTS INC (WBE)  
 COOLSOFT LLC (MBE)  
 COPLEY COURT REPORTING INC (SBPP)  
 CORAL M GROUT (SBPP)  
 COREY A ELIAS (SBPP)  
 CORNERSTONE CONSTRUCTION SERVICES LLC (SDVOBE, SBPP)  
 CORPORATION FOR PUBLIC MGMT (SBPP)  
 CORRTECH INC. (SBPP)  
 COUNSEL & ASSESS CLINIC & WORCESTER LLC (MBE/WBE)  
 CRAYON CAMPUS INC. (SBPP)  
 CRAYON CAMPUS LEARNING CTR INC. (SBPP)  
 CRIPUS ATTUCKS CHILDRENS (MBE)  
 CROSBY SCHLESSINGER & (WBE)  
 CROSS CULTURAL COMM SYSTEM INC (WBE/PBE)  
 CROSSROADS FOR KIDS INC (SBPP)  
 CURRY WATERPROOFING & MASONRY REST INC (MBE)  
 CYNTHIA BANFIELD-WEIR (SBPP)  
 D B I WASTE SYSTEMS INC (SDVOBE)  
 D.N. BROTHERS INC (SBPP)  
 DAGLE ELECTRICAL CONSTR CORP (WBE)  
 DAI, INC. (SBPP)  
 DALKIA ENERGY SOLUTIONS, LLC (SBPP)  
 DANA ANSEL (WBE, SBPP)  
 DANDREO BROS GEN CONTRACT & MASONRY LLC (SBPP)  
 DANIEL P BELANGER II (SBPP)  
 DANIEL PENN ASSOCIATES LLC (MBE)  
 DARCY L SCHRAMM (WBE)  
 DARTER SPECIALTIES INC (WBE)  
 DAVEN CORP (WBE)  
 DAYMARK ENERGY ADVISORS, INC (SBPP)  
 DEBOISE CONTRACTORS CO (MBE)  
 DEBORAH H. STEVENS (SBPP)  
 DEBORAH REIDY (WBE)  
 DEBRA POASTER (SBPP)  
 DEBRA S. BLOCK (SBPP)  
 DECONTAMINATION DECOMMISSION & ENV SVCS (SBPP)  
 DEDHAM SPORTSMENS CENTER INC (SBPP)  
 DEFENSE INVESTIGATORS GROUP INC (VBE, SBPP)

DEFTHANDS (SBPP)  
 DELECTABLE DESIRES PASTRIES INC (MBE/WBE)  
 DELUCCA FENCE COMPANY INC (WBE)  
 DENNISON MEMORIAL COMMUNITY CENTER (SBPP)  
 DESCHAMPS PRINTING CO INC (SBPP)  
 DESIGN DIVISION INC (SBPP)  
 DEVALLES MEMORIAL FAMILY (WBE)  
 DEVELOPMENTAL DISABILITIES (SBPP)  
 DEVELOPMENTAL EVALUATION (WBE)  
 DEVON LANE FARM SUPPLY INC (SBPP)  
 DG MARSHALL ASSOCIATES INC (SBPP)  
 DHK ARCHITECTS, INC. (MBE, SBPP)  
 DIETZ & COMPANY ARCHITECTS INC (WBE)  
 DIGITAL PROSPECTORS CORP (WBE)  
 DILLON BOILER SERVICES CO INC (VBE)  
 DIMOCK COMMUNITY HEALTH CTR (MBE)  
 DISABILITY POLICY CONSORTIUM INC (SBPP)  
 DISABILITY RESOURCE CENTER INC (SBPP)  
 DISMAS HOUSE OF MASS, INC. (SBPP)  
 DIVERSIFIED TECHNOLOGY CONSLTS (MBE)  
 DODSON & FLINKER INC (SBPP)  
 DOMENIC QUARAGLIA ENGINEERING, INC. (SBPP)  
 DOMINIC J GERVASI (SBPP)  
 DONALD ROCKHEAD (MBE)  
 DONLON DRAPER INC (SBPP)  
 DONNA JACKSON (SBPP)  
 DORIS O WONG ASSOCIATES INC (MBE/WBE, SBPP)  
 DOROTHEA M ROURKE (SBPP)  
 DOVE, INC. (WBE, SBPP)  
 DPV TRANSPORTATION INC (MBE)  
 DRAIN SHOOTER INC (WBE)  
 DURFEE PLUMBING AND HEATING LLC (SBPP)  
 E C DIVERS INC (SBPP)  
 E T & L CORP (WBE\*)  
 E W SYKES (SBPP)  
 E5 BUILDERS LLC (MBE, VBE, SDVOBE, SBPP)  
 EAGLE FLAG OF AMERICA INC (SBPP)  
 EAGLE POINT BUILDERS (WBE, SBPP)  
 EARLY LEARNING CHILD CARE INC (WBE, 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)  
 ECOLOGIC ENTOMOLOGY LLC (LGBTBE, SBPP)  
 ECONOMIC DEVELOP RESEARCH GRP (SBPP)  
 ECONOMIC MOBILITY PATHWAYS INC (WBE)  
 EDCO COLLABORATIVE (SBPP)  
 EDMERE CONSULTING CORPORATION (SBPP)  
 EDM SERVICES INC. (SBPP)  
 EDUARDO BERINSTEIN TRANSLATIONS LLC (MBE)  
 EDWARD M. KENNEDY COM HLTH CTR, INC (WBE)  
 EDWARD PAIGE CORPORATION (WBE)  
 EDWARD V CASEY (SBPP)  
 ELECTRICAL ENGINEERING & SVC CO (SBPP)  
 ELECTRICAL INSTALLATIONS INC (WBE)  
 ELECTRONIC SECURITIY & CONTROL (WBE)  
 ELEVATE BOSTON FOUNDATION INC (SBPP)  
 ELITE ENVELOPE AND GRAPHICS (SBPP)  
 ELIX CINTRON (SBPP)  
 ELIZABETH A. NADOLSKI (SBPP)  
 ELIZABETH STONE HOUSE INC (MBE)  
 ELLIE'S PET BARN INC (SBPP)  
 ELLIS MEMORIAL & ELDRIDGE (SBPP)  
 EMBREE & WHITE INC (SBPP)  
 EMH RECOVERY INC (SBPP)  
 EMIL FARJO (SBPP)  
 EMMAUS INC (WBE)  
 ENCORE IMAGES INC (WBE)  
 END MASS OVERDOSE, INC (SBPP)  
 ENERGY ENGINEERING & DESIGN INC (VBE)  
 ENERGY TECHNOLOGY CO INC (SBPP)  
 ENLACE DE FAMILIAS DE HOLYOKE (MBE)  
 ENVIRONMENTAL INTEGRITY COMPANY LLC (MBE, WBE\*)  
 EOS APPROACH LLC (WBE)  
 EPSILON ASSOCIATES INC (SBPP)  
 EPXRESS YOURSELF (MBE)

E-SQUARED CONSULTING CORPORATION (MBE)  
 ESS GROUP INC (SBPP)  
 EVALOGICA SERVICES, INC. (SBPP)  
 EVE BASSETT (SBPP)  
 EXPERTCON INC (MBE, SBPP)  
 EXPORT ENTERPRISES OF MA INC (SBPP)  
 FAIRFAX DATA SYSTEMS INC (MBE, VBE)  
 FAMILY DAY CARE PROGRAM (MBE/WBE)  
 FDR CENTER FOR P & O (SBPP)  
 FELIX A MARINO CO INC (SBPP)  
 FENNICK MCCREDIE ARCHITECTURE LTD (WBE)  
 FERRARA SPRING WORKS INC (WBE)  
 FIELD TO TABLE INC (SBPP)  
 FINEGOLD ALEXANDER ARCHITECTS, INC. (WBE)  
 FINEPOINT ASSOCIATES LLC (WBE)  
 FIRE SYSTEMS INC (SBPP)  
 FIRST CHURCH IN CAMBRIDGE (SBPP)  
 FIRST WORLD USA INC (MBE, SBPP)  
 FLETCHER SEWER & DRAIN INC (WBE)  
 FLN-MAR RUBBER & PLASTICS INC (SBPP)  
 FLOWETIK, LLC (SBPP)  
 FOLAN WATERPROOFING (WBE)  
 FORTRESS INC (MBE)  
 FOWLER PRINTING & GRAPHICS INC (WBE)  
 FRANKLIN II INC (SBPP)  
 FRANKLIN LAND TRUST INC (SBPP)  
 FRIENDS OF CHILDREN INC (SBPP)  
 FULLERTON HEATING INC (SBPP)  
 G & L LABS, INC. (SBPP)  
 G A BLANCO & SONS INC (MBE, SBPP)  
 G T EXCAVATING CORP (WBE)  
 GAAMHA INCORPORATED (WBE, SBPP)  
 GANDARA MENTAL HEALTH CENTER INC (MBE)  
 GANGI PRINTING INC (WBE)  
 GENERAL ENVIRONMENTAL SERVICES INC (WBE, SBPP)  
 GENERAL SUPPLY & METALS INC (SBPP)  
 GENESIS CLUB HOUSE INC (SBPP)  
 GERALDINE K SHEA (SBPP)  
 GFM ENTERPRISES INC (WBE)  
 GIFFORD STREET WELLNESS CENTER, LLC (SBPP)  
 GIRL SCOUTS OF CENTRAL & WESTERN MA INC (SBPP)  
 GIRLS CLUB OF GREENFIELD INC (SBPP)  
 GIRLS INC OF THE VALLEY (SBPP)  
 GIRLS INCORPORATED OF GREATER LOWELL (SBPP)  
 GIRLS INCORPORATED OF LYNN (WBE)  
 GLADYS ALLEN BRIGHAM COMMUNITY CTR (WBE)  
 GLASS AND MIRROR (WBE, SBPP)  
 GLOBAL LINK LANGUAGE SERVICES, INC. (WBE, SBPP)  
 GLOUCESTER MARINE RAILWAYS CO (SBPP)  
 GM2 ASSOCIATES INC (MBE)  
 GOLDEN HEART HOME HEALTHCARE LLC (MBE)  
 GOMES CONSTRUCTION CO INC (WBE/PBE+, SBPP)  
 GOODWILL INDUSTRIES (SBPP)  
 GORDON INDUSTRIES INC. (SBPP)  
 GORMAN ACTUARIAL, INC (MBE/WBE, SBPP)  
 GOVERNMENT SCIENTIFIC SOURCE (VBE)  
 GRANT STEEL CO INC (SBPP)  
 GRAVES AND DOYLE, ATTORNEYS AT LAW (SBPP)  
 GREAT GETAWAYS INC (WBE, SBPP)  
 GREATER BOSTON MANUFACTURING (SBPP)  
 GREATER HOLYOKE YMCA (SBPP)  
 GREATER LAWRENCE FAMILY HEALTH CENTER (W/NPO\*)  
 GREATER MILFORD EYE ASSOC INC (SBPP)  
 GREATER NORTH SHORE LINK, INC. (SBPP)  
 GREEN CASTLE BUSINESS SOLUTIONS (MBE, VBE, SBPP)  
 GREEN INTERNATL AFFILIATES INC (MBE)  
 GREEN STREETS INITIATIVE (SBPP)  
 GUARDIAN ENERGY MANAGEMENT SOLUTIONS (SBPP)  
 GUERRIERE & HALNON INC (SBPP)  
 GUIDEWIRE, INC. (WBE)  
 GURNEYS SAW MILL (SBPP)  
 HAITIAN AMERICAN PUBLIC HEALTH (MBE)  
 HALYARD, LLC (SBPP)  
 HAMPSHIRE-FRANKLIN CHILLDRENS (SBPP)  
 HANRAHAN CONSULTING LLC (SBPP)  
 HAPPY DAY CHILD CARE (SBPP)  
 HARBOR HEALTH SERVICES INC (WBE)

HARBORCOV INC (WBE)  
 HARMONY HEALTHCARE INTERNATIONAL INC (WBE, SBPP)  
 HAWKINS POINT PARTNERS LLC (WBE)  
 HAYDEN SAFE & LOCK CO INC (SBPP)  
 HAYWOOD ASSOCIATES INC (SBPP)  
 HEALING ABUSED WORKING FOR CHANGE, INC. (WBE)  
 HEALTH IMPERATIVES, INC (WBE)  
 HEALTH QUARTERS INC (WBE, SBPP)  
 HEALTH TRAINING EDUCATIONAL SERVS INC (SBPP)  
 HEALTHY CHILDREN PROJECT INC (WBE)  
 HELEN JONES (SBPP)  
 HELENE KARL ARCHITECTS INC (WBE, SBPP)  
 HELP SERVICES FOR THE (MBE)  
 HERCULES SLR (US) INC (SBPP)  
 HFSE INC (WBE, SBPP)  
 HIGGINS ENERGY ALTERNATIVES (SBPP)  
 HIGH 5 ADVENTURE LEARNING (SBPP)  
 HIGH COUNTRY WORKWEAR INC (SBPP)  
 HILDEBRAND FAM SELF HELP CTR (SBPP)  
 HINES DERM. ASSOC. INC. (MBE/WBE)  
 HI-WAY SAFETY SYSTEMS INC (WBE)  
 HOLYOKE HEALTH CENTER INC (MBE)  
 HOMES FOR FAMILIES INC (SBPP)  
 HOPE RESTORED HUMAN SERVICES (MBE, SBPP)  
 HOPE W KENEFICK (WBE)  
 HORSLEY & WITTEN INC (SBPP)  
 HOUSE OF WAX TOUCHFREE CARWASH INC (SBPP)  
 HOUSING FAMILIES INC. (SBPP)  
 HRV CONFORMANCE VERIFICATION ASSOC INC (WBE)  
 HUB GLASS SERVICES INC (WBE)  
 HUMAN SERVICE FORUM, INC (WBE)  
 HUNTER SYSTEMS GROUP INC (SBPP)  
 HURST LANDSCAPE AND SITE SERVICES INC (SBPP)  
 HYDRA TECH, INC (SBPP)  
 IBC OFFSHORE INC (WBE)  
 ICON ARCHITECTUREINC (WBE)  
 IDEAL OFFICE SOLUTIONS LLC (SBPP)  
 INDEPENDENCE ASSOCIATES INC (SBPP)  
 INDEPENDENCE FARM, INC (SBPP)  
 INDEPENDENCE HOUSE INC (WBE)  
 INDEPENDENT ROOFING COMPANY (SBPP)  
 INDUSTRIAL PROTECTION PRODUCTS (SBPP)  
 INDUSTRIAL STEEL & BOIL SERV (SBPP)  
 INFINART INC (WBE, SBPP)  
 INFRASTRUCTURE LTD (WBE)  
 INNO4 LLC (SBPP)  
 INQUILINOS BORICUAS EN ACCION (MBE, SBPP)  
 INSTITUTE FOR HEALTH AND (WBE)  
 INSURANCEONE INSURANCE AGENCY INC (MBE, VBE)  
 INTEGRATED WILDLIFT CONTROL (WBE)  
 INTELLIGENT SYS & CONTROLS CONT LLC (SBPP)  
 INTERACTION INSTITUTE FOR (SBPP)  
 INTERCULTURAL PRODUCTIONS, LLC (MBE)  
 INTERNATIONAL BAR-TECH SOLUTIO (SBPP)  
 INTERNATIONAL INSTITUTE OF GR LAWR (SBPP)  
 INTERPRETERS & TRANSLATORS INC (MBE/WBE)  
 INTERPRETERS ASSOCIATES INC (MBE/WBE, SBPP)  
 INTERSEMINARIAN-PROJECT PLACE (SBPP)  
 IRON HORSE STRUCTURES (SBPP)  
 IRON TREE SERVICE LLC (SBPP)  
 ISLAND HEALTH INC. (SBPP)  
 IT MANTRA LLC (MBE/WBE)  
 IZ SCHWARTZ APPLIANCE (WBE)  
 J & R PRE-CAST 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)  
 JACKRABBIT DESIGN, INC. (SBPP)  
 JAMAICA PLAIN NEIGHBORHOOD DEVEL CORP (MBE)  
 JAMES E LARKIN INC (SBPP)  
 JANE DOE INC MASS COALITION (SBPP)  
 JBL CONSTRUCTION COMPANY INC (PBE)



