



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

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



**Supplier Diversity Office  
Comprehensive Annual Report  
Fiscal Year 2018**

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**OPERATIONAL SERVICES DIVISION**

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 Secretary

**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

**Date:** February 1, 2019

I am pleased to present the Supplier Diversity Office’s (SDO) Comprehensive Annual Report for Fiscal Year 2018 (FY2018). This is the seventh successive year that we have presented all SDO programs in one report, including: Certification Programs, Supplier Diversity Program (SDP) ([Executive Order 565](#)), Small Business Purchasing Program (SBPP) ([Executive Order 523](#)), and Municipal Construction Affirmative Marketing Program (MCAMP) ([MGL c. 7, § 61](#) and [MGL c. 7C, § 6](#)). In addition, this report includes narrative descriptions of supplier diversity programs and/or results from 10 Commonwealth quasi-public organizations.

Consistent with the directives in Executive Order 565, the SDO continues to provide 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 headquartered in Massachusetts.

**Diverse and Small Business Spending:**

The Commonwealth spent a total of more than \$2.04 billion with diverse and small businesses in FY2018, a 4.6% increase compared to the prior year. This spending took place in two areas:

- **Discretionary spending.** The SDO’s programs focus on discretionary spending, such as spending on goods, services, construction, and design, which results from competitively-procured contracts. The SDO’s programs use policy, benchmark-setting, coordination, training, and recognition of excellence to ensure the participation of diverse and small businesses in this area of procurement. As a result of these efforts, in FY2018, 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), spent more than \$1.4 billion with diverse and small businesses.

Business Category	Percentage of Benchmark Met	Total FY2018 Spending	Spending Change from FY2017 (%)
MBE	128%	\$429,692,317	-3.2%
WBE	144%	\$912,894,978	0.1%
Veterans	22%	\$31,461,625	111%
SBPP	128%	\$199,271,431	7%
Disability	No Benchmark	\$6,466,609	120%
LGBTBE	No Benchmark	\$167,013	105%
<b>Total Spending</b>		<b>\$1,458,115,141</b>	<b>-0.1%</b>

In FY2018, program participants exceeded three benchmarks and continued progress to meet the fourth benchmark, namely the veteran business spending goal. MBE spending was negatively influenced by the gradual completion of construction projects initiated prior to April 12, 2016, and involving Portuguese Businesses Enterprises (PBE). After that date, spending with PBEs no longer contributed to MBE spending.

- **Non-discretionary spending.** In addition to goods, services, design, and construction, the Commonwealth makes pension and insurance-related expenditures, awards grants and subsidies, manages entitlement programs, and maintains loans and special payments. While the Commonwealth’s supplier diversity programs do not apply to these non-discretionary areas of spending, small and diverse businesses are part of that marketplace. In FY2018, combined non-discretionary direct expenditures totaled \$588,056,272, an 18.4% increase compared to the prior year.

Business Category	Total FY2018 Spending	Spending Change from FY2017 (%)
MBE	\$259,542,754	9.2%
WBE	\$242,303,207	2.4%
Veterans	\$89,702	389.9%
SBPP	\$86,104,621	19.7%
Disability	\$13,079	142.2%
LGBTBE	\$2,909	-99.3%
<b>Total Spending</b>	<b>\$588,056,272</b>	<b>18.4%</b>

**Certification Program Results:**

The SDO's State Certification Unit conducts certification investigations of new MBE, WBE, VBE, and PBE applicants and combinations thereof, as well as Minority and/or Women Nonprofit Organizations, and the unit also conducts pre-certification workshops and processes renewals and changes to existing certification profiles. In addition, the SDO recognizes MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE firms certified by certain other reputable certifying organizations. In FY2018, the SDO registered growth in all 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 3,310 (a 4% increase). In addition, the number of COMMBUYS-verified small businesses increased by 38% and reached 2,060.

Business Category	Number of Certified and Verified Businesses	Change from FY2017 (%)
MBE	1,229	3%
WBE	2,023	2%
Veterans	227	34%
PBE	104	2%
DOBE	47	31%
LGBTBE	84	4%
<b>Total Spending</b>	<b>3,310</b>	<b>4%</b>

**Innovations:**

In FY2018, the SDO continued its efforts to reform, expand, innovate, collaborate, and improve the experience and opportunities for diverse and small companies and:

- Announced the full inclusion of DOBEs and LGBTBEs in the SDP, thereby officially allowing contractors to include these business categories in their SDP plans and laying the groundwork for the establishment of future DOBE and LGBTBE benchmarks.
- Issued its FY2017 Report on Opportunities for Individuals with Disabilities in State Procurement to the Legislature, in collaboration with the Massachusetts Office on Disability, pursuant to MGL c. 7, s. 61(s), which included the announcement of the following five goals:
  1. Confirmation of Contract Anti-Discrimination Terms in Commonwealth contract forms;
  2. Expanded Inclusion of Disability-Owned Business Enterprises (DOBE) in contractors' SDP plans;
  3. Development of a Central Repository of Employment Resources for Individuals with Disabilities;
  4. Conducting a Due Diligence Review of Current and Best Practices; and
  5. Establishing Employment Percentage Goals in a one-year pilot program, commencing in FY2019, which will set a utilization, contract-based employment goal of 7% for the inclusion of qualified individuals with disabilities in three services contracts.
- 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.
- Built upon our three-tiered approach to increase vendor performance and diversity spending in FY2018 by focusing policy, process, communication, and training efforts on the three key previously-identified program areas: Program Recruitment, Retention and Engagement, and Increased Program Spending.
- Established "SDO in the Community Days" in coordination with local chambers of commerce and/or economic development offices, to bring the SDO into Massachusetts gateway cities to provide hands-on resources for diverse and small businesses.
- Conducted extensive engagement of our constituents, including convening, training, co-sponsoring, and/or providing resources at more than 60 events across the state, and hosting the Supplier Diversity Office's Annual Awards Ceremony to recognize secretariats, agencies, and quasi-public organizations for their supplier diversity efforts.
- Pursuant to input received from the Governor's Black Advisory Commission and Latino Advisory Commission, unveiled an SDP Spending Compliance Pilot, focused on validating spending reported by prime contractors with their SDP partners to ensure the integrity of the program.
- Implemented a streamlined SBPP registration process, thereby simplifying the program qualification questions and reducing the number of qualification questions from 16 to six.

- In FY2017, the SDO began expanding the number and range of organizations participating in this annual report. Ten quasi-public organizations (two more than in FY2017) submitted program narratives and are incorporated into the SDO's annual report as part of the "Narrative Reports by Quasi-Public Organizations" chapter.

In recognition of our accomplishments over the past few years, the Center for Women & Enterprise (CWE) awarded the Supplier Diversity Office as the 2017 Community Partner of the Year. We value the partnerships that we have with CWE, the Greater New England Minority Supplier Development Council, City of Boston, National LGBT Chamber of Commerce, and Disability:IN, and all of their support in helping the Commonwealth achieve the results described in this report.

Enclosed is the SDO FY2018 Annual Report, which includes more details on the Commonwealth's achievements in expanding the certification and business programs for diverse and small businesses. For more information about the SDO's current programs and initiatives, please visit [www.mass.gov/sdo](http://www.mass.gov/sdo) or email us at [webmaster.sdo@mass.gov](mailto:webmaster.sdo@mass.gov).

# Table of Contents

Table of Contents .....	5
Supplier Diversity Office Overview .....	7
State Certification Program.....	7
Supplier Diversity Program (SDP).....	7
Small Business Purchasing Program (SBPP).....	8
Commonwealth and Municipal Construction Affirmative Marketing Programs.....	8
Program Innovation, Outreach, and Collaboration Results.....	8
Program Recruitment .....	8
Program Engagement and Retention.....	10
Program Spending.....	12
Program Recognition .....	12
Certification Program Results .....	13
State MBE, WBE and VBE Certification .....	13
Third-party VBE, SDOVOBE, DOBE and LGBTBE Certification .....	14
Small Business Registration.....	14
Certification Program Activities .....	14
Supplier Diversity Office Program Spending Results.....	15
Supplier Diversity Program (SDP).....	15
Small Business Purchasing Program (SBPP).....	21
SDO’s Municipal Construction Affirmative Marketing Program.....	22
Overall Procurement Program Results.....	23
Estimating the Total Program Spending .....	23
Spending Contribution from Goods and Services.....	25
Spending Contribution from Horizontal and Vertical Construction .....	26
Narrative Reports by Quasi-Public Organizations .....	28
Massachusetts Convention Center Authority (MCCA).....	28
Massachusetts Development Finance Agency (MassDevelopment).....	28
Massachusetts Gaming Commission.....	29
Massachusetts Growth Capital Corporation.....	30
Massachusetts Housing Finance Agency (MassHousing).....	30
Massachusetts Port Authority (Massport) .....	31
Massachusetts State College Building Authority .....	31
Massachusetts Water Resources Authority .....	31
University of Massachusetts (UMass).....	32
Overall Impact of Supplier Diversity Programs.....	33

Discretionary Spending with Small and Diverse Businesses .....	33
Non-Discretionary Spending with Small and Diverse Businesses.....	33
Total Spending with Small and Diverse Businesses .....	34
Appendix A: Overall Supplier Diversity Program Spending (MBE, WBE, Veteran, Small Business).....	35
Appendix B: MBE Spending by Program Participant.....	36
Appendix C: WBE Spending by Program Participant .....	37
Appendix D: Veteran (VBE/SDVOBE) Spending by Program Participant.....	39
Appendix E: SBPP Spending by Program Participant .....	40
Appendix F: Vendor List – Direct Spending.....	42
Appendix G: Vendor List – Indirect Spending .....	45

## Supplier Diversity Office Overview

The role of the Operational Services Division's (OSD) Supplier Diversity Office (SDO) is to certify Minority (MBE), Women (WBE), Veteran (VBE) and Portuguese (PBE) Business Enterprises.<sup>1</sup> Through its programs, the SDO also works to ensure that small and diverse businesses are able to compete for Commonwealth business opportunities either as prime contractors or through a wide range of business relationships/partnerships with prime contractors.<sup>2</sup> The state's diversity programs include firms certified as MBE, WBE, VBE, Service-Disabled Veteran (SDVOBE), Disability Owned (DOBE), and Lesbian, Gay, Bisexual, and Transgender Business Enterprises (LGBTBE).

The Commonwealth of Massachusetts spends approximately \$4.7 billion each year on goods, services, and construction. The SDO works in support of building a more inclusive supplier base for the Commonwealth through the following interrelated programs:

### State Certification Program

One of the SDO's primary services at the state level is to certify minority (MBE), women (WBE), and veteran-owned (VBE) business enterprises for participation in Massachusetts statewide and departmental procurements for goods and services, as well as departmental and municipal non-federally funded construction procurements. The SDO also accepts certifications issued by recognized third-party certifying organizations for MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE business enterprises.

SDO certification also serves as a marketing tool used to enhance a firm's ability to do business in public markets. Although certification does not guarantee a contract award, purchasing organizations' commitment to supplier diversity makes them more likely to engage or make purchases from a certified business, if awarded a contract.

### Supplier Diversity Program (SDP)

The Supplier Diversity Program (SDP) was reaffirmed 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 \$150,000.00. The program institutes policies to encourage participating organizations and their contractors to use SDO-certified MBEs, WBEs, and VBEs, as well as third-party certified MBEs, WBEs, VBEs, and SDVOBEs. In addition, the SDO announced during FY2018 the full inclusion of DOBEs and LGBTBEs in the SDP, thereby officially allowing contractors to include these two business categories in their SDP plans and laying the groundwork for the establishment of future DOBE and LGBTBE benchmarks.

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<sup>1</sup> Effective July 1, 2017, the Unified Certification Program (UCP), which certifies Disadvantaged Business Enterprises (DBEs), was transferred from the OSD to MassDOT, which is the primary UCP funding agency and which houses the UCP. MassDOT and the SDO continue to work closely in coordinating their respective federal and state certification programs.

<sup>2</sup> In this report, spending with prime (statewide and departmental) contractors is referred to as direct spending. Spending by prime contractors with their business partners is referred to as indirect spending. While this report captures both direct and indirect spending, the indirect spending figures for goods and services procurements recognize a wide range of business relationships formed with prime contractors, including subcontracting and the use of diverse businesses to supply products and services for general business needs. For construction and design, the indirect spending figures only reflect subcontracting relationships.

## Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)<sup>3</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 \$150,000.00.