JEANNE GEIGER CRISIS CTR INC (WBE)  
 JEFF OLLIVIERRE (MBE)  
 JEFFREY M PERROTTI (SBPP)  
 JENNIFER BETH HASHLEY (SBPP)  
 JENNIFER LEIGH VORCE (SBPP)  
 JENNIFER LEONARD (SBPP)  
 JENNIFER TUOMALA (WBE, SBPP)  
 JENNY LY SHEEHAN (SBPP)  
 JG HOME HEALTH CARE SERVICES (SBPP)  
 JKH ENTERPRISES LLC (SBPP)  
 JOHN ASHFORD LINK HOUSE INC (SBPP)  
 JOHN C CARTWRIGHT (SBPP)  
 JOHN CANTO LANDSCAP & BOBCAT (MBE)  
 JOHN F KENNEDY FAMILY SERV CENTER INC (SBPP)  
 JOHN F URATO (SBPP)  
 JOHN GRAHAM (SBPP)  
 JOHN LEONARD EMPLOYMENT SERVICES INC (WBE)  
 JOHN S TUOHY (SBPP)  
 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)  
 JULES CATERING INC (WBE)  
 JULIE ALBETSKI (SBPP)  
 JUSTICE RESOURCE INSTITUTE INC (WBE)  
 K N E CORPORATION (SBPP)  
 KANAAN CONSULTING US INC (SBPP)  
 KAREN L SANDLER (SBPP)  
 KARLA GAGNON (SBPP)  
 KATHERINE FLAHERTY (SBPP)  
 KATHRYN C LUSSIER (SBPP)  
 KATIE BROWN EDUCATIONAL PROGRAM (SBPP)  
 KEANE FIRE & SAFETY EQUIPMENT CO INC (WBE)  
 KEATING CONSULTING INC (WBE, SBPP)  
 KEITH L WALKER (SBPP)  
 KENNETH J URATO (MBE)  
 KENNEY MASONRY LLC (WBE)  
 KEVILLE ENTERPRISES INC (WBE)  
 KHJ INTEGRATED MARKETING INC (WBE)  
 KIDDIE KAMPAS INC (WBE)  
 KIDS ARE PEOPLE ELEMENTARY (SBPP)  
 KIDS UNLIMITED SERVICES INC (WBE, SBPP)  
 KING OPTICAL CO INC (SBPP)  
 KITTREDGE EQUIPMENT COMPANY INC (WBE)  
 KJP PARTNERS LLP (SBPP)  
 KMF SUPPLY INC. (SBPP)  
 KNEELAND CONSTRUCTION COMPANY (SBPP)  
 KOBO UTILITY CONSTRUCTION CORP (SBPP)  
 KOSMOS CONSTRUCTION INC (SBPP)  
 KYRAN RESEARCH ASSOCIATES INC (WBE)  
 KYIBA INC (MBE)  
 L & L CONTRACTING INC (WBE)  
 L & R SALES INC (SBPP)  
 L B WHEATON INC (SBPP)  
 L P COLLEGE INC (WBE)  
 L R FAVREAU SEPTIC SERVICE LLC (WBE)  
 LABUR LLC (SBPP)  
 LAILONNIE J KEENE (WBE)  
 LAL CONSTRUCTION CO INC (PBE)  
 LAMOUR COMMUNITY HEALTH INST (M/W/NPO\*)  
 LAMSON ENGINEERING CORP (MBE)  
 LANCASTER PACKAGING INC (MBE/WBE)  
 LAND STEWARDSHIP INC (SBPP)  
 LANDSCAPEXPRESS INC (SBPP)  
 LANE PRINTING CO INC (WBE, SBPP)  
 LANGUAGE BRIDGE LLC (WBE)  
 LAST CALL MEDIA INC (SBPP)  
 LATIN AMERICAN HLTH (MBE)  
 LEDGES SCHOOL & RESIDENT INC (SBPP)  
 LEERS WEINZAPFEL ASSOCS INC (WBE)  
 LEMELIN ENVIRONMENTAL SERVICES INC (WBE)  
 LESLIE STEIN-DABUSH (WBE)  
 LETS GO TECHNOLOGY INC (SBPP)  
 LEVITAN & ASSOCIATES INC (SBPP)

LIFE NEEDS CO-OP INC (SBPP)  
 LIFE SKILLS INC (WBE)  
 LIFT & CARE SYSTEMS INC (SBPP)  
 LIFTRUCK PARTS & SVC II INC (SBPP)  
 LIGHTHOUSE WELLNESS AND HEALTH EDUCATION (WBE, SBPP)  
 LIKARR INC (SBPP)  
 LIM CONSULTANTS INC (MBE/WBE, SBPP)  
 LIN ASSOCIATES INC (MBE, SBPP)  
 LINDA M PALMER APRN BC LLC (SBPP)  
 LIONHEART FOUNDATION (SBPP)  
 LITTLE FOLKS COMMUNITY (SBPP)  
 LITTLE PEOPLES COLLEGE INC (WBE)  
 LITTLE SISTERS OF ASSUMPTION (SBPP)  
 LIVING IN FREEDOM TOGETHER INC. (SBPP)  
 LIVING INDEPENDENTLY FOR EQUALITY INC (SBPP)  
 LIZAK BUS SERVICE INC (SBPP)  
 LJG ASSOCIATES INC (SBPP)  
 LML GREEN DRY CLEANING LLC (SBPP)  
 LOWELL ASSOC FOR THE BLIND (SBPP)  
 LOWELL DAY NURSERY ASSOC (SBPP)  
 LOWELL HOUSE INC (SBPP)  
 LUDLOW CONSTRUCTION CO INC (PBE)  
 LUMINOSITY BEHAVIORAL HEALTH SVCS INC (SBPP)  
 LVJ TRAILERS & EQUIPMENT LLC (SBPP)  
 LYNN COMMUNITY HEALTH INC (MBE)  
 LYNN SHELTER ASSOCIATION INC (SBPP)  
 M & M CONTRACT CLEANING INC (MBE)  
 M & R CONSULTANTS CORPORATION (MBE)  
 M E OBRIEN & SONS INC (WBE)  
 M FRANK HIGGINS & CO INC (WBE)  
 M O L I F E INC (WBE)  
 M&G HARBOR SERVICES LLC (SBPP)  
 MACKAY CONST SERVICES INC (SBPP)  
 MADISON PARK DEVELOPMENT CORP (MBE, SBPP)  
 MAESTRANZI BROS INC (SBPP)  
 MAGIC SPOON (WBE)  
 MALLORY HEADSETS INC (MBE/WBE, SBPP)  
 MANET COMMUNITY HEALTH CENTER (W/NPO\*)  
 MANSFIELD PAPER CO INC (WBE)  
 MARC KERBLE (SBPP)  
 MARGARET FULLER (SBPP)  
 MARIANNE F O'CONNOR (SBPP)  
 MARIE R DUNN (SBPP)  
 MARKET MENTORS LLC (WBE, SBPP)  
 MARKET STREET SERVICES INC (SBPP)  
 MARKETING DOCTOR INC (WBE, SBPP)  
 MARTHA'S VINEYARD CENTER FOR LIVING (SBPP)  
 MARY C CAPKANIS (W/NPO, SBPP)  
 MARY JO SCHWIE LOUGHRAN (SBPP)  
 MARYANN THOMPSON (WBE)  
 MASS ASSOC OF EARLY EDUCATION AND CARE (SBPP)  
 MASS ASSOC OF HEALTH BOARDS INC (SBPP)  
 MASS COALITION PREVENTION MEDICAL ERRORS (SBPP)  
 MASS CRANE & HOIST SERVICE INC (SBPP)  
 MASS MENTORING PARTNERSHIP (SBPP)  
 MASS PIPELINE SERVICES INC. (WBE)  
 MASSACHUSETTS ASSOCIATION OF (SBPP)  
 MASSACHUSETTS COASTAL RAILROAD, LLC (SBPP)  
 MASSACHUSETTS COUNCIL ON COMPU (SBPP)  
 MASSACHUSETTS HEALTH OFFICERS (SBPP)  
 MASSACHUSETTS PUBLIC HEALTH (SBPP)  
 MASSACHUSETTS WOODLANDS INSTITUTE (SBPP)  
 MASS-WEST CONSTRUCTION INC (PBE)  
 MATTAPAN COMMUNITY (MBE)  
 MAUREEN A DEVINE (SBPP)  
 MAX & JASON ENTERPRISES, INC. (SBPP)  
 MAXIMOS INC (SBPP)  
 MCDERMOTT-PALLOTTA INC (SBPP)  
 MCELROY SCENIC SERVICES LLC (WBE)  
 MCGRORY EQUIPMENT CORP (WBE)  
 MCI CONTRACTING INC (SBPP)  
 MD STETSON COMPANY INC (WBE\*)  
 MEDEX HEALTH CARE INC (MBE/WBE)  
 MEDICAL EVALUATION (SBPP)  
 MEDICAL RESOURCES GROUP, LLC (SBPP)  
 MEDUVI LLC (MBE/WBE, SBPP)  
 MELISSA BETH VISOVICH (SBPP)

MENTAL HEALTH ASSOCIATION INC (WBE)  
 MERRILL C TRUE JR (SBPP)  
 METRO EQUIPMENT CORP (WBE, SBPP)  
 METROPOLITAN TELEPHONE CO INC (SBPP)  
 METROWEST LEGAL SERVICES INC (SBPP)  
 MG PRODUCTS LLC (WBE, SBPP)  
 MICHAEL A HARVEY (SBPP)  
 MICHAEL J SHEPARD, P.C. (SBPP)  
 MICHAEL P DAVIDS (MBE)  
 MICHAEL R JOHNSON (SBPP)  
 MICROCAD TRAINING & CONSULTING (MBE)  
 MICROTEK INC (WBE)  
 MIDTOWN HOME HEALTH SERVICE (MBE/WBE)  
 MILFORD AUDIOLOGYCENTER (SBPP)  
 MILHENCH INC (WBE)  
 MILLENNIUM PRINTING CORP (WBE)  
 MILLER DYER SPEARS INC (WBE, SBPP)  
 MINI WAREHOUSING INC (PBE, SBPP)  
 MINUTEMAN PEST CONTROL CO INC (SBPP)  
 MINUTEMAN TRUCKS INC (MBE)  
 MJ HENRY & ASSOCIATES, INC (SBPP)  
 MJ SCHMITT INC (SBPP)  
 MNJ TECHNOLOGIES DIRECT INC (WBE)  
 MODERN MARKING PRODUCTS INC (SBPP)  
 M-O-N LANDSCAPING INC (PBE)  
 MONAGHAN PRINTING INC (WBE)  
 MONAHANS MARINE INC (SBPP)  
 MONROE TRACTOR & IMPL CO INC (WBE)  
 MORAIS CONCRETE SERVICE INC (WBE/PBE, SBPP)  
 MOSS ELECTRICAL SERVICE INC (SBPP)  
 MOTHERS FOR JUSTICE AND EQUALITY (MBE/WBE, SBPP)  
 MOURAS CLEANING SERVICE INC (PBE)  
 MUJERES UNIDAS AVANZANDO (SBPP)  
 MULTI-CULTURAL INDEPENDENT (SBPP)  
 MULTICULTURAL NEURBEHAVIORAL (SBPP)  
 MULTICULTURAL WELLNESS CTR (MBE/WBE)  
 MURPHY HESSE TOOMEY & LEHANE (SBPP)  
 MURPHY SPECIALTY INC (SBPP)  
 MY MARKETING SOLUTIONS INC (WBE)  
 MYRNA S GREENFIELD (SBPP)  
 MYRTISE KRETSEDEMAS (SBPP)  
 MYSTIC LEARNING CENTER INC (SBPP)  
 NABS BINDERY SERVICE INC (SBPP)  
 NAMI OF MASSACHUSETTS (SBPP)  
 NATIONAL OFFICE SYSTEMS NEW ENGLAND INC (SBPP)  
 NATIONAL VAN BUILDERS INC (SBPP)  
 NEAL STEPHEN GLICKMAN (SBPP)  
 NEPTUNE UNIFORMS & EQUIPMENT INC (SBPP)  
 NEURO REHAB MANAGEMENT INC. (WBE)  
 NEW BEDFORD FLOOR (MBE, SBPP)  
 NEW BEDFORD WOMENS CTR INC (WBE)  
 NEW ECOLOGY INC (SBPP)  
 NEW ENGLAND AFTERCARE (SBPP)  
 NEW ENGLAND BUILDERS AND (SBPP)  
 NEW ENGLAND FARM WORKERS (MBE)  
 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 HOPE INC (WBE)  
 NEW NORTH CITIZENS COUNCIL (MBE)  
 NEW ORLEANS TELEPORT INC (MBE/WBE)  
 NEWROADS ENVIRONMENTAL SERVICES LLC (SBPP)  
 NIEMIEC MARINE INC (SBPP)  
 NITSCH ENGINEERING, INC (WBE)  
 NOBIS ENGINEERING INC (MBE)  
 NOLAN SHEEHAN PATTEN LLP (SBPP)  
 NORFOLK POWER EQUIPMENT INC (WBE)  
 NORRAPRO LLC (SBPP)  
 NORTH ADAMS TOWER COMPANY INC (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 (WBE)  
 NORTHEAST DOCUMENT CONSERVATION CENTER (SBPP)  
 NORTHEAST ENVIRONMENTAL LABORAT (WBE, SBPP)  
 NORTHEAST FOREST & FIRE MGMT (WBE, SBPP)  
 NORTHEAST TRAFFIC CONTROL (SBPP)  
 NORTHEAST WASTE MANAGEMENT (SBPP)  
 NORTHERN BERKSHIRE COMMUNITY (SBPP)  
 NORTHERN LIGHT PRODUCTIONS (SBPP)  
 NORTHSTAR LEARNING CENTERS INC (MBE, SBPP)  
 NOW BUSINESS INTELLIGENCE INC (SBPP)  
 NPC REPROGRAPHICS CO INC (SBPP)  
 NU-CHECKER INC (MBE/WBE)  
 NWI INVESTIGATIVE GROUP INC (SBPP)  
 OAKDALE FOUNDATION INC (WBE)  
 OCCUHEALTH INC (SBPP)  
 OCCUPATIONAL REHAB GROUP (SBPP)  
 OCEAN STATE SIGNAL CO (WBE/PBE)  
 O'CONNOR REAL ESTATE ASSOCS INC (SBPP)  
 O'CONNORS AWARDS UNLIMITED INC (SBPP)  
 OHRENBERGER COMMUNITY SCHOOL COUNCIL INC (SBPP)  
 OHS TRAINING & CONSULTING INC (WBE, SBPP)  
 ON THE RISE INC (SBPP)  
 ONE LIFE AT A TIME, INC. (WBE)  
 ONE SOURCE CONSTRUCTION LLC (WBE/PBE)  
 OPPEL INC (MBE)  
 OREILLY TALBOT & OKUN ASSOC INC (SBPP)  
 ORION COMMUNICATIONS INC (WBE)  
 ORTHOPEDIC TRAUMA P C (SBPP)  
 ORTHOTICS & PROSTHETICS LABS (SBPP)  
 OUR DEAF SURVIVORS CENTER, INC (SBPP)  
 OUR FATHERS HOUSE (SBPP)  
 OUR SPACE OUR PLACE INC (SBPP)  
 OVERTURE PARTNERS LLC (WBE)  
 OX BOW MARINA INC (SBPP)  
 PAIXAO INC (PBE)  
 PARALLAX CONSULTING LLC (SBPP)  
 PARENTS HELPING PARENTS (SBPP)  
 PARTNERS FOR HEALTHIER COMMUNITY INC (SBPP)  
 PARTNERS INTERPRETING (SBPP)  
 PATHWAYS FOR CHANGE, INC (WBE, SBPP)  
 PATHWAYS FOR CHILDREN INC (WBE)  
 PATIENT CENTERED MEDICAL CARE INC (MBE/WBE)  
 PATRICIA A FORD (SBPP)  
 PATRIOT PLUMBING & HEATING, INC. (SBPP)  
 PC SURVIVORS OF MASS LLC (WBE, SBPP)  
 PEOPLEGIS INC (SBPP)  
 PEOPLESERVE PRS INC (SBPP)  
 PEREGRINE ENERGY GROUP INC (SBPP)  
 PERRY DEAN ROGERS & PARTNERS (WBE)  
 PEST END INC (WBE)  
 PETERSEN LACHANCE REGAN PINO, LLC (SBPP)  
 PICKET FENCES INCORPORATED (SBPP)  
 PIONEER LANDSCAPES INC (SBPP)  
 PIONEER VALLEY EYE ASSOC P C (SBPP)  
 PITTSFIELD LAWN & TRACTOR INC (SBPP)  
 PITTSFIELD TIRE & AUTO SERVICE (SBPP)  
 PJ SYSTEMS INC dba HIQ COMPUTERS (MBE)  
 PJ SYSTEMS INCORPORATED (MBE)  
 PLASTIC CARD SYSTEMS INC (WBE, SBPP)  
 PLYMOUTH AREA COALITION FOR (SBPP)  
 PMA CONSULTANTS LLC (MBE)  
 PODGRSKI CORPORATION (SBPP)  
 POSITIVE ACTION AGAINST (WBE, SBPP)  
 POWDER HORN PRESS INC (WBE, SBPP)  
 POWER WASHER SALES, LLC (SBPP)  
 PRECISE PAVING INC. (SBPP)  
 PRECISION FITNESS EQUIPMENT INC (SBPP)  
 PREMIER ABATEMENT & LABOR SERVICES, INC. (MBE)  
 PRIME AE GROUP INC (MBE)  
 PRO DISPLAYS NORTHEAST INC (SBPP)  
 PRO PAVING & EXCAVATING INC (PBE\*)  
 PRO SOUND SERVICE INC (SBPP)  
 PROAV SYSTEMS INC (MBE/WBE)  
 PROJECT ADVENTURE INC (SBPP)  
 PROJECT RIGHT INC (SBPP)