## Commonwealth and Municipal Construction Affirmative Marketing Programs

Massachusetts municipalities incorporate MBE and WBE goals into the design and construction phases of all state-funded municipal construction contracts that exceed \$100,000.00. The SDO, in consultation with the Division of Capital Asset Management and Maintenance (DCAMM), is charged with establishing MBE and WBE participation goals for state-funded municipal construction contracts. The mission of the MCAMP (formerly known as the Construction Reform Program) is to educate, monitor, and assist municipalities in the attainment and enforcement of MBE/WBE participation goals for the design and construction phases of municipal projects.

In addition, [MGL c. 7C, § 6](#) charges DCAMM and the SDO with establishing MBE and WBE participation goals for capital facility projects under DCAMM's control. The goals of the AMP for FY2018 were the same as those stated above for municipal contracts. DCAMM manages and reports separately on the requirements of this law for their construction projects. The SDO Annual 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 by DCAMM's [Office of Access and Opportunity](#).

During FY2016 and FY2017, DCAMM retained NERA Economic Consulting, a nationally recognized economic research firm, to gather, analyze and report on the complex economic and statistical data, as well as anecdotal evidence, that constitute a Disparity Study for DCAMM's construction and design activities. On December 22, 2017, DCAMM posted notice of the report entitled *Business Disparities in the DCAMM Construction and Design Market Area*, prepared for DCAMM by NERA.

## Program Innovation, Outreach, and Collaboration Results

In FY2018, the SDO continued to use its holistic, three-prong approach to expanding the supplier diversity marketplace through program recruitment, engagement/retention, and increased spending.

### Program Recruitment

- **Outreach and marketing activities.** In FY2018, as the Commonwealth migrated to its new web portal, Mass.gov, the SDO worked with the OSD Marketing and Communications unit to analyze, simplify and rewrite most of the content on the website. In addition to the reorganization of the website, the collaboration produced four feature stories in OSD's electronic newsletter, *Buy the Way*. Each issue was sent to more than 44,000 people and opened by an average of 8,813 people. Supplier diversity topics also enter prominently into the OSD's social media strategy with an average of three tweets per week dedicated to the SDO topics. Finally, the SDO worked closely with its third-party certification

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<sup>3</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.



partners, the National LGBT Chamber of Commerce and Disability:IN, to launch local chapters of these organizations in Massachusetts.

- **Growing use of the Certification Self-Assessment Tool.** During the web redesign, the SDO’s interactive Certification Self-Assessment Tool became the centerpiece of the site providing targeted guidance for users. In FY2018, the Self-Assessment Tool was accessed 2,489 times, an increase of 327% from the prior fiscal year. The number of companies completing the assessment rose 446%, from 69 to 377 companies. Additionally, 272 unique businesses provided their contact information to the SDO for follow up. Within this group:
  - 57 joined COMMBUYS within one month of filling out the tool (33 did it the same day); and
  - 54 firms were verified as a small business or certified in at least one of the categories recognized by the SDO.
- **Training workshops, webinars and webcasts.** In FY2018, the SDO, in partnership with the OSD Training unit, conducted in-person training classes, delivered webinars, and published new webcasts to meet the training needs of the SDO’s customers in the buyer and vendor communities. The SDO’s Pre-certification Workshops led by a team of SDO staff and a trainer are designed for businesses interested in applying for state certification. These workshops 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 FY2018, OSD offered 14 pre-certification workshops throughout the Commonwealth. On average, each workshop drew approximately 50 attendees for a total of 698 individuals (102 attendees or 17% more compared to FY2017).

Date	Location	Attended
July 11, 2017	Boston	55
August 25, 2017	Worcester	76
September 26, 2017	Quincy	31
October 24, 2017	Framingham	59
November 9, 2017	Brockton	21
November 17, 2017	Charlestown	51
December 4, 2017	Boston	35
January 11, 2018	Charlestown	55
February 12, 2018	Springfield	64
March 12, 2018	Fitchburg	42
April 9, 2018	Lynn	47
April 30, 2018	Boston	49
May 22, 2018	Worcester	56
June 12, 2018	Boston	57
<b>Total</b>		<b>698</b>

In addition to these workshops, the SDO and OSD Training developed two separate SDP webinars: one for prime Goods and Services Contractors focused on finding SDP partners and the second for potential SDP partners. Overall, 22 such webinars were delivered with total attendance of 96 firms. Finally, in FY2018, the two units developed eight, and posted seven, redesigned webcasts for vendors and departments, which were viewed 902 times. The eighth webcast will be posted in FY2019.

- **Streamlined SBPP registration and nonprofit documentation requirements.** Significant changes were made to the SBPP registration process in COMMBUYS in FY2018. Based on feedback from users, the

SDO, the Department of Revenue, and OSD's COMMBUYS Operations unit redesigned the SBPP vendor registration and renewal form reducing the number of registration questions from 16 to six. The change contributed to the 38% increase in the number of vendors participating in the program. In addition, the SDO simplified and clarified the nonprofit certification application.

- **Full recognition of WBE certifications issued by the Center for Women and Enterprise.** On February 8, 2018, the SDO signed a Memorandum of Understanding (MOU) with the Center for Women and Enterprise (CWE), which stated that the SDO will recognize certifications issued by the CWE without additional investigation. This step replaced the prior policy of cross-application, which allowed CWE-certified firms to apply for the SDO certification using copies of their CWE application materials. The cross-application process helped WBE firms save time and effort when applying for the SDO certification, but still required the SDO to conduct a certification investigation. During the two years that passed since the cross-application process became available, the SDO tested the outcomes of the CWE's certification process for consistency with its policies and regularly met with CWE staff leading to the adoption of the MOU. A similar MOU was drafted and submitted as a proposal to the City of Boston.

## Program Engagement and Retention

- **Inclusion of DOBE and LGBTBE vendors into SDP Plans.** On May 11, 2018, the OSD announced the inclusion of DOBE and LGBTBE companies as eligible partners into contractor and agency SDP Plans. 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. The effect of this change is expected to be gradual and will be documented in the future annual reports.
- **Measuring small and diverse vendor engagement in COMMBUYS.** For the second year in a row, the SDO worked with the COMMBUYS Operations team to analyze trends in diverse and small business activity within the Commonwealth's online marketplace. We evaluated how often vendors review new business opportunities, how often they submit proposals, how often they receive bid awards, and other activities. While the measurement methods have evolved since the previous year, two observations may be made about the use of the system:
  - **The level of buyer activity in the system fluctuates year to year.** Organizations participating in the SDO programs have used COMMBUYS since its inception and have reached near-complete system adoption. As a result, the growth in activity related to broader system adoption no longer is present and activity fluctuates year to year. For example, organizations made fewer new awards compared to the prior year and issued more POs to existing vendors. These trends in buyer activity influence vendor engagement in COMMBUYS.
  - **Small and diverse vendor engagement continues to grow.** Even though the total number of quotes submitted in response to bids decreased by about 7.5%, more small and diverse vendors submitted at least one quote. The number of awards made to small and diverse businesses also has grown, and it appears that several bidders received multiple awards. Finally, on the purchasing side, the number of purchase orders (PO) sent to small and diverse vendors, and the number of vendors who received at least one PO, also has increased.<sup>4</sup>

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<sup>4</sup> Many factors besides those outlined above affect buyer and vendor activity in COMMBUYS, including the evolution of COMMBUYS functionality, automatic notification messages sent out by COMMBUYS, and other factors. Vendor engagement statistics, while

Transaction Type	Measure	FY2017	FY2018	% Change
<b>Bids</b>	Total number of bids posted in COMMBUYS	2,845	2,924	2.78%
	Number of bids viewed or acknowledged by at least one certified or small vendor	2,146	2,079	-3.12%
<b>Quotes</b>	Total number of quotes submitted in COMMBUYS	8,523	7,887	-7.46%
	Number of quotes submitted by certified or small vendors	2,258	2,169	-3.94%
	Number of certified or small vendors who submitted at least one quote	429	462	7.69%
<b>Bid Awards</b>	Total bid awards made in COMMBUYS	1089	1006	-7.62%
	Number of awards made to certified or small vendors	247	304	23.08%
	Number of certified or small vendors with at least one award	115	98	-14.78%
<b>Purchase Orders</b>	Total number of POs issued in COMMBUYS	31,630	37,005	16.99%
	Number of POs sent to certified or small vendors	5912	6864	16.10%
	Number of certified or small vendors sent at least one PO	172	210	22.09%

- **Education, networking and establishing “SDO in the Community” days.** In FY2018, the SDO staff participated in more than 60 events geared toward small and diverse businesses, from roundtables and workshops to conferences. At many of these events, the SDO presented and/or hosted information tables. In addition, the SDO established a new initiative providing more personalized, targeted guidance to small and diverse businesses. Once a month, a member of the SDO staff travels to one of the Commonwealth’s gateway cities for an “SDO in the Community” day. These events, coordinated and marketed in partnership with local chambers of commerce and/or economic development offices, allow small and diverse vendors to sign up for a 30-60 minute meeting to address specific issues and ask questions about diverse and small business certification and procurement programs. In FY2018, the SDO held five such days, in Brockton, New Bedford, Springfield, Malden, and Worcester, meeting with 41 different small and diverse businesses from across the state.
- **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”:<sup>5</sup>
  - 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;
  - Establish a pilot program for three contracts to include employment percentage goals for contractors to recruit, retain and promote individuals with disabilities.

indicative of the level of small and diverse vendor engagement, are the result of all these factors and should not be construed as the results of the SDO’s work alone.

<sup>5</sup> The SDO issued these two-year goals on October 31, 2017 in a report submitted to the Legislature entitled: *Supplier Diversity Office Fiscal Year 2017 Report to the Legislature on the Expansion of Opportunities for Individuals with Disabilities in State Procurement and Contracting*.

Details on these efforts may be found in the report titled *Fiscal Year 2018 Report to the Legislature on the Expansion of Opportunities for Individuals with Disabilities in State Procurement and Contracting* and published on the SDO website.

## Program Spending

- **SDP Spending Compliance Pilot.** The SDO launched a pilot of the SDP spending validation process. The goal of this first validation effort was to test and adjust communication materials for primes and their SDP partners, sampling and reporting methods, and processes associated with recording and investigating discrepancies. During the pilot, 21 reports from 15 statewide contractors were validated by contacting 16 certified partner companies with whom the prime contractors reported spending funds. One discrepancy of approximately \$3,600, or 16%, between the amounts reported and paid was identified and investigated. The contractor's report was adjusted to reflect the accurate payment amount. The SDO's FY2019 Annual Report will include details of the fully operationalized validation efforts implemented as a result of this FY2018 pilot.
- **Continued improvement in services to departments.** The SDO continued work to improve the resources and services available to departments. In addition to designing a new Program Resources webpage for departments, the SDO collaborated with the Executive Office of Technology Services and Security to design two new Commonwealth Information Warehouse (CIW) dashboard views. The new CIW views will provide departments using the Massachusetts Management Accounting and Reporting System (MMARS) with more accurate and timely information on vendor certification status and spending, especially in the first six months of a fiscal year, for which supplier diversity spending reporting tools previously were unavailable.

## Program Recognition

On October 20, 2017, the Center for Women & Enterprise (CWE) recognized the SDO with the Community Partner of the Year award. The award acknowledges organizations that support the CWE's work to provide opportunities for women in business to increase their professional success, personal growth, and financial independence. The SDO's award was based on its accomplishments in:

- Expanding opportunities for diversity and inclusion in procurement, both by increasing the number of diverse and small companies conducting business with the state, as well as increasing the total dollar amount annually won by diverse and small businesses;
- Developing cross-certification programs with CWE, the Greater New England Minority Supplier Development Council (GNEMSDC), the National Gay and Lesbian Chamber of Commerce (NGLCC), the U.S. Business Leadership Network (USBLN), and the City of Boston; and
- Closing the gaps and lowering barriers to entry for diverse and small vendors.

## Certification Program Results

One of the SDO's primary services to the diverse business community is to certify businesses that meet certain criteria for ownership, control, independence, and ongoing business operations. The SDO publishes an online directory of certified Minority; Women; Disadvantaged; Veteran; Service-Disabled Veteran; Disability; and Lesbian, Gay, Bisexual, and Transgender-Owned Business Enterprises and certified Minority- and Women-controlled nonprofit organizations. This comprehensive directory may be searched and downloaded at [www.mass.gov/SDO](http://www.mass.gov/SDO).

### State MBE, WBE and VBE Certification

The SDO reviews applications from sole proprietors and business owners who seek to participate in supplier diversity program business opportunities to determine if they meet the requirements of state statutes and regulations. The SDO's State Certification Unit reviews applications for certification as MBE, WBE, VBE, PBE, and combinations thereof, as well as Minority or Women or Minority Women Nonprofit Organizations (M/NPO, W/NPO, or M/W/NPO).