PROSCIENCE ANALYTICAL SVCS INC (SBPP)  
 PUMP COAT INC (WBE, SBPP)  
 QUABBIN MEDIATION INC (WBE, SBPP)  
 QUALITY PHYSICAL THERAPY INC (WBE\*)  
 QUICK PRINT LTD INC (WBE, SBPP)  
 QUINCY SMALL ENGINE REPAIR INC (SBPP)  
 R I BAKER CO INC (SBPP)  
 R P O'CONNELL INC (SBPP)  
 RAINBOW CHILD (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)  
 RAYMOND A BELANGER JR (SBPP)  
 RAZZ-M-TAZZ PROMOTIONS LLC (WBE)  
 REACH INC (SBPP)  
 READY 2 RUN GRAPHICS & SIGNS INC (SDVOBE, SBPP)  
 REBECCA D EDMONDSON (SBPP)  
 RECOVERY HOMES COLLABORATIVE INC (SBPP)  
 RECREATIONAL DIMENSIONS (SBPP)  
 REFUGEE & IMMIGRANT ASSIST. CENTER (SBPP)  
 REGINA VILLA ASSOCIATES INC (WBE, SBPP)  
 REHABILITATION AND HEALTH (WBE)  
 REIDARS MANUFACTURING INC (SBPP)  
 RENAUD ELECTRIC & COMMUNICATIONS INC (SBPP)  
 RENAUD HVAC & CONTROLS INC (SBPP)  
 RENE L COTE SONS INC (SBPP)  
 RENNIE CTR ED RESEARCH & POLICY (SBPP)  
 RESOURCESOFT INC (MBE/WBE)  
 RESTORATION PROJECT INC (WBE, SBPP)  
 RICHCO PRODUCTS INC (SBPP)  
 RIVERBROOK RESIDENCE INC (WBE)  
 RJ NARDONE CONSTRUCTION INC (WBE, SBPP)  
 ROAD-WAY MAINTENANCE SERVICES INC (WBE)  
 ROBBINS CHILDREN'S PROGRAMS, INC. (SBPP)  
 ROBERT FERNANDES (MBE)  
 ROBERT M RYAN (SBPP)  
 ROBERT MCGILLVRA (SBPP)  
 ROBERT T MERCERS SEA & SKI INC (SBPP)  
 ROBERT W CARTER (SBPP)  
 ROBERTO F FELIZ (SBPP)  
 ROBIN F LUBEROFF (SBPP)  
 ROGERSON ORTHOPEDIC APPLIANCE (SBPP)  
 ROLLAS MOTOR PARTS INC (SBPP)  
 ROSE M PERRIZO dba RP REALTY (WBE)  
 ROXBURY YOUTHWORKS INC (MBE)  
 RTD LOGISTICS LLC (MBE, SBPP)  
 RUSTIC FIRE PROTECTION INC (SBPP)  
 RUTH ANNE BRIGHTON SC (SBPP)  
 RUTH SHEETS WILSON (WBE, SBPP)  
 SAAM ARCHITECTURE LLC (WBE, SBPP)  
 SAHASRA TECHNOLOGIES CORP (MBE/WBE)  
 SALEM COMMUNITY CHILD CARE INC (MBE/WBE)  
 SALS CUSTOM DRY CLEANING INC (SBPP)  
 SANDWICH SHIP SUPPLY (SBPP)  
 SCOPE MEDICAL LLC (WBE, SBPP)  
 SCORE4MORE, INC (SBPP)  
 SCOTT D BURNS (SBPP)  
 SDG AUTO BODY INC (SBPP)  
 SDG DIRECT LTD (WBE)  
 SEACOAST SUPPLY INC (SBPP)  
 SECOND SOLUTIONS, INC (SBPP)  
 SECOND STEP INC (WBE, SBPP)  
 SECURITY DETECTION INC (SBPP)  
 SELF ESTEEM BOSTON EDUC INS IN (WBE, SBPP)  
 SENIOR CARE INC (SBPP)  
 SERAPHIC SPRINGS HEALTH CARE (MBE/WBE, SBPP)  
 SERVICENET INC (WBE)  
 SERV-U STORES OF WESTERN MASS (SBPP)  
 SHADLEY ASSOCIATES PC (WBE, SBPP)  
 SHAFIIS INC (WBE)  
 SHAHEEN & ASSOCIATES INC (WBE)

SHARP TOOL COMPANY INC. (SBPP)  
 SHEKAR & ASSOCIATES INC (MBE)  
 SHEPLEY BULFINCH RICHARDSON & ABBOTT INC (WBE)  
 SHEREE L ESTES (SBPP)  
 SHI INTERNATIONAL CORP (MBE/WBE)  
 SHREWSBURY YOUTH & FAM SRVCS INC (SBPP)  
 SIGMA SYSTEMS INC (MBE/WBE, SBPP)  
 SIGN DESIGN INC (WBE)  
 SILVIA WOODGETT (MBE/WBE)  
 SIRUM EQUIPMENT CO INC (SBPP)  
 SITE SPECIFICS, LLC (WBE/PBE)  
 SJ MEDSAV SOLUTIONS LLC (SDVOBE, SBPP)  
 SKYLINE COMMUNICATIONS INC dba SKYCO (WBE)  
 SOFTWARE PEOPLE INC (MBE/WBE)  
 SOJOURNER HOUSE INC (SBPP)  
 SOLOMON MCCOWN & COMPANY, INC. (WBE, SBPP)  
 SOMERVILLE HOMELESS COALITION (SBPP)  
 SORENSEN PARTNERS ARCHITECTS AND PLA (MBE/WBE)  
 SOUTH COASTAL COUNTIES LEGAL SRVCS INC (SBPP)  
 SOUTH COVE COMMUNITY HEALTH CENTER (MBE)  
 SOUTH SHORE DIVERS INC (SBPP)  
 SOUTH SHORE GENERATOR (WBE)  
 SOUTH SHORE RECOVERY HOME, INC. (SBPP)  
 SOUTH SHORE SUPPORT SERV INC (WBE)  
 SOUTHERN WORCESTER COUNTY (WBE)  
 SOVEREIGN CONSULTING INC (MBE)  
 SPALDING TOUGIAS ARCHITECTS (WBE, SBPP)  
 SPANISH AMERICAN CENTER INC (MBE/WBE, SBPP)  
 SPINELLI RAVIOLI MFG CO INC (SBPP)  
 SPRINGFIELD DAY NURSERY CORP (WBE)  
 SPRINGFIELD PARTNERS FOR (MBE)  
 SPRUCE TECHNOLOGY INC (MBE)  
 SQUASH AUTOMOTIVE CORPORATION (SBPP)  
 SRCPI, INC. (WBE)  
 STANDARD MODERN CO INC (WBE)  
 STANLEY STREET TREATMENT & RESOURCES INC (WBE)  
 STAR BUILDING SERVICES INC (MBE/WBE, SBPP)  
 STARBURST PRINTING AND GRAPHICS INC (MBE)  
 STATEMENT OUTSOURCING LLC (WBE, SBPP)  
 STEERE ENGINEERING INC (WBE)  
 STELLAR CORP (MBE, SBPP)  
 STEPHEN AYER (SBPP)  
 STEPHEN P REYNOLDS (SBPP)  
 STERLING BUSINESS PRODUCTS INC (MBE, SBPP)  
 STEVE'S SHOP, INC. (SBPP)  
 STILES COMPANY INC (WBE)  
 STONE & BERG COMPANY, INC. (WBE, SBPP)  
 STONEWALL SOLUTIONS INC (SBPP)  
 STRATEGIC SOLUTIONS GROUP LLC (SBPP)  
 STRATEGY MATTERS LLC (WBE, SBPP)  
 STUART A ANFANG (SBPP)  
 STUDIO G ARCHITECTS INC (WBE)  
 STUTTMAN CONTRACTING INC (SBPP)  
 SULLIVAN & COGLIANO DESIGNERS (SBPP)  
 SUMCO ECO-CONTRACTING LLC (SBPP)  
 SUN SPECIALTIES INC. (WBE)  
 SUNRISE PROSTHETICS & ORTHOTICS INC (WBE, SBPP)  
 SUPPORT GROUP INC (SBPP)  
 SUPPORTIVE CARE INC (MBE/WBE)  
 SURFLAND BAIT & TACKLE LLC (SBPP)  
 SUSAN B BRAUS (SBPP)  
 SUZUKI OF WESTERN MA INC (SBPP)  
 SWBAILEY CONSULTING LLC (WBE)  
 SWISSBAKERS (SBPP)  
 SYNAPSE ENERGY ECONOMICS INC (SBPP)  
 T & M LANDSCAPE INC (WBE)  
 TAIREIKI WELLNESS CENTER LLC (MBE, SBPP)  
 TALY FLORIST OF ASHLAND INC (SBPP)  
 TAPESTRY HEALTH SYSTEMS INC (WBE)  
 TAYLOR & BURNS INC (WBE)  
 TAYLOR & LLOYD INC (WBE)  
 TAYLOR DAVIS LANDSCAPE CO (WBE, SBPP)  
 TBM CONSULTING LLC (MBE/WBE)  
 TEACH PLUS, INC (SBPP)

TECEDGE, LLC (WBE, SBPP)  
 TERRENCE A BLANCHARD (SBPP)  
 TETREAULT & SON FOREST MANAGEMENT, INC (SBPP)  
 THE ACORN GROUP INC (WBE)  
 THE ADDICTION TREATMENT OF NE (SBPP)  
 THE AMERICAN CITY COALITION (SBPP)  
 THE ARC OF CAPE COD INC (SBPP)  
 THE BASIL TREE INC (WBE)  
 THE BOAT GUY INC (SBPP)  
 THE CENTER FOR HOPE AND HEALING, INC. (SBPP)  
 THE COMMUNITY ARTCENTER INC (SBPP)  
 THE COMPUTER MERCHANT LTD (VBE)  
 THE EDINBURG CENTER INC (WBE)  
 THE EDWARDS GROUP LLC (MBE)  
 THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP)  
 THE GUN PARLOR INC (SBPP)  
 THE LIFE EXPERIENCE SCHOOL (SBPP)  
 THE MAVERICK GROUP INC (MBE, SBPP)  
 THE NARROW GATE ARCHITECTURE LTD (SBPP)  
 THE NORTHEAST INDEPENDENT (SBPP)  
 THE RESOURCE CONNECTION INC (WBE)  
 THE RIPPLES GROUP, LLC (SBPP)  
 THE SALEM MISSION INC (SBPP)  
 THE SALVATION ARMY (SBPP)  
 THE SUBURBAN HOMEMAKING & MATE (SBPP)  
 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. (WBE)  
 THOMAS A SHANNON (SBPP)  
 THOMAS A VINCENT (SBPP)  
 THOMAS J BROTHERS JR. (SBPP)  
 THOMAS P. RYLAND CO, INC. (SBPP)  
 THOMPSON WATERPROOFING INC (WBE)  
 THREE LANTERN MARINE AND FISHING CO. INC (SBPP)  
 TIMOTHY BRIAN RIKER (SBPP)  
 TITAN ROOFING COMPANY (MBE)  
 TITAN ROOFING INC (MBE)  
 TLC TRUST (SBPP)  
 TOBIAS & BATTITE INC (SBPP)  
 TOMMY'S TAXI INC (SBPP)  
 TOOL & EQUIPMENT CONNECTION INC (SBPP)  
 TOOLE DESIGN GROUP LLC (WBE)  
 TOOLS UNLIMITED INC (WBE, SBPP)  
 TOPAZ ENGINEERING SUPPLY INC (SBPP)  
 TOWN TRANSPORTATION LLC (SBPP)  
 TR ADVISORS LLC (SBPP)  
 TRACKER SYSTEMS INC (SBPP)  
 TRACY SHEEHAN (SBPP)  
 TRAFINFO COMMUNICATIONS INC (MBE, SBPP)  
 TRANSACTION ASSOCIATES INC (WBE)  
 TRANSFLUENCI LLC (MBE/WBE)  
 TRANSITION HOUSE INC (MBE/WBE, SBPP)  
 TRANSITIONS CENTERS INC (SBPP)  
 TRAVIS NGUYEN (SBPP)  
 TRIPPIS UNIFORMS INC (SBPP)  
 TRIVEDI ADVANCED TECHNOLOGIES LLC (SBPP)  
 TROIANO TRUCKING INC (SBPP)  
 TROY R BROWN (SBPP)  
 TUCK'S TRUCKS, INC (SBPP)  
 TULLY CONSTRUCTION CORP (SBPP)  
 TUNG'S TASTE INC (SBPP)  
 TURNER STEEL CO INC (SBPP)  
 TYBURSKI APPRAISAL & CONSULTANT SERVS (SBPP)  
 UCP OF WESTERN MASSACHUSETTS INC (SBPP)  
 UEL CONTRACTORS INC (WBE)  
 UNITED ELEVATOR COMPANY, INC. (WBE, SBPP)  
 UNITED PROSTHETICS INC (SBPP)  
 UPHAMS CORNER COMMUNITY CENTER (SBPP)  
 URBAN EDGE HOUSING CORPORATION (MBE, SBPP)  
 URBAN INSULATION INC (WBE)  
 URBAN LEAGUE OF EASTERN MA (SBPP)  
 US BEDDING INC (MBE, SBPP)

US ENVIRONMENTAL RENTAL CORP (SBPP)  
 USA COURIERS INC (WBE, SBPP)  
 USNE, INC (SBPP)  
 UTEC, INC. (SBPP)  
 VALLEY GREEN SHREDDING LLC (VBE)  
 VALLEY WELDING & EQUIPMT INC (SBPP)  
 VALUING OUR CHILDREN INC (WBE)  
 VAV INTERNATIONAL INC (MBE)  
 VENILIA GARDENS INC (MBE)  
 VENTURA GRAIN CO INC (SBPP)  
 VENTURE COMMUNITY SERVICES, INC (WBE)  
 VERACLOUD TECHNOLOGIES INC (SBPP)  
 VETERANS BUSINESS SUPPLY, INC. (SDVOBE, SBPP)  
 VETERANS NORTHEAST OUTREACH (SBPP)  
 VICTOR A LEWIS (SBPP)  
 VICTORY HUMAN SERVICES INC (MBE)  
 VILLAGE PRESCHOOL INC (SBPP)  
 VISI FLASH RENTALS EASTERN INC (SBPP)  
 VISION'S SOWN AN ANCIENT BAKING CO INC (MBE/WBE, SBPP)  
 VLINK INC (MBE)  
 VOLTREK, LLC (WBE)  
 W C D GARAGE INC (SBPP)  
 W.S. ANDERSON INC (MBE)  
 WAKEFIELD MOVING AND STORAGE (SBPP)  
 WAYPOINT ADVENTURE INC (SBPP)  
 WEBJECT SYSTEMS INC (MBE)  
 WEBSTER SQUARE DAY CARE (SBPP)  
 WELDERS SUPP OF WORCESTER INC (SBPP)  
 WELLSRING FARM LLC (WBE)  
 WELLSRING HOUSE INC (SBPP)  
 WESCOR PARKING CONTROLS INC (SBPP)  
 WEST END DAY NURSERY OF NEW (MBE, SBPP)  
 WESTERN MASSACHUSETTS TRAINING (WBE)  
 WESTNET INC (MBE)  
 WESTON & SAMPSON CMR, INC. (SBPP)  
 WHITE BRIDGE SOLUTIONS LLC (SBPP)  
 WHITTIER STREET HEALTH CTR COMMITTEE INC (MBE)  
 WICKED WATTS INC (WBE, SBPP)  
 WILKEM SCIENTIFIC LTD (WBE)  
 WILLIAM SANCHEZ (SBPP)  
 WILLIAMSON ELECTRICAL COMPANY, INC. (SBPP)  
 WINDWALKER GROUP LLC (MBE)  
 WINTERGREEN KENNELS LTD (SBPP)  
 WOLF MECHANICAL, LLC (SBPP)  
 WOLPERT DISPOSAL INC (SBPP)  
 WOMANSHELTER COMPANERAS INC (WBE, 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)  
 WORK OPPORTUNITY CENTER INC (SBPP)  
 WORKPLACE RESOURCE LTD (WBE, SBPP)  
 WORLDTech ENGINEERING LLC (SBPP)  
 WRAPAROUND FAMILY SERVICES INC. (SBPP)  
 WSI MANUFACTURING INC (SBPP)  
 XCEL FIRE PROTECTION INC (WBE)  
 XFACT INC (MBE)  
 XL HYBRIDS, INC. (SBPP)  
 YMCA OF THE NORTH SHORE INC (SBPP)  
 YOUNG ELECTRICAL SERVICES INC (SBPP)  
 YOUNG WOMEN'S CHRIST ASSOC LOWELL (SBPP)  
 YOUNG WOMEN'S CHRISTIAN ASSOC (WBE, SBPP)  
 YOUTHBUILD BOSTON INC (MBE, SBPP)  
 YWCA BOSTON (WBE)  
 YWCA CENTRAL MA INC (WBE)  
 YWCA NORTHEASTERN MASSACHUSETTIS, INC. (WBE)  
 YWCA OF SOUTHEASTERN MASSACHUSETTS (WBE)  
 YWCA OF WESTERN MASS (WBE)  
 ZAGARAN INC (SBPP)  
 ZELL BUILDERS (SBPP)  
 ZELUS CONSULTING GROUP LLC (WBE)  
 ZENERGY BUILDING TECHNOLOGIES INC (SBPP)

## 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 notations: \*Company certification no longer valid at the time of report publication. + PBE paid for a construction project awarded prior to April 12, 2016. # Spending with this SDP partner was not included in the indirect spending total, because the participating organization did not issue payments to the prime contractor that reported spending with this SDP partner.

1 STOP DESIGN SHOP, INC. (WBE)	ALL STATE WASTE, INC. (WBE)	AVCO CONSULTING, INC. (MBE)	BRONNER GROUP, LLC (WBE)
110 TECHNOLOGY, LLC (MBE/WBE)	ALL TIME SERVICE, INC. (MBE/WBE)	AVID IRONWORKS, INC. (WBE)	BROOKVIEW HOUSE, INC. (MBE)
813 CONSULTANTS, LLC (WBE)	ALLEN CONSULTING, INC. D/B/A: Z-TECH (MBE)	AXESS MEDICAL, LLC (MBE)	BRYANT ASSOCIATES, INC. (MBE)
84 LUMBER COMPANY (WBE)	ALLIANCE DETECTIVE & SECURITY SERVICE, INC. (WBE)	AXXION COMPANY, LLC, THE (MBE)	BSST SOFTWARE GROUP, INC. D/B/A: BOSTON GROUP, THE (MBE)
A & D CONSTRUCTION SERVICE, CORP (MBE)	ALLIANCE HOME CARE VISITING NURSE AGENCY, INC. (MBE/WBE)	AYALA EXCAVATING AND TRUCKING, LLC (MBE)	BUCHER AND CHRISTIAN CONSULTING, INC. (MBE)
A & J DEMOLITION SERVICES, CORPORATION (MBE/WBE)	ALLIED BUILDING SERVICES (MBE/WBE)	AZTEC STEEL, INC. (WBE*)	BUILDING ENCLOSURE ASSOCIATES, LLC (MBE)
A & M BUSINESS SOLUTIONS, LLC (MBE/WBE, VBE )	ALMEIDA FAMILY CLEANING COMPANY (WBE)	AZTEC TECHNOLOGIES, INC. (MBE)	BULLDOG, INC. (WBE)
A I ENGINEERS, INC. (MBE)	ALPHA IDENTIFICATION, INC. (MBE/WBE)	AZTEC TECHNOLOGIES, LLC (WBE#)	BUYER ADVERTISING, INC. (WBE)
A J LETOURNEAU, INC. (WBE)	ALPHA OFFICE SUPPLIES, INC. (MBE)	B+AC, LLC (MBE)	C & A CONSTRUCTION COMPANY, INC. (WBE)
A.R. BELLI, INC. (WBE)	ALPHA PROFESSIONAL SOLUTIONS, INC. (MBE)	B2B HOLDINGS, INC. D/B/A: ALPHA IDENTIFICATION/ALPHA CUSTOM	C & C CONSULTING ENGINEERS, LLC (MBE)
A.R. PLANTE LAND CLEARING & EXCAVATION, LLC (WBE)	AM CLEANING, INC. (WBE)	PRINT/ALPHA OFFICE FURNITURE (WBE)	C & S GROUP, INC. D/B/A: CAROL'S LIGHTING & SUPPLY COMPANY (MBE/WBE)
A1 DATASHRED, LLC (WBE)	AM ENTERPRISES CORP (MBE)	BACK BAY CONCRETE, CORP. (WBE)	C T S SERVICES, INC. (WBE)
AAXIOM CONCRETE SAWING, LLC (WBE)	AMDA ENTERPRISES, INC. D/B/A: NEPM (WBE)	BANNER ENVIRONMENTAL SERVICES, INC. (WBE)	C&C JANITORIAL SUPPLIES, INC. (WBE)
ABACUS GROUP, INC. (WBE)	AMERICA ONE TECHNOLOGIES, INC. (MBE)	BARTON'S ANGELS, INC. (WBE)	C&D ELECTRONICS, INC. (MBE)
ABC HOME & HEALTHCARE PROFESSIONALS, INC. (WBE)	AMERICAN ELECTRICAL CONSTRUCTION, INC. (WBE)	BASIL TREE INC., THE (WBE)	C. R. LEVESQUE TRUCKING CORP. (WBE)
ABC SPECIALTEES (WBE)	AMERICAN ENVIRONMENTAL, INC. (MBE)	BATALLAS ELECTRIC, INC. (MBE)	C.E. COMMUNICATION SERVICES, INC. (WBE)
ABIDE, INC. (WBE)	AMERICAN TELE-CONNECT SERVICES, INC. (WBE)	BAY COLONY GROUP, INC. (VBE)	C.F. MEDICAL, INC. (WBE)
ABLE ASSOCIATES, INC. (WBE)	AMERICAN TRANSLATION PARTNERS, INC. (MBE/WBE)	BAY STATE ENVELOPE, INC. (WBE)	C.M. CLEANING COMPANY, INC. (WBE)
ABLE INDUSTRIAL SWEEPING, INC. (MBE)	AMK ELECTRIC, LLC (WBE)	BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE OF BOSTON (WBE)	CADAN CORPORATION (WBE)
ABRIDGE INFO SYSTEMS, INC. (MBE)	AMRO ENVIRONMENTAL LABS CORP. (WBE)	BAY STATE TRANSPORTATION COMPANY (WBE*)	CALENDAR PRESS, INC. (WBE)
ABSOLUTE RENEWABLE ENERGY, LLC (WBE*)	AMY D CONNER D/B/A: PREMIUMS 'R US (WBE)	BAYTECH SERVICES, INC. (MBE*)	CALLOWAY GRAPHIX MARKETING PRINTING, INC. (MBE)
ABSOLUTE RESOURCE ASSOCIATES, LLC (WBE)	AMY KVISTAD DESIGN (WBE)	BAYTOWNIES, LLC (MBE/WBE)	CAM OFFICE SERVICES, INC. (MBE/WBE)
ACADA COMMUNICATIONS, LLC (WBE)	ANALYTICAL EVALUATION CONSULTANTS, LLC (WBE, SDVOBE)	BBCG, LLC D/B/A: VANTAGE GRAPHICS (MBE)	CAMBRIDGE COMPUTER SERVICES, INC. D/B/A: FOURTH HAT ASSOCIATES , CCS, CAMBRIDGE COMPUTER (WBE)
ACCENT BANNER, LLC (WBE)	ANALYTIX BUSINESS SOLUTIONS, LLC (MBE)	BE SAFER AT HOME, INC. (WBE*)	CAPACCIO ENVIRONMENTAL ENGINEERING, INC. (WBE)
ACCOUNTAIDES, INC. (WBE)	ANDELLA IRON, INC. (MBE)	BEACON LIGHT & SUPPLY, CO., THE (MBE)	CAPASSO RESTORATION, INC. (WBE)
ACCOUNTING SOLUTIONS CONSULTING, INC. D/B/A: ASC PARTNERS (WBE)	ANDERSON CLEANING, INC. (WBE)	BEAVERBROOK STEP, INC. (WBE)	CARACAS CONSTRUCTION CORPORATION (MBE)
ACCREDITED FUNDING & INVESTING, INC. D/B/A: A.F.I. (WBE#)	ANDREA'S POLICE SUPPLY, INC. (WBE)	BEETRIX, LLC (WBE)	CARBON COLORS, LLC (WBE)
ACCU-CLEAN, INC. (WBE, LGTBTE)	ANDREW ASSOCIATES, INC. (WBE)	BEHAVIORAL HEALTH INDUSTRY NEWS, INC. D/B/A: OPEN MINDS (WBE)	CARIBBEAN FOUNDATION OF BOSTON, INC., THE (MBE)
ACE MEDICAL SERVICES, INC. (MBE)	ANGELINI PLASTERING, INC. (WBE)	BEHAVIORAL HEALTH NETWORK, INC. (WBE)	CARIBOU SYSTEMS, INC. (WBE)
ACM GROUP, INC. D/B/A: ATLANTIC-ACM (WBE)	ANNESE ELECTRICAL SERVICES, INC. (WBE)	BELLAMY GROUP, INC. (WBE#)	CARING HANDS HEALTH EQUIPMENT & SUPPLIES, LLC (SDVOBE)
ACME ABATEMENT CONTRACTOR, INC. (MBE)	ANNETTE FAMOLARE D/B/A: CODE RED FIRST AID & SAFETY (WBE)	BENCHMARK OFFICE SYSTEMS, INC. (WBE)	CARING HEALTH CENTER, INC. (MBE)
ACORN RECORDING SOLUTIONS, INC. (WBE)	ANTONELLIS CONSTRUCTION, INC. (MBE)	BERKSHIRE AREA HEALTH EDUCATION CENTER, INC. (WBE)	CARMEL MOVERS, INC. (WBE)
ACP FACILITY SERVICES, INC. (MBE)	APEX HEALTHCARE SERVICES, INC. (WBE)	BERKSHIRE CONCRETE CUTTING, LLC (WBE)	CARPET BARN, INC. (WBE#)
ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD) (MBE/WBE)	APOLLO SAFETY, INC. (VBE)	BERKSHIRE ENVIRONMENTAL CONSULTANTS, INC. (WBE#)	CARROLL COMMUNICATIONS GROUP, LLC (MBE*)
ACTION STEEL, LLC (WBE)	APPLE HOMECARE ASSOCIATES, INC. (WBE*)	BERKSHIRE INDUSTRIAL SERVICES, LLC (WBE)	CASA ESPERANZA, INC. (MBE)
ADAM GRAPHIC CORPORATION (WBE)	APPLIED FAB & MACHINING, INC. (SDVOBE)	BERKSHIRE RESOURCES FOR INTEGRATION OF DIVERSE GROUPS	CASA MYRNA VAZQUEZ, INC. (WBE)
ADAMS PLUMBING & HEATING, INC. (WBE)	AQUENT, LLC (MBE)	AND EDUCATION, INC. (MBE/WBE)	CASTLE GROUP, INC., THE (WBE)
ADAMSON INDUSTRIES CORP. (WBE)	ARCHIPELAGO STRATEGIES GROUP, INC. D/B/A: ASG (MBE/WBE, LGTBTE )	BERNICE F. LORD, CPA (WBE)	CASUAL GOURMET, INC., THE (WBE#)
ADCOTRON EMS, INC. (MBE)	ARCHITECTURAL ENGINEERS, INC. (WBE)	BESTPRO CLEANING, LLC (MBE/WBE#)	CAULFIELD ENVIRONMENTAL (WBE)
ADF CLEANING SERVICES (WBE)	ARGUS COMMUNICATIONS, INC. (MBE#)	BETIS GROUP, INC. (MBE)	CK2 CLEANING SERVICES (MBE/WBE)
ADONAI SPRING WATER, INC. (MBE/WBE)	ARIGATO SUSHI, INC. (MBE/WBE*#)	BETSY GOLD DESIGN (WBE)	CDS CONTRACTING SERVICES, LLC (MBE)
ADROIT MEDICAL SYSTEMS, INC. (VBE)	ARIMANN BUILDING SERVICES, INC. (MBE)	BETTS PLUMBING & HEATING SUPPLY, INC. (WBE#)	CDW CONSULTANTS, INC. (WBE)
ADROIT SOFTWARE, INC. (MBE)	ARMANDS CARPET & LINOLEUM CO., INC. (WBE*)	BEVERLY CHILDREN'S LEARNING CENTER, INC. (WBE)	CEC BUSINESS SOLUTIONS, INC. (MBE/WBE)
ADVANCE AIR & HEAT CO., INC. (WBE)	ARMOR ELECTRONICS, INC. D/B/A: DIAMOND ADVANCED COMPONENTS (WBE)	BIG GAME OUTFITTERS, INC. (WBE)	CENTER FOR HUMAN DEVELOPMENT, INC. (WBE)
ADVANCED DETAIL CLEANING SERVICE, INC. (MBE)	ART ENGINEERING CORPORATION (MBE)	BIGELOW NURSERIES, INC. (WBE)	CENTER OF HOPE FOUNDATION, INC. (WBE#)
ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS (MBE/WBE)	ARVEST PRESS, INC. (WBE)	BIMSHA CORPORATION (MBE)	CENTRAL BOSTON ELDER SERVICES, INC. (MBE)
AD-VANTAGE, INC. (WBE)	ASA ENVIRONMENTAL PRODUCTS, INC. (WBE)	BLEST CONSULTING, INC. (MBE)	CENTRAL BUREAU OF INVESTIGATION, INC. (WBE)
ADVERTISING PRODUCTS CORPORATION (WBE)	ASIA TRADING INT'L, LLC D/B/A UNIPRO INTERNATIONAL (WBE)	BLUE MONKEY PROMOTIONS, LLC (WBE)	CENTRAL ELECTRICAL SPECIALTY, CORP. (WBE)
ADVOQT, LLC (MBE#)	ASIAN AMERICAN CIVIC ASSOCIATION, INC. (MBE)	BOSTON BRIDGE SERVICES, INC. (WBE)	CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC. (WBE)
AHC ALLIED HEALTHCARE OF NEW ENGLAND, INC. (WBE)	ASIAN COMMUNITY DEVELOPMENT CORPORATION (MBE)	BOSTON CHAIR MASSAGE, INC. (WBE, LGTBTE)	CENTRAL SOURCE, INC. (WBE)
AHEARN EQUIPMENT, INC. (WBE)	ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE (MBE/WBE)	BOSTON INDIA HOLDINGS, INC. D/B/A: TALENTBURST, INC. (MBE)	CENTRO COMMUNAL HISPANO, INC. D/B/A: CENTRO LAS AMERICAS (MBE)
AKAL ENGINEERING, INC. (MBE)	ASSOCIATED ALARM SYSTEMS, INC. (WBE)	BOSTONTECH PARTNERS, INC. (MBE)	CENTURY HOMECARE, LLC (MBE/WBE)
ALAN R. WILLIAMS D/B/A: SYNCOM (MBE*)	ASSOCIATED CAREER NETWORK, LLC (WBE)	BRAVA ELECTRIC & TELECOM, INC. (MBE)	CERTIFIED CONNECTIONS, INC. (MBE)
ALBANY INFORMATION TECHNOLOGY GROUP, LLC (MBE)	ASSURANCE HOMECARE, LLC (MBE/WBE)	BREDY NETWORK MANAGEMENT CORPORATION (MBE)	CGKV ARCHITECTS, INC. (MBE)
ALEXIS DESIGN (WBE)	ASSURED BUILDING CLEANING CO., INC. (WBE)	BRENNAN CONSULTING, INC. (WBE)	CHAPMAN CONSTRUCTION GROUP, INC. (WBE, VBE)
ALGAR CONSTRUCTION CORPORATION (PBE+)	ATKINSON CARPET INSTALLATION CO., INC. (WBE)	BRICKLOGIX, INC. (MBE)	CHARDONNAY DIALYSIS, INC. (WBE)
ALISON DOWD MARKETING, INC. (WBE)	ATKINSON-WHITWORTH CORPORATION D/B/A: JET-A-WAY (MBE/WBE*)	BRIGHT CLEANING SERVICES, INC. (MBE/WBE)	CHARLES GEORGE COMPANIES, INC. (WBE*)
ALISTE, INC. D/B/A ALISTE MARKETING, INC. (WBE)	ATLANTIC BRIDGE & ENGINEERING, INC. (WBE)	BRING CARE HOME, INC. (WBE)	CHARTER CONTRACTING COMPANY, LLC (MBE)
ALL CITY GLASS & MIRROR CO., INC. (WBE*)	ATLANTIC CONSTRUCTION & MANAGEMENT, INC. (MBE)	BRISTOL ELDER SERVICES, INC. (WBE)	CHASE LANDSCAPE, INC. (WBE)
ALL SPORTS HEROES UNIFORMS, SPORTING GOODS & PROMOTIONS, INC. (WBE)	ATLANTIC DIVERSIFIED MASON CONTRACTORS, INC. D/B/A: ADM (WBE)	BROADSIDE BOOKSHOP, INC. (WBE)	CHB EXCAVATION, INC. (MBE)
ALL STAR STAFFING, LLC (WBE)	ATLAS RELIEF STAFFING, LLC (WBE)	BROCKTON AREA MULTI SERVICES, INC. (MBE)	CHICOPEE INDUSTRIAL CONTRACTORS, INC. (WBE)
	ATTENTIVE HOME CARE, INC. (MBE/WBE)	BROCO OIL, INC. (SDVOBE*)	
	AULSON COMPANY, INC. (THE) (SDVOBE#)		

CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS (WBE)  
CITY FRESH FOODS, INC. (MBE)  
CITY POINT PARTNERS, LLC (MBE)  
CITYSCAPES PLANTCARE, INC. (WBE)  
CITYWIDE MASS PAINTING, INC. (MBE/WBE)  
CJ & LUKE ASSOCIATES (WBE)  
CK FLOORING SOLUTIONS, INC. (WBE\*)  
CKM CONSTRUCTION, LLC (WBE)  
CKS INTERIORS, INC. (WBE)  
CLARK LAU, LLC (MBE)  
CLASSROOM OUTFITTERS, LLC (VBE)  
CLAYTON, LLC (MBE)  
CLEAN PROPERTIES ENGINEERING, INC. F/K/A: ABC SOILS, INC. (WBE)  
CLEAN TEAM, THE (WBE)  
CLEAN TECH SYSTEMS, INC. (MBE)  
CLEANX, INC. (MBE)  
CLIMATECH SERVICE, LLC (MBE, VBE)  
CMC SHADES AND SPECIALTIES, LLC (WBE)  
COASTAL MARINE CONSTRUCTION, LLC (WBE)  
CODMAN SQUARE HEALTH CENTER, INC. (MBE)  
CODMAN SQUARE NEIGHBORHOOD DEVELOPMENT CORP (MBE/WBE)  
COGHLIN ELECTRICAL CONTRACTORS, INC. (WBE)  
COLLINS-CROCHIERE CONSTRUCTION SERVICES, INC. (WBE)  
COLONIAL SYSTEMS, INC. (WBE)  
COLUMBIA AUTO BODY, INC. (WBE)  
COMMERCIAL CLEANING SERVICE, INC. (WBE)  
COMMON SENSE ENVIRONMENTAL, INC. (WBE)  
COMMONWEALTH OFFICE SUPPLY, LLC (MBE, VBE)  
COMMUNICATEHEALTH, INC. (WBE, LGBTB)  
COMMUNITY ACTION PIONEER VALLEY, INC. F/K/A: COMMUNITY ACTION OF THE FRANKLIN HAMPSHIRE AND NORTH QUABBIN REGIONS (WBE)  
COMMUNITY AUTISM RESOURCES, INC. (WBE)  
COMMUNITY HEALTH PROGRAMS, INC. (WINPO\*)  
COMMUNITY REHAB CARE, INC. (WBE\*)  
COMPASS RESTORATION SERVICES, LLC (WBE)  
COMPETITIVE EDGE SERVICES, LTD. (WBE)  
COMPLETE CLEANING SYSTEM, LLC (MBE)  
COMPLETE TRANSPORTATION, LLC (WBE)  
COMPREHENSIVE ENVIRONMENTAL, INC. D/B/A: CEI (WBE)  
COMPU-CALL, INC. (WBE)  
COMTRONICS CORPORATION (WBE\*)  
CONSOLIDATED MARKETING SERVICES, INC. (WBE)  
CONTEMPORARIES, INC. (WBE)  
CONTINENTAL RESOURCES, INC. (WBE)  
CONVENIENT HOME CARE SERVICES, INC. (MBE/WBE)  
CONVENTURES, INC. (WBE)  
COOPERSTOWN ENVIRONMENTAL, LLC (WBE)  
COPLEY WOLFF DESIGN GROUP, INC. (WBE\*)  
COPY MASTERS, INC. (MBE#)  
CORBO CONSTRUCTION (MBE)  
CORE ENERGY INSIGHTS, INC. (WBE)  
CORI M. CONNOR-MORSE, CPA (WBE)  
CORPORATE ENVIRONMENTAL ADVISORS, INC. (WBE\*)  
CORRUGATED PACKAGING, INC. (MBE/WBE)  
COSCO, INC. (WBE)  
COULTER CONSTRUCTION, LLC (MBE)  
CP INDUSTRIES, LLC (WBE)  
CQ FLUENCY, INC. (MBE/WBE)  
CREATIVE FUTURES, LLC (MBE/WBE#)  
CREATIVE TOUCH DESIGNS, LLC (WBE)  
CRISPUS ATTUCKS CHILDREN'S CENTER (MBE)  
CROSS CULTURAL COMMUNICATION SYSTEMS, INC. (WBE)  
CROSSLAND GROUP LTD, THE (WBE)  
CROWLEY COTTRELL, LLC (WBE)  
CRUZ MANAGEMENT CO., INC. (MBE)  
CSL, INC. (WBE)  
CSW, INC. (WBE)  
CUSTOM BUSINESS PRODUCTS (WBE#)  
CUTTING EDGE PROMOTIONAL PRODUCTS (WBE)  
CX ASSOCIATES, LLC (WBE)  
DAGLE ELECTRICAL CONSTRUCTION CORP. (WBE)  
DATASYS CORPORATION (WBE)  
DAVEN CORP. (WBE)  
DAVISKELLY, LLC (WBE)  
DAVISKELLY, LLP F/K/A: RANDALL S. DAVIS & COMPANY, LLP (MBE)  
DAWN BAXTER (WBE)