Each week, new businesses are certified, some businesses are decertified, and some withdraw their applications. Therefore, the exact number of certified businesses fluctuates. At the end of FY2018, there was a total of 2,993 certified businesses (2,834 for-profit and 159 nonprofit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO).

As of the end of FY2018, the 2,834 certified for-profit businesses fell into the following groups:

Certification Type	FY2016	FY2017	FY2018
Minority-Owned Business Enterprise (MBE)	758	779	800
Women-Owned Business Enterprise (WBE)	1,534	1,530	1,552
Minority and Women-Owned Business Enterprise (M/WBE)	304	325	337
Portuguese-Owned Business Enterprise (PBE)	86	78	75
Women-Owned Portuguese Business Enterprise (W/PBE)	20	24	29
Veteran-Owned Business Enterprise (VBE)	0	8	15
Minority and Veteran-Owned Business Enterprise (M/VBE)	0	11	20
Minority, Women and Veteran-Owned Business Enterprise (M/W/VBE)	0	1	2
Women and Veteran-Owned Business Enterprise (W/VBE)	0	2	4
<b>Total</b>	<b>2,702</b>	<b>2,758</b>	<b>2,834</b>

The breakdown of certified for-profit businesses by ethnicity is as follows:

Ethnicity/Minority	FY2016	FY2017	FY2018
African American, Black	450	477	501
Asian American (Pacific)	168	171	171
Asian American (Subcontinent)	134	141	149
Cape Verdean	37	34	34
Caucasian	1,534	1,540	1,571
Eskimo/Aleut	0	0	0
Hispanic/Latino	257	275	289
Native American	16	18	15
Portuguese	106	102	104
<b>Total</b>	<b>2,702</b>	<b>2,758</b>	<b>2,834</b>

The 159 certified nonprofit businesses fell into the following groups:

Certification Type	FY2016	FY2017	FY2018
Minority Nonprofit Organization (M/NPO)	62	62	60
Women Nonprofit Organization (W/NPO)	89	87	89
Minority and Women Nonprofit Organization (M/W/NPO)	13	11	10
<b>Total</b>	<b>164</b>	<b>160</b>	<b>159</b>

### Third-party VBE, SDOVOBE, DOBE and LGBTBE Certification

During FY2018, the SDO saw an increase in the number of third-party certifications across all certifying partner organizations.

Certification Type	FY2016	FY2017	FY2018
Disability-Owned Business Enterprise (DOBE) certified by the U.S. Business Leadership Network (USBLN)	34	36	47
LGBT-Owned Business Enterprise (LGBTBE) certified by the National Gay and Lesbian Chamber of Commerce (NGLCC)	75	81	84
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) certified by the VetBiz/U.S. Department of Veterans Affairs	59	88	112
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) certified by the USBLN	3	12	13
Veteran-Owned Business Enterprise (VBE) certified by the VetBiz/U.S. Department of Veterans Affairs	39	48	61

### Small Business Registration

In FY2018, COMMBUYS continued to provide automated registration of small businesses. At the end of FY2018, there were 2,060 small businesses verified in COMMBUYS, which represents an increase of 30% compared to the prior fiscal year.

Certification Type	FY2016	FY2017	FY2018
COMMBUYS-verified Massachusetts Small Businesses	1,146	1,494	2,060

### Certification Program Activities

In FY2018, the State Certification Unit processed new applications, conducted triennial renewals, and administrative and recertification reviews of existing applications. The SDO reviewed a total of 309 new applications for state MBE, WBE and VBE certification, including nonprofit applications. This represented a 16% increase compared to the prior fiscal year. In addition, the SDO maintained the accuracy of existing certifications by conducting 975 certification renewals and 137 administrative reviews<sup>6</sup>.

Activity	FY2016	FY2017	FY2018
New Applications	325	267	309
Renewals	1,063	1,094	975
Administrative Reviews	126	130	137

Applicants who receive letters of denial or decertification have the opportunity to appeal the decisions to an independent SDO Appeal Board for state applications. FY2018 saw no tentative initial denials of applications for state certification.

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<sup>6</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.

## Supplier Diversity Office Program Spending Results

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

### Supplier Diversity Program (SDP)

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 MassHousing).

Only executive departments are required to participate in the SDO’s procurement programs, which include the SDP and the SBPP. All other organizations listed above participate in the SDO’s programs voluntarily.

Program participants begin each year with a set of benchmark goals, which are expressed as percentages of each participating organization’s discretionary budget.

Business Type	Benchmark Percentage of Discretionary Budget
Minority Business Enterprises (MBE)	7%
Women Business Enterprises (WBE)	13%
Veteran (VBE) and Service-Disabled Veteran-Owned Business Enterprises (SDVOBE)	3%

Throughout the year, program participants may achieve these benchmarks through:

- **Direct spending** with MBE, WBE, or Veteran-owned prime contractors; and
- **Indirect spending** resulting from business partnerships between the organizations’ contractors and MBE, WBE, Veteran, DOBE or LGBT-owned vendors used in the contractors’ operations. This includes subcontracting, as well as other types of business-to-business relationships.<sup>7</sup>

The program obtains information about direct spending with certified contractors from the Commonwealth Information Warehouse (CIW), a repository of all 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>7</sup> On May 11, 2018, OSD announced that, effective July 1, 2018, DOBE and LGBTBE companies may be included as eligible partners into contractor and agency SDP Plans and paved the way for the future introduction of benchmarks for these categories.

## Changes in Discretionary Spending FY2017-2018

Overall discretionary spending by Commonwealth departments (executive and non-executive) and constitutional offices stayed virtually level increasing by 0.06% or approximately \$3 million. At the same time, the distribution of this spending changed significantly. As the table below shows, discretionary spending by the Executive Office for Administration and Finance (A&F) changed due to the transition of one of its departments, the Massachusetts Office of Information Technology (MassIT), into a new separate secretariat, the Executive Office of Technology Services and Security. In addition, while accounting for that administrative change, discretionary spending by A&F and MassDOT decreased by approximately \$154 million combined, while discretionary spending by the Executive Office of Health and Human Services increased by nearly \$135 million.

### Discretionary Spending Changes FY2017-2018

	FY2017	FY2018	Change Amt.	Change %
Administration and Finance	\$398,599,625	\$230,159,499	-\$168,440,126	-42.26%
Economic Development	\$152,298,591	\$150,153,812	-\$2,144,779	-1.41%
Education	\$213,336,897	\$222,361,104	\$9,024,207	4.23%
Energy and Environmental Affairs	\$100,807,133	\$110,325,070	\$9,517,937	9.44%
Health and Human Services	\$2,554,008,641	\$2,688,526,998	\$134,518,357	5.27%
Labor and Workforce Development	\$10,725,895	\$12,566,026	\$1,840,131	17.16%
Public Safety and Security	\$90,376,704	\$95,014,119	\$4,637,415	5.13%
Technology Services and Security <sup>8</sup>	N/A	\$86,093,747	N/A	N/A
Transportation	\$1,138,087,747	\$1,065,969,632	-\$72,118,115	-6.34%
<b>Executive Department Subtotal</b>	<b>\$4,658,241,234</b>	<b>\$4,661,170,004</b>	<b>\$2,928,770</b>	<b>0.06%</b>
Commission Against Discrimination	\$273,828	\$255,829	-\$17,999	-6.57%
Disabled Persons Protection Commission	\$150,283	\$201,670	\$51,387	34.19%
Massachusetts Gaming Commission	\$4,658,974	\$4,788,837	\$129,863	2.79%
Office of the Governor	\$126,019	\$32,479	-\$93,540	-74.23%
<b>Non-Executive Department Subtotal</b>	<b>\$5,209,105</b>	<b>\$5,278,815</b>	<b>\$69,710</b>	<b>1.34%</b>
Massachusetts Convention Center Authority	\$26,978,442	\$52,384,907	\$25,406,465	94.17%
MassHousing	\$14,003,630	\$14,211,061	\$207,431	1.48%
<b>Quasi-Public Entity Subtotal</b>	<b>\$40,982,072</b>	<b>\$66,595,968</b>	<b>\$25,613,896</b>	<b>62.50%</b>
<b>TOTAL</b>	<b>\$4,704,432,410</b>	<b>\$4,733,044,787</b>	<b>\$28,612,377</b>	<b>0.61%</b>

These spending fluctuations, which are normal in the course of the Commonwealth's business, influenced direct and indirect diversity spending by the Commonwealth. When analyzed by expenditure class, the share of construction, an important contributor to the Commonwealth's supplier diversity spending, decreased by over \$124 million, which had a ripple effect on indirect spending as well. Nevertheless, with discretionary spending level and significant reductions in indirect spending, the Commonwealth was successful in meeting its MBE, WBE, and Small Business benchmarks and made significant progress in its efforts to meet the Veteran spending benchmark.

## Minority-Owned Business Enterprise (MBE) Spending

In FY2018, overall MBE spending by program participants decreased by 2.12% (1.46% for the Executive Departments) primarily due to the gradual completion of construction projects initiated prior to April 12, 2016, and involving Portuguese Businesses Enterprises (PBE). After that date, spending with PBEs no longer contributed to MBE spending.

<sup>8</sup> The Executive Office of Technology Services and Security (EOTSS) was established on August 1, 2017. In FY2018, the EOTSS operated under the budget established for the Massachusetts Office of Information Technology (MassIT), which previously existed within the Executive Office for Administration and Finance (A&F).



The FY2017 report included approximately \$75.6 million in PBE spending resulting from construction contracts awarded prior to April 12, 2016. Because some of these older projects have been completed, the current report includes only \$30 million in such PBE expenditures.<sup>9</sup> As mentioned above, direct spending in construction decreased, which also limited the Commonwealth's ability to grow diverse spending in construction.

### Expenditures with Minority Business Enterprises (MBE)

	FY2015	FY2016	FY2017	FY2018
Administration and Finance	\$59,483,608	\$51,586,295	\$37,607,968	\$26,243,968
Economic Development	\$22,003,311	\$20,247,549	\$25,207,267	\$17,946,875
Education	\$23,127,050	\$23,621,642	\$27,000,605	\$24,702,786
Energy and Environmental Affairs	\$3,089,675	\$5,638,822	\$7,236,275	\$6,572,492
Health and Human Services	\$186,891,400	\$190,385,239	\$200,506,817	\$218,891,932
Labor and Workforce Development	\$3,074,334	\$2,001,903	\$1,614,717	\$2,688,132
Public Safety and Security	\$8,600,239	\$7,737,595	\$12,888,072	\$16,955,959
Technology Services and Security <sup>10</sup>	N/A	N/A	N/A	\$14,273,474
Transportation	\$78,679,002	\$125,163,089	\$110,315,497	\$87,915,977
<b>Executive Department Subtotal</b>	<b>\$384,948,619</b>	<b>\$426,382,134</b>	<b>\$422,377,219</b>	<b>\$416,191,595</b>
Commission Against Discrimination	\$59,333	\$134,755	\$88,881	\$52,320
Disabled Persons Protection Commission	\$56,543	\$36,913	\$46,297	\$44,630
Massachusetts Gaming Commission	\$556,299	\$594,380	\$768,586	\$361,356
Office of the Governor	\$24,417	\$54,000	\$34,089	\$5,794
<b>Non-Executive Department Subtotal</b>	<b>\$696,592</b>	<b>\$820,048</b>	<b>\$937,852</b>	<b>\$464,101</b>
Massachusetts Convention Center Authority	N/A	N/A	\$9,172,195	\$7,216,164
MassHousing	\$570,986	\$485,483	\$1,610,290	\$1,012,735
<b>Quasi-Public Entity Subtotal</b>	<b>\$570,986</b>	<b>\$485,483</b>	<b>\$10,782,485</b>	<b>\$8,228,899</b>
<b>TOTAL</b>	<b>\$386,216,197</b>	<b>\$427,687,665</b>	<b>\$434,097,556</b>	<b>\$424,884,595</b>

The FY2018 benchmark for MBE spending, set at 7% of discretionary spending, was exceeded by 28.24%, which means program participants spent 9% of their discretionary budgets with MBEs.

<sup>9</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 in indirect (\$46.3 million at MassDOT and \$8.3 million at DCAMM) PBE spending associated with projects awarded prior to April 12, 2016. The FY2018 report includes \$5.3 million in direct spending and approximately \$24.7 million in indirect (\$21.2 million at MassDOT, \$1.1 million at DCR, and \$2.4 million at DCAMM) associated with such projects.

<sup>10</sup> The Executive Office of Technology Services and Security (EOTSS) was established on August 1, 2017. In FY2018, the EOTSS operated under the budget established for the Massachusetts Office of Information Technology (MassIT), which previously existed within the Executive Office for Administration and Finance. Had this change not occurred, MBE spending by A&F would have been \$40,516,584.

## MBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$230,159,499	\$16,111,165	\$26,243,968	162.89%
Economic Development	\$150,153,812	\$10,510,767	\$17,946,875	170.75%
Education	\$222,361,104	\$15,565,277	\$24,702,786	158.70%
Energy and Environmental Affairs	\$110,325,070	\$7,722,755	\$6,572,492	85.11%
Health and Human Services	\$2,688,526,998	\$188,196,890	\$218,891,932	116.31%
Labor and Workforce Development	\$12,566,026	\$879,622	\$2,688,132	305.60%
Public Safety and Security	\$95,014,119	\$6,650,988	\$16,955,959	254.94%
Technology Services and Security	\$86,093,747	\$6,026,562	\$14,273,474	236.84%
Transportation	\$1,065,969,632	\$74,617,874	\$87,915,977	117.82%
<b>Executive Department Subtotal</b>	<b>\$4,661,170,004</b>	<b>\$326,281,900</b>	<b>\$416,191,595</b>	<b>127.56%</b>
Commission Against Discrimination	\$255,829	\$17,908	\$52,320	292.16%
Disabled Persons Protection Commission	\$201,670	\$14,117	\$44,630	316.15%
Massachusetts Gaming Commission	\$4,788,837	\$335,219	\$361,356	107.80%
Office of the Governor	\$32,479	\$2,274	\$5,794	254.85%
<b>Non-Executive Department Subtotal</b>	<b>\$5,278,815</b>	<b>\$369,517</b>	<b>\$464,101</b>	<b>125.60%</b>
Massachusetts Convention Center Authority	\$52,384,907	\$3,666,943	\$7,216,164	196.79%
MassHousing	\$14,211,061	\$994,774	\$1,012,735	101.81%
<b>Quasi-Public Entity Subtotal</b>	<b>\$66,595,968</b>	<b>\$4,661,718</b>	<b>\$8,228,899</b>	<b>176.52%</b>
<b>TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$331,313,135</b>	<b>\$424,884,595</b>	<b>128.24%</b>

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

In FY2018, the Commonwealth exceeded its 13% women-owned business spending benchmark, and spending with WBEs increased 4.52% when compared to the previous year.

### Expenditures with Women Business Enterprises (WBE)

	FY2015	FY2016	FY2017	FY2018
Administration and Finance	\$42,295,268	\$51,766,471	\$60,417,285	\$48,552,482
Economic Development	\$80,408,063	\$28,597,167	\$34,169,591	\$33,453,629
Education	\$33,915,406	\$35,164,404	\$39,364,471	\$35,968,067
Energy and Environmental Affairs	\$9,833,970	\$12,466,990	\$19,523,875	\$24,561,324
Health and Human Services	\$457,126,757	\$474,478,238	\$509,290,185	\$539,876,899
Labor and Workforce Development	\$3,523,372	\$2,928,719	\$2,024,870	\$2,580,063
Public Safety and Security	\$11,254,879	\$11,514,047	\$10,361,801	\$13,417,927
Technology Services and Security <sup>11</sup>	N/A	N/A	N/A	\$12,987,876
Transportation	\$113,333,014	\$170,197,530	\$171,736,530	\$173,699,949
<b>Executive Department Subtotal</b>	<b>\$751,690,729</b>	<b>\$787,113,566</b>	<b>\$846,888,607</b>	<b>\$885,098,216</b>
Commission Against Discrimination	\$64,044	\$48,780	\$63,022	\$62,342
Disabled Persons Protection Commission	\$56,029	\$38,692	\$46,416	\$48,000
Massachusetts Gaming Commission	\$1,896,231	\$1,208,168	\$328,343	\$162,746
Office of the Governor	\$38,102	\$12,355	\$35,801	\$8,190
<b>Non-Executive Department Subtotal</b>	<b>\$2,054,406</b>	<b>\$1,307,995</b>	<b>\$473,582</b>	<b>\$281,279</b>
Massachusetts Convention Center Authority	N/A	N/A	\$1,597,534	\$1,897,218
MassHousing	\$617,736	\$794,884	\$577,559	\$640,506
<b>Quasi-Public Entity Subtotal</b>	<b>\$617,736</b>	<b>\$794,884</b>	<b>\$2,175,093</b>	<b>\$2,537,724</b>
<b>TOTAL</b>	<b>\$754,362,871</b>	<b>\$789,216,445</b>	<b>\$849,537,282</b>	<b>\$887,917,218</b>

<sup>11</sup> The Executive Office of Technology Services and Security (EOTSS) was established on August 1, 2017. In FY2018, the EOTSS operated under the budget established for the Massachusetts Office of Information Technology (MassIT), which previously existed within the Executive Office for Administration and Finance. Had this change not occurred, WBE spending by A&F would have been \$61,541,022.

Total spending with WBEs in FY2018 exceeded the benchmark by approximately 44.3% with program participants spending 18.76% of their discretionary budgets with women-owned businesses.

### WBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$230,159,499	\$29,920,735	\$48,552,482	162.27%
Economic Development	\$150,153,812	\$19,519,995	\$33,453,629	171.38%
Education	\$222,361,104	\$28,906,943	\$35,968,067	124.43%
Energy and Environmental Affairs	\$110,325,070	\$14,342,259	\$24,561,324	171.25%
Health and Human Services	\$2,688,526,998	\$349,508,510	\$539,876,899	154.47%
Labor and Workforce Development	\$12,566,026	\$1,633,583	\$2,580,063	157.94%
Public Safety and Security	\$95,014,119	\$12,351,835	\$13,417,927	108.63%
Technology Services and Security	\$86,093,747	\$11,192,187	\$12,987,876	116.04%
Transportation	\$1,065,969,632	\$138,576,052	\$173,699,949	125.35%
<b>Executive Department Subtotal</b>	<b>\$4,661,170,004</b>	<b>\$605,952,101</b>	<b>\$885,098,216</b>	<b>146.07%</b>
Commission Against Discrimination	\$255,829	\$33,258	\$62,342	187.45%
Disabled Persons Protection Commission	\$201,670	\$26,217	\$48,000	183.09%
Massachusetts Gaming Commission	\$4,788,837	\$622,549	\$162,746	26.14%
Office of the Governor	\$32,479	\$4,222	\$8,190	193.98%
<b>Non-Executive Department Subtotal</b>	<b>\$5,278,815</b>	<b>\$686,246</b>	<b>\$281,279</b>	<b>40.99%</b>
Massachusetts Convention Center Authority	\$52,384,907	\$6,810,038	\$1,897,218	27.86%
MassHousing	\$14,211,061	\$1,847,438	\$640,506	34.67%
<b>Quasi-Public Entity Subtotal</b>	<b>\$66,595,968</b>	<b>\$8,657,476</b>	<b>\$2,537,724</b>	<b>29.31%</b>
<b>TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$615,295,822</b>	<b>\$887,917,218</b>	<b>144.31%</b>

### Combined Veteran-Owned Business Spending

In FY2018, the Commonwealth continued to make progress in increasing spending with veteran-owned businesses (combined VBE and SDVOBE spending). Through joint outreach efforts of the SDO, the Governor's Office for Access, Opportunity and Community Affairs; the Massachusetts Department of Veterans' Services; and the U.S. Department of Veterans Affairs, veteran spending increased by 111%.

### Expenditures with Veteran-Owned Businesses

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

In FY2017, only one of the Commonwealth's secretariats, the Executive Office of Public Safety and Security, met the veteran spending benchmark of 3%. In FY2018, three secretariats were able to attain the benchmark: the Executive Office for Administration and Finance, the Executive Office of Labor and Workforce Development, and the Executive Office of Public Safety and Security. However, even as veteran spending continues to grow, the Commonwealth has attained just 22% of the veteran spending benchmark.

## Combined Veteran Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$230,159,499	\$6,904,785	\$7,603,537	110.12%
Economic Development	\$150,153,812	\$4,504,614	\$201,532	4.47%
Education	\$222,361,104	\$6,670,833	\$782,060	11.72%
Energy and Environmental Affairs	\$110,325,070	\$3,309,752	\$1,452,168	43.88%
Health and Human Services	\$2,688,526,998	\$80,655,810	\$9,486,928	11.76%
Labor and Workforce Development	\$12,566,026	\$376,981	\$405,631	107.60%
Public Safety and Security	\$95,014,119	\$2,850,424	\$4,235,583	148.59%
Technology Services and Security <sup>12</sup>	\$86,093,747	\$2,582,812	\$2,105,923	81.54%
Transportation	\$1,065,969,632	\$31,979,089	\$4,842,763	15.14%
<b>Executive Department Subtotal</b>	<b>\$4,661,170,004</b>	<b>\$139,835,100</b>	<b>\$31,116,126</b>	<b>22.25%</b>
Commission Against Discrimination	\$255,829	\$7,675	\$7,934	103.38%
Disabled Persons Protection Commission	\$201,670	\$6,050	\$2,097	34.66%
Massachusetts Gaming Commission	\$4,788,837	\$143,665	\$34,429	23.96%
Office of the Governor	\$32,479	\$974	\$1,485	152.36%
<b>Non-Executive Department Subtotal</b>	<b>\$5,278,815</b>	<b>\$158,364</b>	<b>\$45,944</b>	<b>29.01%</b>
Massachusetts Convention Center Authority	\$52,384,907	\$1,571,547	\$57,572	3.66%
MassHousing	\$14,211,061	\$426,332	\$241,983	56.76%
<b>Quasi-Public Entity Subtotal</b>	<b>\$66,595,968</b>	<b>\$1,997,879</b>	<b>\$299,555</b>	<b>14.99%</b>
<b>TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$141,991,344</b>	<b>\$31,461,625</b>	<b>22.16%</b>

### Disability and LGBTBE Spending

FY2018 was the third year of the SDO working to increase the availability of and opportunities for disability-owned and LGBT businesses, the newest categories to be included in the Supplier Diversity Program. In partnership with the Disability:IN and the National LGBT Chamber of Commerce and their local affiliates, the Massachusetts Business Leadership Network and the Massachusetts LGBT Chamber of Commerce, the SDO conducted outreach to invite new businesses to participate in public contracting opportunities.

In FY2018, spending with disability-owned businesses increased by 120% and reached \$6,466,609 primarily through the utilization of SDVOBEs. The Commonwealth also has increased the number of disability businesses engaged on its contracts from 45 in FY2017 to 60 in FY2018: 28 businesses directly (\$5,348,975 in spending) and 32 as SDP partners \$1,117,635 in spending). While there was no discretionary spending with DOBE, \$2,000 was recorded in nondiscretionary spending. The SDO hopes that the addition of DOBE and LGBTBE businesses to SDP plans will encourage growth in DOBE and LGBTBE utilization by Commonwealth contractors as well as growth in new DOBE and LGBTBE certification applications.

LGBTBE utilization more than doubled between FY2017 and FY2018. While in the prior fiscal year two LGBTBEs received \$81,645 in direct Commonwealth business and none in indirect, in FY2018, overall LGBT spending was \$167,013 through three businesses used directly (\$49,552 in spending) and four as SDP partners (\$117,461 in spending).

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<sup>12</sup> The Executive Office of Technology Services and Security (EOTSS) was established on August 1, 2017. In FY2018, the EOTSS operated under the budget established for the Massachusetts Office of Information Technology (MassIT), which previously existed within the Executive Office for Administration and Finance. Had this change not occurred, the A&F's veteran spending benchmark would have been \$9,487,597 and the total veteran spending would have been \$9,709,722 resulting in meeting the veteran benchmark by 102%.

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

Business Type	FY2017	FY2018
Disability Businesses	\$2,943,738	\$6,466,609
LGBT Businesses	\$81,645	\$167,013

### Small Business Purchasing Program (SBPP)

The SBPP includes the same set of participating public organizations as the SDP and sets a separate benchmark for spending with small businesses:

Business Type	Benchmark Percentage of Discretionary Budget
COMMBUYS-verified Massachusetts Small Businesses	3.3%

In FY2018, program participants' expenditures through the SBPP increased by 7% over the prior year thanks to spending increases achieved by seven of the eight secretariats.