DAWN KENNEDY D/B/A: VITAL MILK (MBE/WBE)  
DB HEALTHCARE, INC. (MBE/WBE)  
DEBOISE AUTO BODY, INC. (WBE)  
DEBOISE CONTRACTORS COMPANY, INC. (MBE)  
DEBRA BLATT D/B/A: GROUP RESTORATION (WBE\*)  
DELUCCA FENCE COMPANY, INC. (WBE)  
DEPENTERLEIN WORLDWIDE, INC. (WBE)  
DEPAOLI MOSAIC COMPANY, INC. (WBE)  
DEPENDABLE CLEANERS, INC. (WBE)  
DEPENDABLE MASONRY CONSTRUCTION COMPANY, INC. (MBE)  
DERENZY DOCUMENT SOLUTIONS, INC. (WBE)  
DESIGN PRINCIPLES, INC. (WBE)  
DEWEY SERVICE CORP. (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 (MBE)  
DIVERSIFIED MARKETING GROUP, LLC (WBE)  
DIVERSIFIED TECHNOLOGY CONSULTANTS, INC. (MBE#)  
DIVERSITY STUDIO, INC. D/B/A: BLUE BUMBLE CREATIVE (WBE)  
DIVING SERVICES, INC. (WBE)  
DIVISION 10 SPECIALTIES, INC. (WBE)  
DL WAREHAM, INC. D/B/A: FIRST CALL TRUCKING & COURIER (WBE)  
DM SYSTEMS, INCORPORATED (VBE)  
DOCUMENT TECHNOLOGIES, INC. (WBE\*)  
DOLPHIN RESOURCE GROUP, INC. (WBE)  
DON MARTIN CORPORATION (MBE)  
DONE RIGHT BUILDING SERVICES, INC. (MBE)  
DORIS O. WONG ASSOCIATES, INC. (MBE/WBE)  
DOTCOM TEAM, LLC, THE (MBE)  
DOVE, INC. D/B/A: DOMESTIC VIOLENCE ENDED INC. (WBE)  
DOW COMPANY, INC., THE (WBE\*)  
DPV TRANSPORTATION, INC. (MBE)  
DRAIN SHOOTER, INC. (WBE)  
DUSEAU TRUCKING, LLC (WBE)  
DYNAMIC JANITORIAL CLEANING, INC. (MBE/WBE)  
DYNAMIC SCHEDULING SOLUTIONS, INC. (WBE)  
E ALVES CLEANING SERVICE, INC. (WBE)  
E.T. & L. CORP. (WBE)  
EARLYBIRD POWER, LLC (MBE)  
EAST COAST AIR BARRIER & RESTORATION, INC. (WBE)  
EAST COAST SYSTEMS ENGINEERING, INC. (WBE)  
EASTERN BAG & PAPER COMPANY, INC. D/B/A: EBP SUPPLY SOLUTIONS (WBE)  
EASTERN BRIDGE WORKS (WBE)  
EASTWIND CORPORATION (MBE)  
EBERT ENTERPRISES, INC. D/B/A: CURRY PRINTING & COPY CENTER (WBE)  
ECIN INDUSTRIES, INC. (WBE)  
ECLINICALWORKS, LLC (MBE)  
ECO SYSTEMS PEST CONTROL, INC. (VBE)  
ECO WASTE DISPOSAL & CONTAINER STORAGE, INC. (MBE)  
ECOLOGIC ENTOMOLOGY, LLC (LGBTB)  
ECONOMIC MOBILITY PATHWAYS, INC. (WBE)  
ECOSERVICES, LLC (WBE)  
EDM CONSTRUCTION, INC. (WBE)  
EDUARDO BERNSTEIN 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)  
ELAD INDUSTRIAL INSULATION, INC. (WBE)  
ELAINE RENZI, CPA, LLC (WBE)  
ELECTRONIC SECURITY & CONTROL SYSTEMS, INC. (WBE)  
ELLANA, INC. (WBE)  
ELLCO PROMOTIONS, INC. (WBE)  
EMERALD EXCAVATING CO, INC. (WBE)  
EMILY ROTHSCHILD D/B/A: ROTHSCHILD & ASSOCIATES (WBE)  
EMMAUS, INC. (WBE)  
ENCOMPASS PREMIUMS & APPAREL (WBE)  
ENCORE CONSULTING SERVICES, INC. (MBE/WBE)  
ENCORE CONTRACTING SERVICES, INC. (MBE)  
ENCORE IMAGES, INC. (WBE)  
ENERGY FEDERATION, INC. (WBE)  
ENGINEERS DESIGN GROUP, INC. (MBE)  
ENVIRONMENTAL INTEGRITY COMPANY, LLC (MBE/WBE\*)  
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)  
ESENSE INCORPORATED (MBE)  
ETEA, INC. (MBE)  
EVELYN HILL, LLC (WBE)  
EVERETT APPLIANCE SERVICE (MBE)  
EVERMORE LIGHT AND POWER, INC. (MBE/WBE)  
EXCEL NURSING SERVICES, INC. (WBE)  
EXECUTIVE PARKING, INC. (MBE)  
EXPEDITED TRANSPORTATION SERVICES, INC. (WBE#)  
EXPRESS YOURSELF, INC. (MBE)  
F C CONSTRUCTION CORPORATION (PBE+)  
F L & A TRANSPORTATION COMPANY, INC. (MBE)  
F.H. CANN & ASSOCIATES, INC. (WBE)  
FABIANO OIL CORP. (WBE)  
FACILITYONE NEW ENGLAND, INC. (MBE)  
FAMILY DAY CARE PROGRAM, INC. (MBE/WBE)  
FEDERAL CONCRETE, INC. (WBE\*)  
FELICITY HARDEE LAW PRACTICE (WBE)  
FENNICK MCCREDIE ARCHITECTURE, LTD. (WBE)  
FERNANDEZ & ASSOCIATES (MBE)  
FERREIRA TOWING, INC. (WBE)  
FILLION ASSOCIATES, INC. (WBE)  
FILLION'S LANDSCAPING, INC. (WBE)  
FIRSTWORLD USA, INC. D/B/A: TERMINAL EXCHANGE SYSTEMS (MBE)  
FISHBONE PROJECT MANAGEMENT (WBE#)  
FITZGERALD & HALLIDAY, INC. (WBE)  
FLOTCHER SEWER & DRAIN, INC. (WBE)  
FLOOR WORKS, INC. (WBE#)  
FLUOROLITE PLASTICS, INC. (WBE\*)  
FOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC. (WBE)  
FORM 10 GROUP, INC. (SDVOBE)  
FORTRESS, INC. D/B/A: FORTRESS EMERGENCY PREPAREDNESS SERVICES (MBE)  
FOSTER'S ELECTRIC SERVICES, INC. (MBE)  
FOUR SEASONS LANDSCAPING SERVICES, LLC (WBE\*)  
FOWLER PRINTING & GRAPHICS, INC. (WBE)  
FRANKLIN ANALYTICAL SERVICES, INC. (WBE)  
FRANQUI SERVICES (MBE)  
FRASER ENGINEERING COMPANY, INC. (WBE)  
FRONT LINE, INC. (WBE)  
FT. HILL SIGN PRODUCTS COMPANY (WBE)  
FULLERTON ENGINEERING CONSULTANTS, INC. (MBE\*)  
FURNITURE SYSTEMS MANAGEMENT, INC. (WBE)  
FUSION INTEGRATED SOLUTIONS, LLC (MBE)  
G A BLANCO & SONS, INC. (MBE)  
GAAMHA, INC. (WBE)  
GANDARA MENTAL HEALTH CENTER, INC. (MBE)  
GANGI PRINTING, INC. (WBE)  
GENERAL AIR CONDITIONING & HEATING, INC. (MBE)  
GENERAL ENVIRONMENTAL SERVICES, INC. (WBE)  
GENERAL SAFETY SERVICES, CORP. (WBE\*)  
GEOLOGIC-EARTH EXPLORATION, INC. (WBE)  
GEO-MED, LLC (SDVOBE)  
GEOTEK ENGINEERING, INC. (WBE)  
GILLETTE RESTAURANT EQUIPMENT, INC. (WBE)  
GIRLS INCORPORATED OF LYNN (WBE)  
GLADDEN & METZ, INC. (SDVOBE)  
GLADYS ALLEN BRIGHAM COMMUNITY CENTER (WBE)  
GLOBAL BLUE D/VE, INC. (SDVOBE\*)  
GLOBAL CARE PROVIDERS, LLC (MBE)  
GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)  
GLOBAL VIEW COMMUNICATIONS, INC. (MBE)  
GOMES CONSTRUCTION COMPANY, INC. (WBE)  
GOOD AS GOLD COFFEE SYSTEMS, INC. (WBE)  
GOOD LIFE PRODUCTIONS, LLC (MBE/WBE)  
GORMAN ACTUARIAL, INC. (MBE/WBE)  
GP3 CREATIVE (MBE)  
GRANITE CITY ELECTRIC SUPPLY COMPANY, INC. (WBE\*)  
GRANITE PRINT, LLC (WBE)  
GRAPHIC TOUCH, INC. (WBE)  
GREAT IN COUNTERS, INC. (WBE)  
GREAT LAKES CASE AND CABINET CO., INC. (WBE)  
GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC. (MBE)

GREATER LAWRENCE FAMILY HEALTH CENTER, INC. (WINPO\*)  
GREEN CASTLE BUSINESS SOLUTIONS, INC. (MBE, VBE)  
GREEN INSULATION, INC. (WBE)  
GREEN INTERNATIONAL AFFILIATES, INC. (MBE)  
GREEN SEAL ENVIRONMENTAL, INC. (MBE/WBE)  
GREENFIELD GLASS CO, INC. (WBE)  
GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC. (WBE)  
GRIMES OIL CO., INC. (MBE)  
GRINNELL APPRECIATIVE CONSULTING, LLC (WBE)  
G'S ULTIMATE OFFICE CLEANING SVC., LLC (MBE/WBE)  
GUARDIAN HEALTHCARE, LLC (MBE/WBE)  
GUSTIN ADVERTISING GROUP, INC. (WBE)  
GUY BROWN, LLC (MBE/WBE)  
GVC CONSTRUCTION, INC. (MBE/WBE)  
H B WELDING, INC. (WBE, VBE)  
H&A STEEL, LLC (MBE)  
H.T. BERRY COMPANY, INC. (WBE)  
H2O APPLIED TECHNOLOGIES, LLC (WBE)  
HAGER GEOSCIENCE, INC. (WBE)  
HARBOR CONNECTIONS, INC. (WBE)  
HARBOR HEALTH SERVICES, INC. (WBE)  
HARDING BOTANICALS, LLC (WBE\*)  
HARMONICA INTERPRETING (WBE)  
HARRIS MILLER MILLER & HANSON, INC. D/B/A: HMMH (WBE)  
HCH ENTERPRISES, LLC (MBE)  
HEALTH CARE PHARMACY, INC. (WBE)  
HEALTH IMPERATIVES, INC. (WBE)  
HEALTH QUARTERS (WBE)  
HEALTHCARE RESOLUTION SERVICES, INC. (MBE/WBE\*)  
HEALTHTRIO, LLC (MBE)  
HEARTH, INC. (WBE)  
HELCO SAFETY EQUIPMENT CORPORATION (WBE)  
HELP SERVICES NETWORK, INC. (MBE)  
HENRY GENERAL CONTRACTORS, INC. (MBE)  
HERITAGE CONSTRUCTION & SUPPLY (WBE)  
HICKS AUTO BODY, INC. (MBE)  
HIMANSHU BHATNAGAR DBA: HB SOFTWARE SOLUTIONS (MBE\*)  
HINES DERMATOLOGY ASSOCIATES, INC. (MBE/WBE)  
HIRE PARTNERSHIP, LLC (MBE/WBE)  
HISPANIC RESOURCES, INC. (MBE)  
HOLLISTER STAFFING, INC. (WBE)  
HOLYOKE HEALTH CENTER, INC. (MBE)  
HOME HEALTH RESOURCES, INC. (WBE)  
HORIZON SERVICES CORPORATION (MBE)  
HOW'S WORK, INC. (WBE)  
HUMAN CAPITAL CONSULTANTS, LLC (MBE)  
HUMAN SERVICE FORUM, INC. (WBE)  
HWK CONSULTING, LLC (WBE)  
I & R MECHANICAL, INC. (WBE\*)  
ICE WORLDWIDE, LLC (WBE)  
ICON ARCHITECTURE, INC. (WBE)  
IDEAL RESIDENCES OF NEW ENGLAND, LLC (WBE)  
IDS HIGHWAY SAFETY, INC. (WBE)  
IMMI INTERNATIONAL MARKETING MANAGEMENT, INC. (MBE/WBE\*)  
IMPRINT EXPRESS, INC. (WBE)  
INDEPENDENCE HOUSE, INC. (WBE#)  
INDUSTRIAL STAFFING SERVICES, INC. (WBE)  
INDUSTRY SOLUTIONS, LLC (MBE)  
INFINART, INC. (WBE)  
INNOVATE!, INC. (MBE/WBE)  
INNOVATIONS GROUP, INCORPORATED, THE (WBE)  
INNOVATIVE PROMOTIONAL CONCEPTS (WBE)  
INNOVATIVE SAFETY SERVICES, INC. (WBE)  
INQUILINOS BORICUAS EN ACCION, INC. (MBE)  
INSIDE OUT COMMUNICATIONS, INC. (MBE/WBE)  
INSPIRATION ZONE, LLC (MBE/WBE)  
INSTITUTE FOR EDUCATION AND PROFESSIONAL DEVELOPMENT, INC., THE (WBE)  
INSTITUTE FOR HEALTH AND RECOVERY (WBE)  
INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE AGENCY, INC. (MBE, VBE)  
INTEGRITY HOME CARE SOLUTIONS, LLC (MBE/WBE)  
INTERCONNECT COMPUTER CABLING SERVICES, INC. (WBE)  
INTERGLOBAL COMMUNICATION GROUP, LLC (MBE)  
INTERIOR RESOURCES GROUP, LLC (WBE)  
INTERNATIONAL HEALTH SERVICES, INC. (WBE)  
INTERNATIONAL TRANSLATION COMPANY (MBE/WBE)

INTERPRETERS AND TRANSLATORS, INC. (MBE/WBE\*)  
 INTERPRETERS ASSOCIATES, INC. (MBE/WBE)  
 ISLAND PAVEMENT CUTTING CO., INC. (WBE)  
 IT MANTRA, LLC (MBE/WBE)  
 IZ SCHWARTZ APPLIANCE WAREHOUSE, INC. (WBE)  
 J & S BUSINESS PRODUCTS, INC. (MBE)  
 J & S CONCRETE PUMPING AND GROUTING, INC. (WBE)  
 J COUGLER, INC. (WBE)  
 J F SHINE MECHANICAL, INC. (WBE)  
 J REGO TRUCKING, INC. (WBE)  
 J TROPEANO, INC. (WBE)  
 J. L. ENTERPRISES, INC. (WBE)  
 J. L. RAYMAAKERS & SONS, INC. (WBE#)  
 J.A.J. TILE COMPANY, INC. (WBE)  
 J.C. SMITH, INC. (WBE)  
 JACKSON GLASS, INC. (WBE)  
 JACQUELINE ELECTRIC AND CONTRACTING, INC. (WBE)  
 JAKE NELLY AND ASSOCIATES (MBE\*)  
 JAMA PROFESSIONAL CLEANING, INC. (MBE/WBE)  
 JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION (MBE)  
 JANE FREEDMAN LAW, LLC (WBE)  
 JANE P. O'HERN (WBE)  
 JANUS SOFTWARE, INC. F/K/A: JANUS ASSOCIATES, INC. (WBE)  
 JASONICS SECURITY CORPORATION (WBE)  
 JAYDE CORPORATION (MBE)  
 JAZZY SPORTSWEAR PROMOTIONAL COMPANY, LLC (MBE)  
 JEANNE GEIGER CRISIS CENTER, INC. (WBE)  
 JEREZ, LLC (MBE/WBE)  
 JIL-LYN WONOSKI D/B/A: JW CONSULTANTS (WBE)  
 JIMENEZ & SON CONSTRUCTION CO., INC. (MBE)  
 JKMUIR, LLC (WBE#)  
 JLS MEDICAL PRODUCTS GROUP, LLC (VBE)  
 JN FISKE ENVIRONMENTAL (WBE)  
 JMA ARCHITECTS, INC. (MBE/WBE\*)  
 JNB CONSTRUCTION, INC. (MBE)  
 JO ANN BENTLEY ARCHITECT, INC. (WBE)  
 JOAN B. HONIG (WBE)  
 JOHN GALT STAFFING, INC. (WBE)  
 JOHN H. CANTO LANDSCAPE & BOBCAT SERVICES, INC. (MBE)  
 JOHN K. DIETRICH & ASSOCIATES, INC. D/B/A: CLASSIC GRAPHX (WBE)  
 JOHN LEONARD EMPLOYMENT SERVICES, INC. (WBE)  
 JOHNSON & HILL STAFFING SERVICES, INC. (WBE)  
 JOHNSON LUMBER CO., INC. (WBE)  
 JORDAN ENTERPRISES, INC. D/B/A: SD VISUAL IMAGES (MBE)  
 JOS HEALTHCARE STAFFING, INC. (MBE)  
 JP ADVERTISING, INC. (WBE)  
 JPL & ASSOCIATES, LLC (SDVOBE)  
 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)  
 K DAPONTE CONSTRUCTION CORPORATION (PBE+)  
 K5 CORPORATION F/K/A: HI WAY SAFETY SYSTEMS, INC. (WBE)  
 K-9 MERCANTILE PROTECTION, INC. (MBE/WBE#)  
 KARMA ENVIRONMENTAL SERVICES, INC. (WBE)  
 KATHRYN A. MICKLE D/B/A: NEW ENGLAND SECURITY (WBE\*)  
 KEANE FIRE & SAFETY EQUIPMENT CO., INC. (WBE)  
 KEATING CONSULTING, INC. (WBE)  
 KEMPER CORPORATION (WBE)  
 KENNEDY & VIOLICH ARCHITECTURE, LTD. (MBE)  
 KENNEY MASONRY, LLC (WBE)  
 KERMA MEDICAL PRODUCTS, INC. (VBE)  
 KEVILLE ENTERPRISES, INC. (WBE)  
 KIESSLING TRANSIT, INC. (WBE\*)  
 KITCHENMAKERS BCSS WINDOOR GROUP, LLC (MBE)  
 KITTEREDGE EQUIPMENT COMPANY, INC. (WBE)  
 KNF&T, INC. (WBE)  
 KNOWLEDGE ARCHITECTS, LLC (MBE/WBE)  
 KO STONE, INC. (MBE)  
 KOOL, INC., LLC D/B/A: SIR SPEEDY PRINTING OF BLOOMFIELD (MBE)  
 KOYA LEADERSHIP PARTNERS, LLC (WBE)  
 KREATE AND PRINT, INC. (MBE/WBE)  
 KROKIDAS & BLUESTEIN, LLP (WBE\*)  
 KT & T DISTRIBUTORS, INC. (MBE)  
 KUHN RIDDLE ARCHITECTS, INC. (WBE)  
 KYBYA, INC. (MBE)  
 L & L CONTRACTING, INC. (WBE)

L.A.L. MASONRY CO., INC. (WBE\*)  
 L.K. SHEET METAL, INC. (WBE)  
 L.SCHROEDER CONSULTING, INC. D/B/A: S1 FOOD SERVICE (WBE)  
 L1 ENTERPRISES INCORPORATED (SDVOBE)  
 LA ALIANZA HISPANA, INC. (MBE)  
 LADYBUG PEST CONTROL SERVICES, INC. (WBE)  
 LAILONNIE J. KEENE D/B/A: KEENKUT LANDSCAPING (WBE)  
 LAING ENTERPRISES, INC. (MBE\*)  
 LANCASTER PACKAGING, INC. (MBE/WBE)  
 LANCO SCAFFOLDING, INC. (WBE)  
 LANE PRINTING CO., INC. (WBE)  
 LANGUAGE BRIDGE, LLC (WBE)  
 LASER KARE TECHNOLOGY, INC. (WBE)  
 LASER TECHNOLOGIES SERVICE, INC. (MBE)  
 LAW OFFICES OF KATHLEEN A. MOORE (WBE)  
 LAWHORN IRRIGATION, INC. (MBE)  
 LC SYSTEMS (WBE\*#)  
 LD/IMOHEGAN, LLC D/B/A: KOTA (MBE)  
 LEAD IT CORPORATION (MBE/WBE)  
 LEC ENVIRONMENTAL CONSULTANTS, INC. (WBE)  
 LEDGE LIGHT TECHNOLOGIES, INC. (MBE)  
 LEERS WEINZAPFEL ASSOCIATES, INC. (WBE)  
 LEMELIN ENVIRONMENTAL SERVICES, INC. (WBE)  
 LENOX CONSTRUCTION COMPANY, INC. (WBE)  
 LEONE MARKETING SOLUTIONS, INC. (WBE)  
 LESLIE & COMPANY - SOLUTIONS IN PRINTING (WBE)  
 LIBERTY PRINTING CO., INC. THE (WBE\*)  
 LIM CONSULTANTS, INC. (MBE/WBE)  
 LIN ASSOCIATES, INC. (MBE)  
 LINDON GROUP, INC. (WBE)  
 LITTLE PEOPLE'S COLLEGE, INC. (WBE)  
 LIZ PAGE ASSOCIATES (WBE)  
 LMN SERVICES, INC. (VBE#)  
 LOGISTICO, LLC (MBE)  
 LOTUS TECHNICAL STAFFING SOLUTIONS, INC. (MBE/WBE)  
 LSL CLEANING COMPANY (MBE/WBE)  
 LUB-O-LINE INDUSTRIAL OIL CO., INC. (WBE)  
 LYNN GALT STAFFING, INC. (WBE)  
 LYNN COMMUNITY HEALTH CENTER, INC. (MBE)  
 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 G DENSON ELECTRICAL SERVICES, INC. (MBE)  
 M R ENTERPRISES, INC. (WBE)  
 M&A ARCHITECTURAL PRESERVATION, INC. (WBE)  
 M&M CONNECTIONS, LLC (MBE/WBE)  
 M. S. PELTIER INSURANCE SERVICES, LLC (MBE)  
 M.A.D. SIGNS (WBE)  
 M.D. STETSON COMPANY, INC. (WBE\*)  
 M.E. O'BRIEN & SONS, INC. (WBE)  
 MABBETT & ASSOCIATES, INC. (SDVOBE)  
 MACHADO CONSULTING, INC. (SDVOBE)  
 MAESTRI CONSULTANTS, INC. (WBE)  
 MAGANTI IT RESOURCES, LLC (MBE)  
 MALLORY HEADSETS, INC. (MBE/WBE)  
 MALONEY PROPERTIES, INC. (WBE)  
 MANSFIELD PAPER COMPANY, INC. (VBE)  
 MANUEL VEGA D/B/A: ALL DRAIN SERVICES, INC. (MBE\*)  
 MARATHON MEDICAL CORPORATION (SDVOBE)  
 MARION EDWARD ASSOCIATES, INC. (MBE)  
 MARKET MENTORS, LLC (WBE)  
 MARKINGS, INC. (WBE)  
 MARTINEZ COUCH & ASSOCIATES, LLC (MBE)  
 MARTINO GLASS COMPANY, INC. (WBE)  
 MARY CASEY, INC. D/B/A: THE HARBOR LAW GROUP (WBE)  
 MARY HELEN MARINA, MSM, OTR/L (MBE/WBE)  
 MARY NASH D/B/A: NASH INSIGHTS (WBE)  
 MASS FIRE EXTINGUISHERS (WBE#)  
 MASS JANITORIAL SUPPLIES, INC. (MBE/WBE)  
 MASS STATE CLEANING, LLC (VBE)  
 MASSACHUSETTS PC SERVICES, INC. (MBE)  
 MASTER MANUFACTURING CO. (WBE)  
 MATTAPAN COMMUNITY HEALTH CENTER (MBE)  
 MATTUCHIO CONSTRUCTION CO., INC. (WBE)  
 MAUREEN C. HAYES, INC. D/B/A: HAYES DEVELOPMENT SERVICES (WBE\*)

MAYFLOWER MAIDS, INC. (WBE)  
 MCGARR SERVICE CORP. (WBE)  
 MCRAHEILL CORPORATION (MBE/WBE)  
 MCSORLEY-KERY DESIGN (WBE)  
 MEDEIROS HYDROSEEDING & LANDSCAPING CONSTRUCTION, INC. (PBE+)  
 MEDUVI, LLC (MBE/WBE)  
 MEL CHEEKS D/B/A: RELIABLE PRODUCTS (MBE#)  
 MELISSA GILROY, CPA (WBE)  
 MELO'S ROODBUSTERS, INC. (WBE)  
 MENTAL HEALTH ASSOCIATION, INC. (WBE)  
 MERCANTILE DEVELOPMENT, INC. (WBE)  
 MERRIMACK VALLEY TRAUMA SERVICES, INC. (WBE\*)  
 METROPOLITAN HOME HEALTH SERVICES, INC. (WBE)  
 MG PRODUCTS, LLC (WBE)  
 MICHAEL DAVIDS D/B/A: M P DAVIDS TRANSPORTATION (MBE)  
 MICHELE VAN BUREN KIEFER D/B/A: CAYUGA COMMUNICATIONS (WBE)  
 MIDDLESEX COMMERCIAL SALES, LLC (MBE)  
 MIDTOWN HOME HEALTH SERVICES, INC. (MBE/WBE)  
 MIKYOUNG 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 (MBE/WBE)  
 MJH COMMUNICATIONS (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)  
 M-O-N LANDSCAPING, INC. (PBE+)  
 MONAGHAN PRINTING CO., INC. (WBE)  
 MONAHAN GROUP, INC. (THE) (WBE)  
 MONTANA DATACOM, INC. (WBE)  
 MOORE & ISHERWOOD COMMUNICATIONS, INC. (WBE)  
 MORAIS CONCRETE SERVICE, INC. (WBE)  
 MORLU MARVIE D/B/A: DURCLEAN SERVICES (MBE)  
 MOTHERS FOR JUSTICE AND EQUALITY, INC. (MBE/WBE)  
 MSG STAFFING, INC. (MBE)  
 MT SERVICES, LLC (MBE/WBE)  
 MURPHY, EDWARDS, GONCALVES AND FERRERA, PC (WBE)  
 MVP TESTING, LLC (MBE/WBE)  
 MY MARKETING SOLUTIONS, INC. (WBE)  
 N & T MECHANICAL CONTRACTORS, INC. (VBE)  
 NALEY, INC. D/B/A: PALOMAR PRINTING (WBE, VBE)  
 NAUGHTON ENERGY CORP (MBE/WBE)  
 NAYLOR TECHNOLOGY XCHANGE, LLC D/B/A: OFFICEWORKS (MBE)  
 NEED-A-LIFT MEDI VAN, INC. (WBE)  
 NEEDHAM CERTIFIED WELDING CORP. (WBE)  
 NEUTRAL POSTURE, INC. (WBE)  
 NEW BEDFORD FLOOR COVERING SALES COMPANY, INC. (MBE)  
 NEW BEDFORD PEST CONTROL, INC. (WBE)  
 NEW ENGLAND FARM WORKERS COUNCIL, INC. (MBE#)  
 NEW ENGLAND HIGHWAY TECHNOLOGIES, LLC (MBE)  
 NEW ENGLAND PROFESSIONAL SYSTEMS, INC. (WBE)  
 NEW ENGLAND SPECIALTY SERVICES, INC. (WBE)  
 NEW ENGLAND STYLE, INC. (WBE)  
 NEW HOPE, INC. (WBE#)  
 NEWTON DISTRIBUTING COMPANY, INC. (WBE)  
 NFALL, CORP. D/B/A: MINUTEMAN PRESS OF DEVENS (MBE/WBE)  
 NINESTONE CORPORATION (WBE)  
 NIR SALES (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 EAST ROADS, INC. (MBE)  
 NORTH SUFFOLK MENTAL HEALTH ASSOCIATION, INC. (WBE)  
 NORTHEAST ENVIRONMENTAL LABORATORY, INC. (WBE)  
 NORTHEASTERN STEEL CORPORATION (MBE)  
 NORTHSTAR LEARNING CENTERS, INC. (MBE)

NOVEL IRON WORKS, INC. (WBE)  
 NOVER-ARMSTRONG ASSOCIATES, INC. (WBE)  
 NU-CHECKER, INC., D/B/A: RED CAB (MBE/WBE)  
 NXTEVENT, INC. (WBE)  
 OCEAN STATE SIGNAL CO, INC. (WBE)  
 O'DONNELL SAND & GRAVEL, INC. (WBE)  
 OHS TRAINING & CONSULTING, INC. (WBE)  
 OLD STATION OUTDOOR & LANDSCAPE SUPPLY, INC. (MBE)  
 OLYMPIC SERVICES, INC. (WBE)  
 ONEUNITED BANK (MBE)  
 ON-TIME PAYROLL SERVICES, LLC (WBE)  
 OPUS DESIGN, LLC (WBE)  
 OSBORNE B GAUGH, INC. (WBE)  
 OSCAR'S MOVING COMPANY, LLC (WBE)  
 OSS, CORP. (SDVOBE)  
 OVERTURE PARTNERS, LLC (WBE)  
 P L KRYNICKI INSURANCE AGENCY (WBE)  
 P&W ENTERPRISES, LLC D/B/A: IMAGE RESOLUTIONS (WBE)  
 PACELLA ENTERPRISES, INC. (WBE)  
 PACKARD DESIGN, 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)  
 PAT GIBBS LANDSCAPE DESIGN & CONSTRUCTION, INC. (MBE)  
 PATHWAYS FOR CHANGE, INC. (WBE)  
 PATHWAYS FOR CHILDREN, INC. (WBE)  
 PATIENT CENTERED MEDICAL CARE, INC. (MBE/WBE)  
 PATRIOT IRON CORP. (WBE)  
 PATRIOT TRAFFIC, LLC (WBE)  
 PBH PARALEGAL & TRANSCRIPTION SERVICES (WBE)  
 PC SURVIVORS OF MA, LLC (WBE)  
 PEABODY PROPERTIES, INC. (WBE)  
 PEELER ASSOCIATES (WBE)  
 PEERLESS FINANCIAL SOLUTIONS, INC. (WBE)  
 PERFORMANCE TESTING AND BALANCING, LLC (SDVOBE)  
 PERFORMANCE TRANS., 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)  
 PINCK & CO., INC. (WBE, LGBTBE\*)  
 PIONARCH, LLC (WBE)  
 PIPING SYSTEMS, INC. (WBE)  
 PJ MECHANICAL, LLC (WBE#)  
 PJ SPILLANE COMPANY, INC. (WBE)  
 PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS (MBE)  
 PJC & COMPANY, ECOLOGICAL LAND CARE, INC. (WBE)  
 PLASTIC CARD SYSTEMS, INC. (WBE)  
 POLARIS DIRECT, LLC (WBE)  
 POLYORA ADVERTISING, INC. (MBE)  
 POSITIVE ACTION AGAINST CHEMICAL ADDICTION, INC. (WBE)  
 POWDER HORN PRESS, INC. (WBE)  
 POWER ENGINEERING CO., INC. (WBE)  
 PRECISION ENGINEERING, INC. (WBE)  
 PRECISION MARKETING GROUP, LLC (WBE#)  
 PREFERRED CONTRACTORS, INC. (WBE)  
 PREMIER ABATEMENT & LABOR SERVICES, INC. (MBE)  
 PRIDE ENVIRONMENTAL CONSTRUCTION, INC. (WBE)  
 PRIME AE GROUP, INC. (MBE)  
 PRINTABILITIES, LLC (MBE/WBE)  
 PRINTER SUPPORT CORPORATION (WBE\*)  
 PRISM CONSULTING INCORPORATED D/B/A: PRISM ENERGY SERVICES (WBE)  
 PRISTINE ENGINEERS, INC. (MBE)  
 PROAV SYSTEMS, INC. (MBE/WBE)  
 PROCOAT PRODUCTS, INC. (WBE)  
 PRODUCTION LINE SUPPORT, INC. (MBE)  
 PROEDGE SKILLS, INC. (WBE\*)  
 PROFESSIONAL FIRE & SECURITY, INC. (WBE\*)  
 PROFESSIONAL FIRE SYSTEMS, INC. (WBE)  
 PROFESSIONAL NURSE, INC. (WBE)  
 PROFORMA PRINT & PROMOTIONAL SOLUTIONS (WBE\*#)  
 PROVERB, LLC (MBE)  
 PRUDENTIAL DOOR & WINDOW, INC. (WBE)