### Expenditures with COMMBUYS-verified Massachusetts Small Businesses

	FY2015	FY2016	FY2017	FY2018
Administration and Finance	\$9,842,026	\$8,002,060	\$9,847,587	\$8,156,474
Economic Development	\$6,979,885	\$21,921,111	\$23,194,101	\$25,213,508
Education	\$13,379,607	\$16,991,334	\$19,453,389	\$23,360,563
Energy and Environmental Affairs	\$9,221,650	\$10,664,818	\$12,163,421	\$10,594,020
Health and Human Services	\$66,164,280	\$71,417,791	\$94,508,885	\$98,573,524
Labor and Workforce Development	\$1,237,430	\$541,482	\$674,075	\$825,815
Public Safety and Security	\$12,995,760	\$8,567,665	\$8,346,557	\$8,651,723
Technology Services and Security <sup>13</sup>	N/A	N/A	N/A	\$3,155,805
Transportation	\$15,867,967	\$22,571,712	\$17,245,042	\$19,934,080
<b>Executive Department Subtotal</b>	<b>\$135,688,605</b>	<b>\$160,677,973</b>	<b>\$185,433,057</b>	<b>\$198,465,513</b>
Commission Against Discrimination	\$21,407	\$6,389	\$675	\$558
Disabled Persons Protection Commission	\$1,871	\$0	\$0	\$0
Massachusetts Gaming Commission	\$531,723	\$824,519	\$857,883	\$803,984
Office of the Governor	\$32,505	\$12,355	\$26,559	\$1,377
<b>Non-Executive Department Subtotal</b>	<b>\$587,506</b>	<b>\$843,263</b>	<b>\$885,118</b>	<b>\$805,919</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>\$136,276,111</b>	<b>\$161,521,236</b>	<b>\$186,318,175</b>	<b>\$199,271,431</b>

Total SBPP spending in FY2018 exceeded the benchmark of 3.3% of discretionary spending by almost 30% with program participants spending approximately 4% of their discretionary budgets with COMMBUYS-verified small businesses.

<sup>13</sup> The Executive Office of Technology Services and Security (EOTSS) was established on August 1, 2017. In FY2018, the EOTSS operated under the budget established for the Massachusetts Office of Information Technology (MassIT), which previously existed within the Executive Office for Administration and Finance. Had this change not occurred, the A&F's small business spending would have been \$11,312,279.

## SBPP Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$230,159,499	\$7,595,263	\$8,156,474	107.39%
Economic Development	\$150,153,812	\$4,955,076	\$25,213,508	508.84%
Education	\$222,361,104	\$7,337,916	\$23,360,563	318.35%
Energy and Environmental Affairs	\$110,325,070	\$3,640,727	\$10,594,020	290.99%
Health and Human Services	\$2,688,526,998	\$88,721,391	\$98,573,524	111.10%
Labor and Workforce Development	\$12,566,026	\$414,679	\$825,815	199.15%
Public Safety and Security	\$95,014,119	\$3,135,466	\$8,651,723	275.93%
Technology Services and Security <sup>14</sup>	\$86,093,747	\$2,841,094	\$3,155,805	111.08%
Transportation	\$1,065,969,632	\$35,176,998	\$19,934,080	56.67%
<b>Executive Department Subtotal</b>	<b>\$4,661,170,004</b>	<b>\$153,818,610</b>	<b>\$198,465,513</b>	<b>129.03%</b>
Commission Against Discrimination	\$255,829	\$8,442	\$558	6.60%
Disabled Persons Protection Commission	\$201,670	\$6,655	\$0	0.00%
Massachusetts Gaming Commission	\$4,788,837	\$158,032	\$803,984	508.75%
Office of the Governor	\$32,479	\$1,072	\$1,377	128.51%
<b>Non-Executive Department Subtotal</b>	<b>\$5,278,815</b>	<b>\$174,201</b>	<b>\$805,919</b>	<b>462.64%</b>
Massachusetts Convention Center Authority	\$52,384,907	N/A	N/A	N/A
MassHousing	\$14,211,061	N/A	N/A	N/A
<b>Quasi-Public Entity Subtotal</b>	<b>\$66,595,968</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$153,992,811</b>	<b>\$199,271,431</b>	<b>129.40%</b>

### SDO's Municipal Construction Affirmative Marketing Program

The SDO's Municipal Construction Affirmative Marketing Program (MCAMP, formerly referred to as the Construction Reform Program) uses combined goals to provide designers and contractors with flexibility in utilizing MBE and/or WBE contractors.

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

### Massachusetts School Building Authority (MSBA)

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 chart below compares FY2017 and FY2018 MBE/WBE spending on MSBA projects. The total combined MBE/WBE spending in FY2018 equaled \$29,785,482, which represents a decrease of \$42.7 million when compared to the prior year. The combined MBE/WBE participation level in FY2018 was 9.5%, which fell short of the 10.4% participation goal. Similar to FY2017, there was no direct spending through the program and all diverse companies were engaged as subcontractors.

<sup>14</sup> The Executive Office of Technology Services and Security (EOTSS) was established on August 1, 2017. In FY2018, the EOTSS operated under the budget established for the Massachusetts Office of Information Technology (MassIT), which previously existed within the Executive Office for Administration and Finance.

FY	Total Municipal Spend	Total MBE Spend	MBE %	Total WBE Spend	WBE %	Total MBE/WBE Spend	Combined MBE/WBE %
2018 <sup>15</sup>	\$314,802,244	\$4,807,722	1.53%	\$24,977,760	7.93%	\$29,785,482	9.5%
2017	\$575,707,670	\$10,018,701	1.7%	\$62,479,355	10.9%	\$72,498,056	12.6%

## Schools of Construction

The SDO Construction Reform Program’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.

## Outreach

In FY2018, 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 assists 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 FY2018, the program continued working with municipalities on MSBA public sector projects, and with Massachusetts Gaming Commission licensees, the Encore, MGM, and Plainridge Park casinos. In addition, the program has assisted Millennium Partners, the developers for the \$1 billion Boston Winthrop Square high-rise, to establish and meet their MBE/WBE diversity goals.

## Overall Procurement Program Results

Separate benchmarks set for various business groups are an effective tool for motivating participating organizations and tracking their supplier diversity efforts. However, the overall impact of the program must be measured separately, since many of the businesses served by the SDO’s programs fall into more than one group. For example, as SDO tracks spending, a purchase from a COMMBUYS-verified small business that also is an MBE would count toward both the SBPP and the MBE benchmarks. As a result, the sum of expenditures by program/benchmark does not represent an accurate program spending total.

The goal of this section is to measure the overall results of these efforts by vendor rather than by benchmark/category. Therefore, spending with businesses that fall into more than one certification category will be counted only once.

## Estimating the Total Program Spending

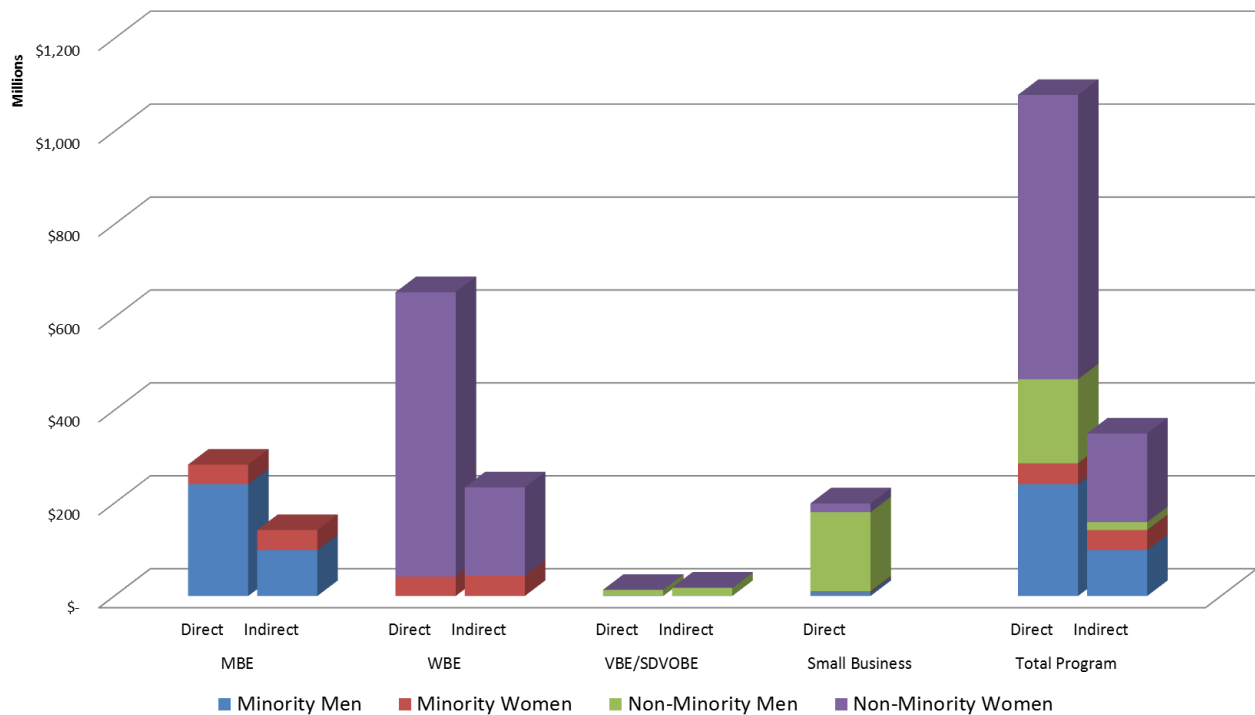
This is the second SDO annual report to combine spending data from all program participants, including state agencies, MassHousing, and the MCCA, and account for multiple overlaps in business certification types in both direct and indirect spending.

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<sup>15</sup> Data based on contractor supplier diversity reports submitted as of the date of report publication. Outstanding reports will be included in the SDO’s Annual Report for FY2019.

The total direct program impact of SDP activities by all participating organizations exceeded \$1 billion spent with 1,083 companies, representing approximately 22.79% of the program participants' discretionary budgets. The chart data represented as a table below highlights the overlaps among the diverse types of businesses served by the SDP. The Total Program Spending line represents the sum of expenditures with businesses that fall into each eligible owner group (e.g. Minority Men, Minority Women, etc.). This measure is approximately 6.16% less than the sum of direct expenditures attributed to individual benchmarks.

**Total Program Spending by State Agencies in FY2018**



**Total Program Spending by State Agencies in FY2018 Table**

Category	MBE	WBE	Veteran	Small Business	Program Total
Minority Men	\$240,625,632	-	\$609,710	\$8,188,490	\$240,712,755
Minority Women	\$42,243,883	\$41,920,659	\$0	\$2,062,395	\$45,056,963
Non-Minority Men	-	-	\$12,739,707	\$170,213,734	\$180,785,151
Non-Minority Women	-	\$611,981,356	\$0	\$18,806,812	\$611,984,966
<b>Direct Spending Total</b>	<b>\$282,869,515</b>	<b>\$653,902,015</b>	<b>\$13,349,417</b>	<b>\$199,271,431</b>	<b>\$1,078,539,836</b>
<b>Number of Prime Contractors</b>	<b>158</b>	<b>346</b>	<b>36</b>	<b>716</b>	<b>1083</b>
Minority Men	\$98,760,845	-	\$348,085	N/A	\$98,760,845
Minority Women	\$43,254,235	\$43,254,235	\$12,958	N/A	\$43,254,235
Non-Minority Men	-	-	\$17,013,776	N/A	\$17,013,776
Non-Minority Women	-	\$190,760,967	\$737,390	N/A	\$190,760,967
<b>Indirect Spending Total</b>	<b>\$142,015,080</b>	<b>\$234,015,203</b>	<b>\$18,112,208</b>	<b>N/A</b>	<b>\$349,789,823</b>
<b>Number of Indirect Contractors</b>	<b>360</b>	<b>709</b>	<b>53</b>	<b>N/A</b>	<b>1011</b>
<b>GRAND TOTAL</b>	<b>\$424,884,595</b>	<b>\$887,917,218</b>	<b>\$31,461,625</b>	<b>\$199,271,431</b>	<b>\$1,428,329,659</b>



Among the 1,083<sup>16</sup> companies participating in the program directly, each business fell into one or more of the following groups: 158 MBEs and 346 WBEs (38 M/WBE businesses), 36 VBE/SDVOBEs (21 VBEs and 15 SDVOBEs), and 716 COMMBUYS-verified small businesses. It should be noted that the 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). Direct expenditures include \$5.27 million in spending with seven PBEs on projects initiated prior to April 12, 2016.

Total indirect spending reached \$349,789,823, representing an additional 7.39% of the program participants' combined discretionary budgets. Among the 1,011 companies that were engaged by contractors as SDP partners, each business fell into one or more of the following groups: 360 MBEs and 709 WBEs (90 M/WBE businesses), and 53 VBE/SDVOBEs (21 VBEs and 32 SDVOBEs). The SBPP does not include an indirect spending component. Indirect expenditures include \$31.14 million in spending with 29 PBEs on projects initiated prior to April 12, 2016.