PSILU CORPORATION, INC. D/B/A: WYNCO DISTRIBUTORS OF NEW ENGLAND (WBE\*)  
 PSN CONSTRUCTION, INC. (MBE)  
 PYRAMID PRINTING AND ADVERTISING, INC. (WBE)  
 PYRAMID TECHNOLOGY SERVICES, INC. (WBE)  
 QUADRANT HEALTH STRATEGIES, INC. (WBE)  
 QUALITY MATRIX, INC. (MBE/WBE)  
 QUICK PRINT LTD., INC. D/B/A: QPL, INC., THE IMAGE GROUP (WBE)  
 QUICKPAY, INC. (MBE)  
 QUINN CABLE TECHNOLOGY (WBE\*)  
 R L ADAMS TILE CONTRACTING, INC. (WBE)  
 R O U CONSTRUCTION, INC. (MBE)  
 R. A. D. EMPLOYMENT SERVICES, INC. (WBE)  
 R. A. MITCHELL CO., INC. (WBE)  
 R.J. NARDONE CONSTRUCTION, INC. (WBE)  
 RADAR SOLUTIONS INTERNATIONAL, INC. (WBE)  
 RAINBOW MOVERS, INC. (WBE)  
 RAMCO SURVEY STAKES CO., INC. (WBE)  
 RAMSFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)  
 RAPPORT INTERNATIONAL, LLC (WBE)  
 RAY HALUCH, INC. (WBE)  
 RAYCO CORPORATION (MBE#)  
 RAZZ-M-TAZZ PROMOTIONS, LLC (WBE)  
 RBLA DESIGN, LLC (WBE#)  
 RBV AND SONS INCORPORATED (MBE)  
 RCAP SOLUTIONS, INC. (WBE)  
 REAL COOL PRODUCTIONS, INC. (WBE)  
 REALE ASSOCIATES, INC. (WBE)  
 REBARS & MESH, INC. (WBE)  
 REGINA VILLA ASSOCIATES, INC. (WBE)  
 REGIS STEEL CORPORATION (MBE)  
 REIDY ASSOCIATES (WBE)  
 RELIABLE BUS LINES, INC. (MBE\*)  
 RELIABLE TELECOM SUPPLY, INC. (WBE)  
 RESOURCE MANAGEMENT, INC. (MBE)  
 RE-STREAM CO. (WBE)  
 RICHARD W REID ELECTRICAL CO., INC. (MBE)  
 RICHARDSON ELECTRICAL COMPANY, INC. (WBE)  
 RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC. (WBE/WBE)  
 RIVERSIDE ASPHALT SERVICES, INC. (WBE)  
 ROAD-WAY MAINTENANCE SERVICES, INC. (WBE)  
 ROBT. W. HALL CONSULTING ENGINEERS, INC. (WBE)  
 ROJAS DESIGN, INC. (MBE#)  
 ROMAN MUSIC THERAPY SERVICES, LLC (WBE#)  
 RONALD PIERRE-LOUIS, CPA LLC (MBE#)  
 ROYAL, P.C. (WBE)  
 RSE ASSOCIATES, INC. (MBE)  
 RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER (MBE)  
 S & M TRANSPORTATION, INC. (MBE)  
 S O S CORPORATION (WBE)  
 S. BARZOLA CONSTRUCTION CORP. (MBE/WBE#)  
 SAFETY LOCATORS, LLC (WBE)  
 SAI SYSTEMS INTERNATIONAL, INC. (MBE)  
 SALEM COMMUNITY CHILD CARE, INC. (MBE/WBE)  
 SAMANTHA'S GARDENS, INC. (WBE)  
 SAMBO OKOLO & COMPANY, LLC (MBE#)  
 SAMIOTES CONSULTANTS, INC. (WBE)  
 SAN, INC. D/B/A: OMNI DIGITAL PRINTERS (MBE)  
 SANTINI BROTHERS IRON WORKS, INC. (WBE)  
 SAR ENGINEERING, INC. (MBE\*)  
 SARGENT & ASSOCIATES LOSS MANAGEMENT SERVICES, INC. (WBE)  
 SARIAN COMPANY, INC. (WBE#)  
 SAUGUS CONSTRUCTION CORPORATION (MBE/WBE)  
 SAVIN PRODUCTS COMPANY, INC. (WBE\*)  
 SAVVY STAFFING SOLUTIONS, LLC (WBE)  
 SAWYER, LLC (WBE)  
 SCHEDULE DYNAMICS, INC. (WBE)  
 SCHMIDT PRINTING, INC. (MBE)  
 SCHWARTZ HANNUM PC (WBE)  
 SDA CONSULTING, INC. D/B/A: SDA (MBE/WBE)  
 SDG DIRECT, LTD. D/B/A: SHIELDS DESIGN STUDIO (WBE)  
 SEACOAST ASPHALT SERVICES, INC. (WBE)  
 SEALCOATING, INC. (WBE\*)  
 SERAPHIC SPRINGS HEALTH CARE AGENCY, INC. (MBE/WBE)  
 SERPENTINO STAINED & LEADED GLASS, INC. (WBE)  
 SERVICENET, INC. (WBE)

SEVENTEENTH ADDITION, LLC (WBE)  
 SHADLEY ASSOCIATES, P.C. (WBE)  
 SHAFIIS', INC. (WBE)  
 SHANAHAN SOUND & ELECTRONICS, INC. (WBE)  
 SHEKAR & ASSOCIATES, INC. (MBE)  
 SHI INTERNATIONAL CORP. (MBE/WBE)  
 SHOPLICK ASSOCIATES (WBE)  
 SHRED KING CORPORATION (WBE)  
 SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS (MBE/WBE)  
 SIGN DESIGN, INC. (WBE)  
 SILVER LAKE PRODUCTIONS, INC. (WBE)  
 SILVER SCREEN DESIGN, INC. (WBE)  
 SIMONDS, INC. (WBE)  
 SINGH ELECTRICAL, LLC (MBE)  
 SITE SPECIFICS, LLC (WBE#)  
 SITECON CORPORATION (WBE)  
 SJB ENTERPRISES, INC. D/B/A: SANDRA NETWORK (WBE)  
 SMART SOURCE TECHNOLOGIES, INC. (MBE/WBE)  
 SMART TECH SKILLS, LLC (MBE)  
 SMEAD MANUFACTURING COMPANY, (THE) (WBE)  
 SMI DEMOLITION, INC. (MBE)  
 SMITH MARINE, INC. (WBE)  
 SMITH, SULLIVAN & BROWN, P.C. (WBE)  
 SOFTWARE PEOPLE, INC. (MBE/WBE)  
 SOIL EXPLORATION CORPORATION (WBE)  
 SOLOMON MCCOWN & COMPANY, INC. (WBE)  
 SOLTRIX TECHNOLOGY SOLUTIONS, INC. (MBE/WBE)  
 SOOTHING TOUCH TO GO, LLC (WBE)  
 SOUTH COVE COMMUNITY HEALTH CENTER, INC. (MBE)  
 SOUTH END COMMUNITY HEALTH CENTER, INC. (MNPO\*)  
 SOUTH SHORE GENERATOR SERVICE, INC. (WBE)  
 SOUTH SHORE PIPELINE SERVICES, INC. (WBE)  
 SOUTH SHORE STAFFING, INC. (WBE)  
 SOVEREIGN CONSULTING, INC. (MBE)  
 SPANISH AMERICAN CENTER, INC. (MBE/WBE)  
 SPINELLI CPA, PC (WBE)  
 SPOTLIGHT GRAPHICS, INC. (WBE)  
 SPRATLY GROUP LLC, THE (MBE)  
 SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE (WBE)  
 SPRITZAL COOKIE COMPANY, LLC (WBE)  
 SQUILLACE & ASSOCIATES, P. C. (LGBTBE)  
 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)  
 STATE CLEANING SERVICE, INC. (WBE\*)  
 STATEMENT OUTSOURCING, LLC (WBE)  
 STEPHENSON & BROOK COMPANY (WBE)  
 STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING (MBE)  
 STEWART INTERNATIONAL, LTD. (WBE)  
 STONE & BERG COMPANY, INC. (WBE)  
 STRATEGIC ENVIRONMENTAL SERVICES, INC. (WBE)  
 STRATEGIC TECHNOLOGY SOLUTIONS, INC. (WBE)  
 STRATEGIS, LLC (MBE/WBE)  
 STRATEGY GROUP, INC., THE (WBE)  
 STRATEGY MATTERS, LLC (WBE)  
 STUDIO 207 (WBE)  
 STUDIO 2112 LANDSCAPE ARCHITECTURE, INC. (WBE)  
 STUDIO UMBRA, LLC (MBE)  
 SUBURBAN SERVICE CORPORATION OF NORWOOD (WBE)  
 SUFFOLK COUNTY CONSTABLE'S OFFICE, INC. (WBE)  
 SUMMIT PRESS, INC. (WBE)  
 SUN SPECIALTIES, INC. (WBE)  
 SUNRISE PROSTHETICS & ORTHOTICS, INC. (WBE)  
 SUPPLIES EXCHANGE SYSTEMS (MBE)  
 SUPPORTIVE CARE, INC. (MBE/WBE)  
 SUPRA OFFICE SOLUTIONS, INC. (MBE)  
 SUPREME SAFETY, INC. (WBE)  
 SUR CONSTRUCTION SERVICES CORP. (MBE/WBE)  
 SWAN CONSULTING & ASSOCIATES, INC. (WBE\*)  
 SWAN CONTRACTING, LLC (MBE/WBE)  
 SWBAILEY CONSULTING, LLC (WBE)

SWIFT STAFFING AGENCY, INC. (MBE)  
 SYLVIA AND COMPANY INSURANCE AGENCY, INC. (WBE)  
 SYMS TECHNOLOGY, INC. (MBE/WBE)  
 T & J COMPUTER SERVICE, LLC (MBE/WBE)  
 T & M LANDSCAPE, INC. (WBE)  
 T & T STEEL ERECTORS, INC. (MBE)  
 T&A INDUSTRIAL LTD (VBE)  
 TAIBBI EQUIPMENT CORP. (WBE)  
 TALEVI AND HAESCHE, LLC (WBE)  
 TANGO CONSTRUCTION, INC. (MBE)  
 TANISHA SYSTEMS, INC. (MBE)  
 TANTAR CORP. D/B/A: OPTAMARK PRINTING & MARKETING (MBE/WBE)  
 TAPESTRY HEALTH SYSTEM, INC. (WBE)  
 TAVARES, LLC (MBE)  
 TAYLOR & LLOYD, INC. (WBE)  
 TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST ENVIRONMENTAL SOLUTIONS (WBE)  
 TCOGNITION, INC. (MBE)  
 TCS OF AMERICA ENTERPRISES, LLC (MBE/WBE)  
 TECH NETWORKS OF BOSTON, INC. (WBE)  
 TECHQUISITE, INC. (MBE)  
 TEKIZMA, INC. (MBE)  
 TEN KEY ACCOUNTING AND BOOKKEEPING SERVICES, INC. (WBE)  
 TERRAIN, INC. (WBE)  
 TFF MANAGEMENT SERVICES (MBE)  
 THAYER DISTRIBUTION, INC. (MBE)  
 THINGS REPAIRED (WBE)  
 THIRD SECTOR NEW ENGLAND, INC. (WBE)  
 THOMAS BARRIERS, LLC (WBE)  
 THOMPSON COMPANY, INC. (WBE)  
 TIC BUSINESS CONSULTANTS, LTD (WBE)  
 TITAN ROOFING, INC. (MBE)  
 TLC CLEANING & JANITORIAL SUPPLY CO., INC. (WBE)  
 TODD TSIANG (MBE)  
 TOMO360, LLC (MBE/WBE, LGBTBE)  
 TOOLE DESIGN GROUP, LLC (WBE)  
 TOOLS UNLIMITED, INC. (WBE)  
 TOTAL MECHANICAL SERVICE CORP. (MBE)  
 TOUCHPOINT MANAGEMENT SERVICES, LLC (MBE, VBE)  
 TOWERWALL, INC. (WBE)  
 TOWN SANITATION, INC. (WBE#)  
 TRAFINFO COMMUNICATIONS, INC. (MBE)  
 TRAINING ASSOCIATES CORPORATION, THE (WBE)  
 TRAMM ELEVATOR COMPANY, INC. (MBE\*)  
 TRANSCEND MAINTENANCE SERVICES, INC. (MBE/WBE)  
 TRANSFLUENCI, LLC (MBE/WBE)  
 TRANSITION HOUSE, INC. (MBE/WBE)  
 TRAVERS PRINTING, INC. (WBE)  
 TRAVERSE LANDSCAPE ARCHITECTS, LLC (WBE)  
 TRIBAL CAPITAL MARKETS, LLC (MBE)  
 TRILOGY INSURANCE GROUP, INC. (WBE)  
 TRINITY HEALTH SERVICES, INC. (MBE)  
 TRI-STATE PAINTING, INC. (WBE\*)  
 TRUAX CORPORATION (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 ALLIANCE SERVICES CORPORATION (WBE)  
 UNITED ELEVATOR COMPANY, INC. (WBE)  
 UNITED PERSONNEL SERVICES, INC. (WBE)  
 UNITED PRINT PARTNERS, INC. (WBE)  
 UNITED STONE AND SITE, INC. (WBE)  
 UNITED VETERANS CONSTRUCTION INC (SDVOBE)  
 UNIVERSAL PRINTING COMPANY, LLC (WBE)  
 URBAN EDGE HOUSING CORPORATION, INC. (MBE)  
 URBAN INSULATION, INC. (WBE)  
 US INTERPRETATION & CONSULTING SERVICES, LLC (MBE/WBE)  
 USA COURIERS, INC. (WBE)  
 V&S FINISHING, INC. (WBE)  
 V.J. ASSOCIATES, INC. OF SUFFOLK (MBE)  
 VALICOM CORPORATION (WBE)  
 VALLEY GREEN SHREDDING, LLC (VBE)  
 VALUING OUR CHILDREN, INC. (WBE)

VAV INTERNATIONAL, INC. (MBE)  
 VECNA TECHNOLOGIES, INC. (WBE\*#)  
 VENILIA GARDENS, INC. (MBE)  
 VENTURE COMMUNITY SERVICES, INC. (WBE)  
 VESUME GROUP, LLC, THE (WBE)  
 VETERAN OFFICE DESIGN LLC (SDVOBE)  
 VETERANS CONSTRUCTION, LLC (SDVOBE)  
 VETS M-TEC, LLC (SDVOBE)  
 VICTORY HUMAN SERVICES, INC. (MBE)  
 VIEWCREST ADVISORS, LTD. (WBE\*#)  
 VIGIL ELECTRIC COMPANY, INC. (MBE)  
 VINE BOOKKEEPING (WBE)  
 VINE HOMECARE & STAFFING, INC. (MBE\*)  
 VJ ASSOCIATES OF NEW ENGLAND, INC. (MBE\*)  
 VLINK, 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)  
 WAYSIDE PROFESSIONALS, INC. (WBE)  
 WEBJECT SYSTEMS, INC. (MBE)  
 WEB-TACTICS, INC. (WBE)  
 WELCH ASSOCIATES LAND SURVEYORS, INC. (WBE)  
 WELLSPRING FARM, LLC (WBE)  
 WEST FLOOR COVERING, INC. (WBE)  
 WESTERN MASSACHUSETTS TRAINING CONSORTIUM (WBE)  
 WESTNET, INC. (MBE)  
 WESTPORT CURBSETTERS, INC. (WBE)  
 WETLAND STRATEGIES, INC. (WBE)  
 WHITTIER STREET HEALTH CENTER COMMITTEE, INC. (MBE)  
 WICKED HEALTHY VENDING (WBE)  
 WILKEM SCIENTIFIC, LTD. (WBE)  
 WILLOW TREE OUTDOOR, LLC (WBE)  
 WOMANSHLETTER/COMPANERAS, INC. (WBE#)  
 WOMEN'S INSTITUTE FOR HOUSING & ECONOMIC DEVELOPMENT (WBE)  
 WORKPLACE ESSENTIALS, INC. (WBE\*#)  
 WORKPLACE RESOURCE, LTD (WBE)  
 WORLD WIDE TECHNOLOGY, INC. (MBE)  
 WORLDCOM EXCHANGE, INC. (MBE)  
 WROBEL ENGINEERING COMPANY, INC. (WBE)  
 XPERTTECH, INC. (MBE/WBE)  
 XPRESSMAN TRUCKING & COURIER, INC. (WBE)  
 YANKEE PEST CONTROL, INC. (SDVOBE\*)  
 YELLOW RIBBON TRUCKING, INC. (SDVOBE)  
 YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT (WBE)  
 YOUR COLOR CONNECTION, INC. (WBE)  
 YOUR PERSONAL BEST: WORKSHOPS FOR SUCCESS (WBE)  
 YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)  
 YWCA CENTRAL MASSACHUSETTS, INC. (WBE)  
 YWCA OF CAMBRIDGE (WBE\*#)  
 YWCA OF GREATER LAWRENCE (WBE)  
 YWCA OF SOUTHEASTERN MASS (WBE)  
 YWCA OF WESTERN MASS (WBE#)

## Appendix H: List of Abbreviations Used in the Report

A&F	Executive Office for Administration & Finance
DBE	Disadvantaged Business Enterprise
DCAMM	Division of Capital Asset Management and Maintenance
DOBE	Disability-Owned Business Enterprise
EOTSS	Executive Office of Technology Services and Security
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
MCE	OSD's Marketing Communications and Events Unit
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
OSD	Operational Services Division
PBE	Portuguese-Owned Business Enterprise
SBPP	Small Business Purchasing Program
SDO	OSD's 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
W/NPO	Women Nonprofit Organization
WBE	Women-Owned Business Enterprise