The total program impact documented above may be divided into two large segments based on the type of expenditure:

- **Goods and services**, which includes a wide range of facility and office equipment, supplies and services, information technology, and vehicles, as well as purchased human and social services;
- **Horizontal and vertical construction**, which includes not only the costs of constructing and maintaining buildings and roads, but also related legal services, maintenance, and land improvements, and the construction of state park and recreation facilities.

## Spending Contribution from Goods and Services

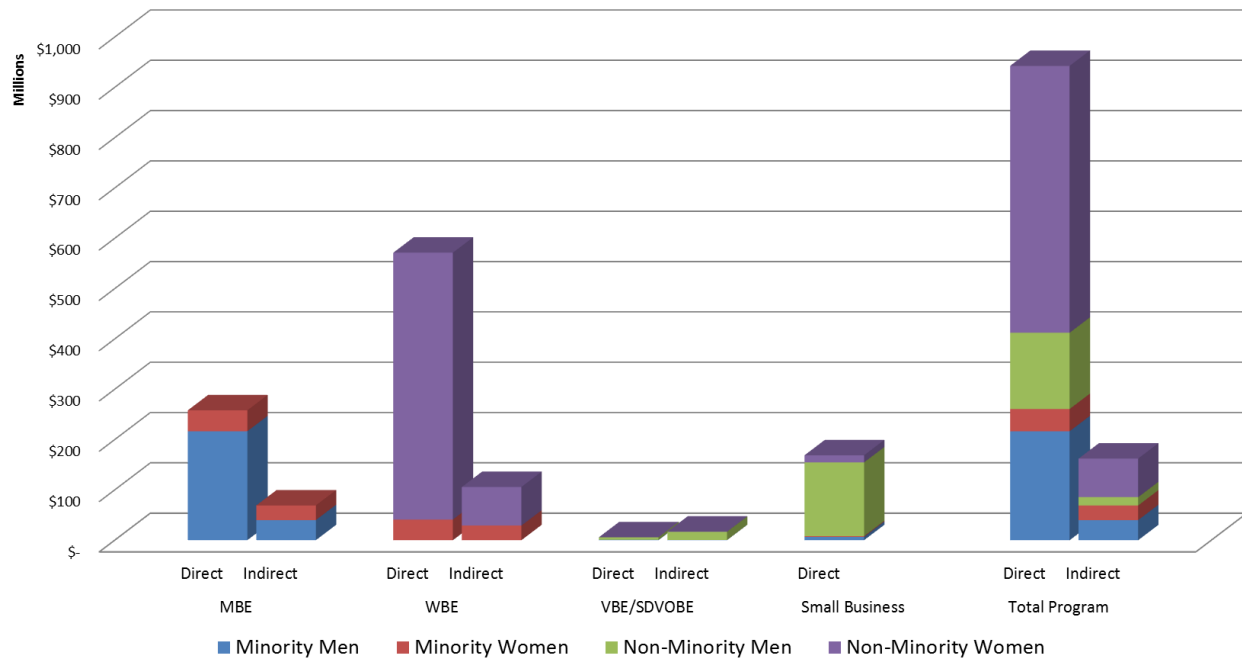
In FY2018, goods and services direct spending by all program participants equaled \$942,625,270, which was spent with 789 companies. Each company fell into one or more of the following groups: 119 were MBEs and 256 were WBEs (31 M/WBE businesses), 17 were VBE/SDVOBEs (12 VBEs and 5 SDVOBE), and 534 were COMMBUYS-verified small businesses. This represented 19.92% of the program participants' combined discretionary budgets.

Goods and services contractors engaged 811 diverse businesses as SDP partners. Those diverse companies fell into one or more of the following groups: 262 MBEs and 592 WBEs (80 M/WBE businesses), and 46 VBE/SDVOBEs (20 VBEs and 26 SDVOBEs). Total indirect spending on goods and services equaled \$162,188,320, representing approximately 3.43% of the program participants' combined discretionary budgets. Spending with PBEs, direct or indirect, was not included in the analysis regarding goods and services spending.

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<sup>16</sup> The total number of businesses presented here and further in this section accounts for the same businesses falling into multiple certification categories.

## Goods and Services Share of the Total Program Spending by State Agencies in FY2018



## Goods and Services Share of the Total Program Spending by State Agencies in FY2018 Table

Category	MBE	WBE	Veteran	Small Business	Program Total
Minority Men	\$216,477,641	-	\$609,710	\$6,516,989	\$216,564,765
Minority Women	\$41,497,822	\$41,040,420	\$0	\$1,521,785	\$44,176,724
Non-Minority Men	-	-	\$5,221,425	\$146,580,545	\$151,533,795
Non-Minority Women	-	\$530,346,376	\$0	\$14,087,958	\$530,349,985
<b>Direct Spending Total</b>	<b>\$257,975,463</b>	<b>\$571,386,796</b>	<b>\$5,831,134</b>	<b>\$168,707,278</b>	<b>\$942,625,270</b>
<b>Number of Prime Contractors</b>	<b>119</b>	<b>256</b>	<b>17</b>	<b>534</b>	<b>789</b>
Minority Men	\$39,988,043	-	\$313,777	N/A	\$39,988,043
Minority Women	\$29,049,290	\$29,049,290	\$12,958	N/A	\$29,049,290
Non-Minority Men	-	-	\$16,458,925	N/A	\$16,458,925
Non-Minority Women	-	\$76,692,061	\$185,149	N/A	\$76,692,061
<b>Indirect Spending Total</b>	<b>\$69,037,333</b>	<b>\$105,741,351</b>	<b>\$16,970,809</b>	<b>N/A</b>	<b>\$162,188,320</b>
<b>Number of Indirect Contractors</b>	<b>262</b>	<b>592</b>	<b>46</b>	<b>N/A</b>	<b>811</b>
<b>GRAND TOTAL</b>	<b>\$327,012,797</b>	<b>\$677,128,147</b>	<b>\$22,801,944</b>	<b>\$168,707,278</b>	<b>\$1,104,813,589</b>

## Spending Contribution from Horizontal and Vertical Construction

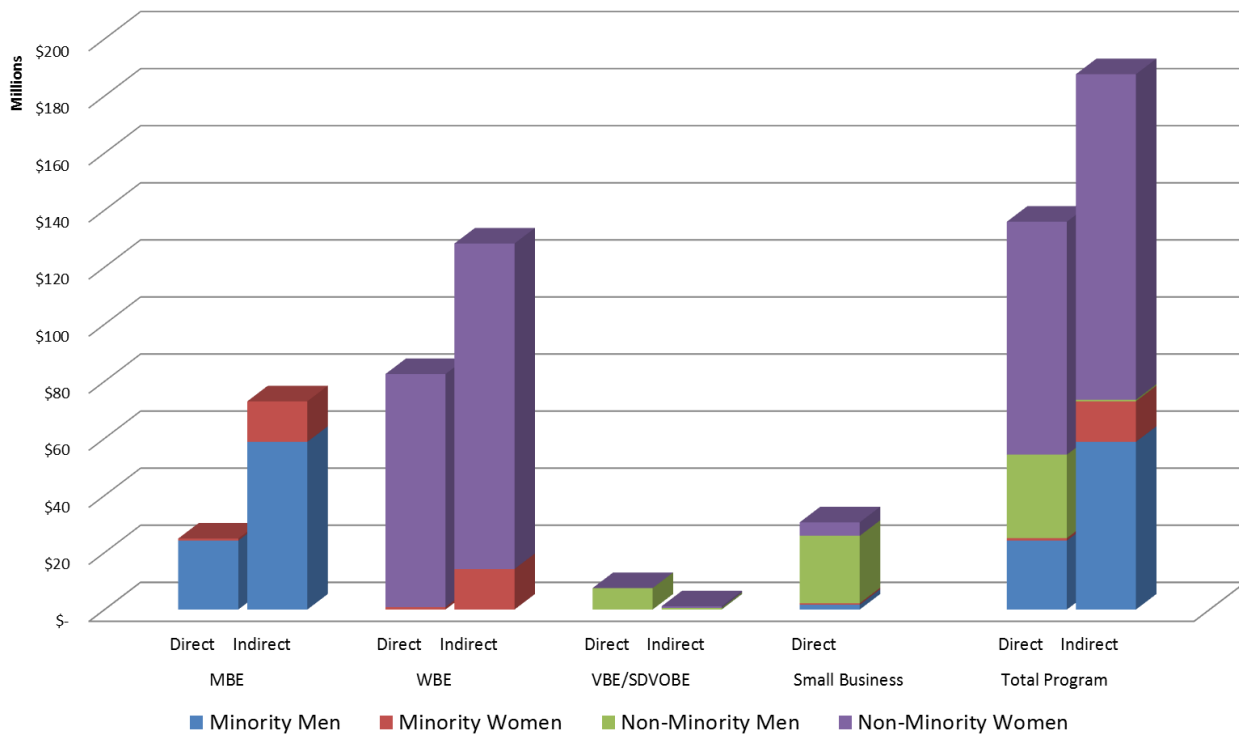
Most of the construction-related expenditures documented in this report are attributable to the efforts of DCAMM, the Massachusetts Department of Transportation (MassDOT), and the Department of Conservation and Recreation (DCR). Direct expenditures by these departments account for more than 90% of departmental construction spending. The remaining spending is attributable to facility maintenance spending by other departments on landscaping services, small repairs, and other services.

In FY2018, direct design and construction-related spending by program participants equaled \$135,914,566, representing 2.87% of the organizations' combined discretionary budgets. Construction-related projects involved 390 diverse and small contractors, each of which fell into one or more of the following groups: 46 were MBEs and 122 were WBEs (both groups include nine M/WBE businesses), 25 were VBE/SDVOBE (14 VBE

and 11 SDVOBE), and 247 were COMMBUYS-verified small businesses. Direct expenditures include \$5.27 million in spending with seven PBEs on projects initiated prior to April 12, 2016.

Among the 253 subcontractors engaged on design and construction projects, 113 were MBE firms, 156 were WBE companies (both groups including 11 M/WBE businesses), and eight veteran businesses (2 VBE and 6 SDVOBE). Total indirect spending on design and construction in FY2018 equaled \$187,601,503, which represented approximately 3.96% of the program participants' combined discretionary budgets.

**Construction Share of the Total Direct Program Spending by State Agencies in FY2018**



**Construction Share of the Total Direct Program Spending by State Agencies in FY2018 Table**

Category	MBE	WBE	Veteran	Small Business	Program Total
Minority Men	\$24,147,990	-	\$0	\$1,671,500	\$24,147,990
Minority Women	\$746,061	\$880,239	\$0	\$540,610	\$880,239
Non-Minority Men	-	-	\$7,518,282	\$23,633,190	\$29,251,356
Non-Minority Women	-	\$81,634,981	\$0	\$4,718,854	\$81,634,981
<b>Direct Spending Total</b>	<b>\$24,894,052</b>	<b>\$82,515,220</b>	<b>\$7,518,282</b>	<b>\$30,564,154</b>	<b>\$135,914,566</b>
<b>Number of Prime Contractors</b>	<b>46</b>	<b>122</b>	<b>25</b>	<b>247</b>	<b>390</b>
Minority Men	\$58,772,801	-	\$34,308	N/A	\$58,772,801
Minority Women	\$14,204,945	\$14,204,945	\$0	N/A	\$14,204,945
Non-Minority Men	-	-	\$554,850	N/A	\$554,850
Non-Minority Women	-	\$114,068,907	\$552,241	N/A	\$114,068,907
<b>Indirect Spending Total</b>	<b>\$72,977,746</b>	<b>\$128,273,851</b>	<b>\$1,141,399</b>	<b>N/A</b>	<b>\$187,601,503</b>
<b>Number of Indirect Contractors</b>	<b>113</b>	<b>156</b>	<b>8</b>	<b>N/A</b>	<b>253</b>
<b>GRAND TOTAL</b>	<b>\$97,871,798</b>	<b>\$210,789,071</b>	<b>\$8,659,681</b>	<b>\$30,564,154</b>	<b>\$323,516,069</b>

## **Narrative Reports by Quasi-Public Organizations**

In FY2018, the Supplier Diversity Office, 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 regular meetings, resources, and best practices, participants in this effort were offered an opportunity to report their supplier diversity program results through the SDO Annual Report. This chapter contains information from 10 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 has 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 Authority 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 Purchasing and Procurement team, which was centralized in FY2017, the MCCA is looking to continually build upon this achievement to increase opportunities for diverse suppliers.

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

### **Massachusetts Development Finance Agency (MassDevelopment)**

Massachusetts Development Finance Agency’s (MassDevelopment) Board of Directors (Board) voted at its June 8, 2017, Board of Directors Meeting to adopt a Diverse Business Participation Program (Program) for MassDevelopment’s direct contracting. This Program encourages parties seeking contracts with MassDevelopment to use good faith efforts to include MBEs, WBEs, VBEs, and SDVOBEs. MassDevelopment refers to these four categories as Diverse Business Enterprises (DBEs).<sup>17</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.

MassDevelopment has worked to roll out the Program and track its “baseline” for future years. FY2018 was the baseline year for annual reporting of MassDevelopment’s Program 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.

MassDevelopment’s total consolidated dollar spend on all vendors for FY2018 (the denominator of the percentage calculation) was \$14,066,509.00.<sup>18</sup> MassDevelopment then identified (through cross-checking with

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<sup>17</sup> The abbreviation “DBE” as used by MassDevelopment is distinct from the federal Disadvantaged Business Enterprise certification with the same abbreviation.

<sup>18</sup> Vendors with payments of less than \$1,000.00 were excluded for administrative ease.

the SDO database and through subsequent coding), all vendors eligible for inclusion in the Program. The total SDO certified, DBE vendor spend (the numerator) was determined to be \$1,543,375. Accordingly, 11% of MassDevelopment's total direct contracting was procured through a DBE vendor in FY18. In addition, through MassDevelopment's educational outreach about the opportunities for state certification programs, several vendors are in the process of seeking or updating their SDO certifications.

## Massachusetts Gaming Commission

The Massachusetts Gaming Commission (MGC) has elected to follow 801 CMR 21.00, which governs the acquisition of all commodities and services by executive agencies. As a result, the MGC also follows the OSD guidelines regarding diversity spending. Since FY15, the MGC has been participating in the SDO Benchmark program, reporting diversity spending to SDO on an annual basis, and presenting quarterly benchmark goals to the Commission during their public meetings. In FY2018, MGC exceeded spending goals for both the MBE and SBPP categories. The discretionary budget for MGC was \$3,888,712 of which \$2,447,796 represented actual spending with diverse-owned business.

MGC posts all of its bid opportunities on COMMBUYS and many notices are posted on the MGC [website](#). MGC also has engaged a vendor to enlarge the pool of diverse vendors to many of our RFRs.

In addition to the direct purchasing by MGC, gaming licensees awarded contracts to certified diverse vendors and suppliers totaling more than \$394.6 million in design and construction and more than \$1.9 million in goods and services during FY2018. Plainridge Park Casino was fully operational, MGM Springfield opened in August, and Encore Boston Harbor was at peak construction a year away from opening. (This timetable variance explains reporting out paid versus awarded contracts.)

Each casino has been very successful in working to achieve its individual goals:

### FY2017 Licensee Progress: Encore Boston Harbor

Category	Total Spending	Total Diverse Spending	Certification	Goal %	Actual Spending %
Design	\$233,000,000	\$166,100,000	MBE	7.9%	8.9%
			WBE	10%	7.8%
			VBE	1%	6.6%
Construction			MBE	5%	6%
			WBE	5.4%	10.8%
			VBE	1%	2.6%

### FY2017 Licensee Progress: MGM Springfield<sup>19</sup>

Category	Total Spending	Total Diverse Spending	Certification	Goal	Actual Spending
Design & Construction	\$477,200,000	\$161,600,000	MBE	5%	6.9%
			WBE	10%	20.4%
			VBE	2%	6.5%

### FY2018 Licensee Progress: Plainridge Park Casino<sup>20</sup>

Category	Total Spending	Total Diverse Spending	Certification	Goal	Actual Spending
Goods & Services	\$6,700,000	\$1,915,000	MBE	6%	12%
			WBE	12%	25%
			VBE	3%	2%

<sup>19</sup> Reporting from June 2018.

<sup>20</sup> Reported annually to commission. Reporting from March 2018.

Further information on the goals, diverse spending, and reporting for each casino is available on [MGC's Diversity webpage](#).

MGC continuously monitors the licensees' progress in this area with a full-time project oversight manager, diversity and compliance audits and reviews, quarterly reports to the Commission, and the [Access and Opportunity](#) committee's monthly meetings during construction. MGC continues to work with licensees, their contractors, vendors, and community leaders to ensure that opportunities in the state's gaming industry are reflective of the diversity of the Commonwealth. Gaming Licensees regularly host and participate in vendor fairs and outreach through the Supplier Diversity Office and other diverse affinity groups. Additionally this fiscal year, MGC worked to increase awareness of veteran opportunities during National Veterans Small Business Week at an event highlighting the SDO certification process and available procurements with each casino. For more information, [all MGC reports are available online](#).

### **Massachusetts Growth Capital Corporation**

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, 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) has continued its decades-long efforts to provide economic opportunities to MBEs and WBEs. In FY2018, MassHousing spent nearly 14% of its operating budget with MBEs and WBEs, exceeding Agency goals. Also, MassHousing actively worked to engage VBEs at all levels of contracting and procurement.

Developer borrowers must make good-faith efforts to hire MBEs, WBEs, and minority and women workers. 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 Fair Housing Marketing Plans are implemented. In FY2018, \$332 million in construction contracts were awarded, of which \$87 million went to MBEs and \$37 million to WBEs. Of \$221.3 million spent on goods and services at MassHousing-financed rental housing, \$38.4 million went to MBEs (an increase of \$2.3 million over previous year) and \$26.2 million went to WBEs (an increase of \$2.8 million over previous year).

MassHousing's two annual trade fairs allow MBEs/WBEs/VBEs to showcase their goods and services to management companies, developers, general contractors, state procurement officers, housing-related businesses, and MassHousing staff. The Agency also offers Small Business Capacity Building Workshops to enhance the operational capabilities of MBEs/WBEs/VBEs. In FY2018, a match-making event connected a diverse pool of vendors with management and construction company representatives. A Construction Contract Financing Program offers MBE/WBE construction subcontractors with access to working capital to competitively participate as subcontractors.

MassHousing actively participates in public and non-profit organizations' trade fairs, conferences, and workshops. Via [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 procurement listing is available [here](#).

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

Massachusetts Port Authority (Massport) is an independent public authority and is self-supporting. A recent economic impact report estimates that Massport contributes \$18 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 state Secretary of Transportation.

Massport launched a pilot Supplier Diversity Program in March 2017 and the program objective is to increase participation of certified MBEs, WBEs, VBEs, DOBEs, and LGBTBEs (collectively, "Diverse Suppliers"). During FY2018, Massport determined an overall diverse supplier goal of 2.54% for the purchase of goods and non-professional services, and achieved 3.3% diverse supplier participation, exceeding the goal by 0.8 %.

Massport's continued diversity efforts include a lead role in the Commonwealth's Quasi-Public Steering Committee and the Quasi-Public Agencies Diversity Committee, hosting an Information Technology Diversity Vendor Fair, and also hosting an annual Business Diversity Summit that attracts 250 diverse suppliers.

Massport's [Bids & Opportunities](#) webpage lists information on upcoming Request for Proposals and Bid Opportunities.

### **Massachusetts State College Building Authority**

The Massachusetts State College Building Authority (MSCBA) integrates the Commonwealth's adopted diversity standards for engaging MBEs and WBEs in its pre-qualifications for bidding and contracts. Twice annually, and on an as-needed basis, a web-based trade contractor prequalification process is opened for all current projects. Notification of this opportunity is posted in the Central Register and on the [MSCBA's website](#). The MSCBA encourages its contractors, project managers, and other business associates to actively recruit women and minorities for their workforce participation.

MSCBA has initiated outreach with other state quasi agencies and minority/women's advocacy non-profits to learn, collaborate, and enhance its participation. The MSCBA hopes to continue its outreach efforts with other organizations, such as unions, apprentice programs, and technical schools.

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**

The MBE/WBE/DBE Program at the Massachusetts Water Resources Authority (MWRA) 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 Report on Key Indicators of MWRA Performance. The table below shows the MWRA's FY2018 Report.



Type	Certification	Diverse Spending	Annual Goal	% of Goal
Construction	MBE	\$12,337,140	\$7,283,212	169%
	WBE	\$15,868,466	\$3,621,487	438%
Professional Services	MBE	\$1,774,265	\$1,884,275	94%
	WBE	\$1,237,052	\$1,514,243	82%
Goods/Services	MBE	\$187,447	\$461,391	41%
	WBE	\$803,371	\$997,118	81%

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)

During FY18 UMass continued to expand the University’s Supplier Diversity Program through active participation in industry networking events and serving on the Steering Committee for the State and Quasi-Public Agencies Supplier Diversity Committee.

#### 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. University Request for Proposals documents may be accessed at: [www.umassp.edu/procurement/bids](http://www.umassp.edu/procurement/bids).

Details of the UMass Supplier Diversity program are made available through the UMass Efficiency & Effectiveness Report, updated annually and shared with the UMass Board of Trustees, president, chancellors, and other university stakeholders.

#### FY2018 UMass Goods and Services Diverse Spending<sup>21</sup>

Certification	FY2018 Spending
MBE	\$21,688,000
WBE	\$25,833,000
Veteran	\$6,400,000
Disability	\$6,200,000
LGBT	\$264,000

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

The UMass 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 the compliance goals related to MBE/WBE, and UMBA continues to work in collaboration with state and municipal agencies to promote the opportunities available for M/WBE firms to bid on capital projects. To

<sup>21</sup> UMass goods and services diversity spending information includes direct expenditures only.



this end, UMBA conducts regional Opportunity Fairs to directly promote upcoming bidding and subcontracting opportunities. UMBA also has established regional Design & Construction Compliance Initiatives, where working groups meet regularly with construction managers, building trades, and community groups to assist contractors and subcontractors with the hiring of MBE/WBE firms.

## Overall Impact of Supplier Diversity Programs

### Discretionary Spending with Small and Diverse Businesses

The SDO's programs focus on discretionary spending, such as spending on goods, services, construction, and design which result from competitively procured contracts. The SDO's programs use policy, benchmark setting, coordination, training, and recognition of excellence to ensure the participation of diverse and small businesses in this area of procurement. As a result of these efforts, in FY2018, organizations participating in the Supplier Diversity, Small Business Purchasing, and Commonwealth Affirmative Marketing programs, as well as municipalities participating in the MCAMP, spent more than \$1.4 billion dollars with diverse and small businesses. Compared to FY2017, this level of spending represents a decrease of 0.1%.

#### Discretionary Spending by Business Type in FY2018

Business Type	FY2017		FY2018	
	All Program Participants	MCAMP	All Program Participants	MCAMP
Minority Business Enterprises (MBE)	\$276,602,166	\$0	\$282,869,515	\$0
Woman Business Enterprises (WBE)	\$641,425,132	\$0	\$653,902,015	\$0
Veteran Businesses (VBE/SDVOBE)	\$4,368,181		\$13,349,417	
Disability Business Enterprises (DOBE/SDVOBE)	\$2,943,738		\$5,348,975	
LGBT-Owned Business Enterprises (LGBTBE)	\$81,645		\$49,552	
COMMBUYS-Verified Small Businesses	\$186,318,175		\$199,271,431	
<b>Total Direct Spending<sup>22</sup></b>	<b>\$1,050,502,731</b>	<b>\$0</b>	<b>\$1,078,539,836</b>	<b>\$0</b>
Minority Business Enterprises (MBE)	\$157,495,390	\$10,018,701	\$142,015,080	\$4,807,722
Woman Business Enterprises (WBE)	\$208,112,150	\$62,479,355	\$234,015,203	\$24,977,760
Veteran Businesses (VBE/SDVOBE)	\$10,509,233		\$18,112,208	
Disability Business Enterprises (DOBE/SDVOBE)	N/A		\$1,117,635	
LGBT-Owned Business Enterprises (LGBTBE)	N/A		\$117,461	
COMMBUYS-Verified Small Businesses	N/A		\$0	
<b>Total Indirect Spending<sup>23</sup></b>	<b>\$337,284,801</b>	<b>\$72,498,056</b>	<b>\$349,789,823</b>	<b>\$29,785,482</b>
<b>GRAND TOTAL</b>	<b>\$1,387,787,531</b>	<b>\$72,498,056</b>	<b>\$1,428,329,659</b>	<b>\$29,785,482</b>
	<b>\$1,460,285,587</b>		<b>\$1,458,115,141</b>	

### Non-Discretionary Spending with Small and Diverse Businesses

In addition to goods, services, design, and construction, which typically are considered areas of discretionary spending, the Commonwealth makes pension and insurance-related expenditures, awards grants and subsidies, manages entitlement programs, and maintains loans and special payments. Indirect spending in this category takes place thanks to the efforts of the Department of Correction (DOC) and the Group Insurance Commission (GIC), which voluntarily include supplier diversity provisions into non-discretionary contracts.

<sup>22</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>23</sup> Id.

Total non-discretionary spending by the Commonwealth has increased by 18.4%, from \$496,803,059 in FY2017 to \$588,056,272 in FY2018.

#### Non-discretionary Spending by Business Type in FY2018

Business Type	FY2017	FY2018
Minority Business Enterprises (MBE)	\$219,196,336	\$225,948,085
Woman Business Enterprises (WBE)	\$211,028,098	\$215,429,661
Veteran Businesses (VBE/SDVOBE)	\$18,311	\$52,735
Disability Business Enterprises (DOBE/SDVOBE)	\$5,401	\$13,079
LGBT-Owned Business Enterprises (LGBTBE)	\$443,034	\$2,909
COMMBUYS-Verified Small Businesses	\$71,950,587	\$86,104,621
<b>Total Direct Spending<sup>24</sup></b>	<b>\$457,407,306</b>	<b>\$527,551,090</b>
Minority Business Enterprises (MBE)	\$18,376,644	\$33,594,669
Woman Business Enterprises (WBE)	\$25,568,872	\$26,873,546
Veteran Businesses (VBE/SDVOBE)	\$0	\$36,967
Disability Business Enterprises (DOBE/SDVOBE)	N/A	\$0
LGBT-Owned Business Enterprises (LGBTBE)	N/A	N/A
COMMBUYS-Verified Small Businesses	N/A	N/A
<b>Total Indirect Spending<sup>25</sup></b>	<b>\$39,395,753</b>	<b>\$60,505,182</b>
<b>GRAND TOTAL</b>	<b>\$496,803,059</b>	<b>\$588,056,272</b>

#### Total Spending with Small and Diverse Businesses

In the overall picture of the Commonwealth's spending in FY2018, discretionary spending represented 71% and non-discretionary 29%. Combining a 0.1% decrease in the former and an 18.4% increase in the latter, total spending with small and diverse businesses in FY2018 reached \$2,046,171,412, which represented a 4.6% increase compared to FY2017.

#### Total Spending by Business Type in FY2018

Business Type	FY2017	FY2018
Minority Business Enterprises (MBE)	\$495,798,502	\$508,817,600
Woman Business Enterprises (WBE)	\$852,453,230	\$869,331,676
Veteran Businesses (VBE/SDVOBE)	\$4,386,492	\$13,402,152
Disability Business Enterprises (DOBE/SDVOBE)	\$2,949,139	\$5,362,053
LGBT-Owned Business Enterprises (LGBTBE)	\$524,679	\$52,461
COMMBUYS-Verified Small Businesses	\$258,268,762	\$285,376,053
<b>Total Direct Spending<sup>26</sup></b>	<b>\$1,507,910,037</b>	<b>\$1,606,090,926</b>
Minority Business Enterprises (MBE)	\$185,890,735	\$180,417,471
Woman Business Enterprises (WBE)	\$296,160,377	\$285,866,509
Veteran Businesses (VBE/SDVOBE)	\$10,509,233	\$18,149,175
Disability Business Enterprises (DOBE/SDVOBE)	N/A	\$1,117,635
LGBT-Owned Business Enterprises (LGBTBE)	N/A	\$117,461
COMMBUYS-Verified Small Businesses	N/A	N/A
<b>Total Indirect Spending<sup>27</sup></b>	<b>\$449,178,610</b>	<b>\$440,080,487</b>
<b>GRAND TOTAL</b>	<b>\$1,957,088,646</b>	<b>\$2,046,171,412</b>

<sup>24</sup> Id.

<sup>25</sup> Id.

<sup>26</sup> Id.

<sup>27</sup> Id.

## 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	\$230,159,499	\$16,111,165	\$26,243,968	162.89%	\$29,920,735	\$48,552,482	162.27%	\$6,904,785	\$7,603,537	110.12%	\$7,595,263	\$8,156,474	107.39%
EED	ECONOMIC DEVELOPMENT	\$150,153,812	\$10,510,767	\$17,946,875	170.75%	\$19,519,995	\$33,453,629	171.38%	\$4,504,614	\$201,532	4.47%	\$4,955,076	\$25,213,508	508.84%
EDU	EDUCATION	\$222,361,104	\$15,565,277	\$24,702,786	158.70%	\$28,906,943	\$35,968,067	124.43%	\$6,670,833	\$782,060	11.72%	\$7,337,916	\$23,360,563	318.35%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	\$110,325,070	\$7,722,755	\$6,572,492	85.11%	\$14,342,259	\$24,561,324	171.25%	\$3,309,752	\$1,452,168	43.88%	\$3,640,727	\$10,594,020	290.99%
EHS	HEALTH AND HUMAN SERVICES	\$2,688,526,998	\$188,196,890	\$218,891,932	116.31%	\$349,508,510	\$539,876,899	154.47%	\$80,655,810	\$9,486,928	11.76%	\$88,721,391	\$98,573,524	111.10%
EOL	LABOR AND WORKFORCE DEVELOPMENT	\$12,566,026	\$879,622	\$2,688,132	305.60%	\$1,633,583	\$2,580,063	157.94%	\$376,981	\$405,631	107.60%	\$414,679	\$825,815	199.15%
EPS	PUBLIC SAFETY AND SECURITY	\$95,014,119	\$6,650,988	\$16,955,959	254.94%	\$12,351,835	\$13,417,927	108.63%	\$2,850,424	\$4,235,583	148.59%	\$3,135,466	\$8,651,723	275.93%
ITD	TECHNOLOGY SERVICES AND SECURITY	\$86,093,747	\$6,026,562	\$14,273,474	236.84%	\$11,192,187	\$12,987,876	116.04%	\$2,582,812	\$2,105,923	81.54%	\$2,841,094	\$3,155,805	111.08%
DOT	TRANSPORTATION	\$1,065,969,632	\$74,617,874	\$87,915,977	117.82%	\$138,576,052	\$173,699,949	125.35%	\$31,979,089	\$4,842,763	15.14%	\$35,176,998	\$19,934,080	56.67%
	<b>Executive Subtotal</b>	<b>\$4,661,170,004</b>	<b>\$326,281,900</b>	<b>\$416,191,595</b>	<b>127.56%</b>	<b>\$605,952,101</b>	<b>\$885,098,216</b>	<b>146.07%</b>	<b>\$139,835,100</b>	<b>\$31,116,126</b>	<b>22.25%</b>	<b>\$153,818,610</b>	<b>\$198,465,513</b>	<b>129.03%</b>
CAD	COMMISSION AGAINST DISCRIMINATION	\$255,829	\$17,908	\$52,320	292.16%	\$33,258	\$62,342	187.45%	\$7,675	\$7,934	103.38%	\$8,442	\$558	6.60%
DAC	DISABLED PERSONS PROTECTION COMMISSION	\$201,670	\$14,117	\$44,630	316.15%	\$26,217	\$48,000	183.09%	\$6,050	\$2,097	34.66%	\$6,655	\$0	0.00%
MGC	MASSACHUSETTS GAMING COMMISSION	\$4,788,837	\$335,219	\$361,356	107.80%	\$622,549	\$162,746	26.14%	\$143,665	\$34,429	23.96%	\$158,032	\$803,984	508.75%
GOV	OFFICE OF THE GOVERNOR	\$32,479	\$2,274	\$5,794	254.85%	\$4,222	\$8,190	193.98%	\$974	\$1,485	152.36%	\$1,072	\$1,377	128.51%
	<b>Non-Executive and Constitutional Subtotal</b>	<b>\$5,278,815</b>	<b>\$369,517</b>	<b>\$464,101</b>	<b>125.60%</b>	<b>\$686,246</b>	<b>\$281,279</b>	<b>40.99%</b>	<b>\$158,364</b>	<b>\$45,944</b>	<b>29.01%</b>	<b>\$174,201</b>	<b>\$805,919</b>	<b>462.64%</b>
MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$52,384,907	\$3,666,943	\$7,216,164	196.79%	\$6,810,038	\$1,897,218	27.86%	\$1,571,547	\$57,572	3.66%	N/A	N/A	N/A
MHA	MASS HOUSING	\$14,211,061	\$994,774	\$1,012,735	101.81%	\$1,847,438	\$640,506	34.67%	\$426,332	\$241,983	56.76%	N/A	N/A	N/A
	<b>Quasi-Public Subtotal</b>	<b>\$66,595,968</b>	<b>\$4,661,718</b>	<b>\$8,228,899</b>	<b>176.52%</b>	<b>\$8,657,476</b>	<b>\$2,537,724</b>	<b>29.31%</b>	<b>\$1,997,879</b>	<b>\$299,555</b>	<b>14.99%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
	<b>TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$331,313,135</b>	<b>\$424,884,595</b>	<b>128.24%</b>	<b>\$615,295,822</b>	<b>\$887,917,218</b>	<b>144.31%</b>	<b>\$141,991,344</b>	<b>\$31,461,625</b>	<b>22.16%</b>	<b>\$153,992,811</b>	<b>\$199,271,431</b>	<b>129.40%</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	\$12,748	\$892	\$832	\$238	\$1,070	119.85%	\$177
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$119,928	\$8,395	\$64,970	\$1,214	\$66,184	788.38%	\$57,789
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,747,769	\$1,312,344	\$3,634,424	\$900,958	\$4,535,382	345.59%	\$3,223,039
ANF	ATB	APPELLATE TAX BOARD	\$2,513	\$176	\$434	\$24	\$458	260.53%	\$282
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,017,977	\$71,258	\$0	\$13,867	\$13,867	19.46%	(\$57,391)
ANF	CSC	CIVIL SERVICE COMMISSION	\$2,261	\$158	\$207	\$26	\$234	147.61%	\$75
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$187,085,680	\$13,095,998	\$4,715,587	\$15,214,858	\$19,930,446	152.19%	\$6,834,448
ANF	DOR	DEPARTMENT OF REVENUE	\$13,993,220	\$979,525	\$687,017	\$378,286	\$1,065,303	108.76%	\$85,778
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,093,599	\$146,552	\$16,669	\$22,278	\$38,947	26.58%	(\$107,605)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,047,115	\$73,298	\$21,555	\$25,955	\$47,509	64.82%	(\$25,789)
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,911	\$414	\$67	\$492	\$558	134.93%	\$145
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$40,790	\$2,855	\$4,122	\$1,508	\$5,630	197.17%	\$2,775
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,972,817	\$208,097	\$1,701	\$83,158	\$84,859	40.78%	(\$123,238)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,066,577	\$74,660	\$118,235	\$80,531	\$198,766	266.23%	\$124,105
ANF	TRB	TEACHERS RETIREMENT BOARD	\$1,950,594	\$136,542	\$215,848	\$38,906	\$254,755	186.58%	\$118,213
		<b>TOTAL</b>	<b>\$230,159,499</b>	<b>\$16,111,165</b>	<b>\$9,481,668</b>	<b>\$16,762,300</b>	<b>\$26,243,968</b>	<b>162.89%</b>	<b>\$10,132,803</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$255,829	\$17,908	\$38,786	\$13,534	\$52,320	292.16%	\$34,412
		<b>TOTAL</b>	<b>\$255,829</b>	<b>\$17,908</b>	<b>\$38,786</b>	<b>\$13,534</b>	<b>\$52,320</b>	<b>292.16%</b>	<b>\$34,412</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$201,670	\$14,117	\$40,749	\$3,881	\$44,630	316.15%	\$30,513
		<b>TOTAL</b>	<b>\$201,670</b>	<b>\$14,117</b>	<b>\$40,749</b>	<b>\$3,881</b>	<b>\$44,630</b>	<b>316.15%</b>	<b>\$30,513</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,065,969,632	\$74,617,874	\$26,867,934	\$61,048,043	\$87,915,977	117.82%	\$13,298,103
		<b>TOTAL</b>	<b>\$1,065,969,632</b>	<b>\$74,617,874</b>	<b>\$26,867,934</b>	<b>\$61,048,043</b>	<b>\$87,915,977</b>	<b>117.82%</b>	<b>\$13,298,103</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$48,466,101	\$3,392,627	\$311,580	\$77,205	\$388,785	11.46%	(\$3,003,842)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$12,338,285	\$863,680	\$3,590,399	\$890,076	\$4,480,475	518.77%	\$3,616,795
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$156,860,039	\$10,980,203	\$18,984,817	\$797,312	\$19,782,129	180.16%	\$8,801,926
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,696,678	\$328,767	\$49,562	\$1,835	\$51,397	15.63%	(\$277,370)
		<b>TOTAL</b>	<b>\$222,361,104</b>	<b>\$15,565,277</b>	<b>\$22,936,359</b>	<b>\$1,766,427</b>	<b>\$24,702,786</b>	<b>158.70%</b>	<b>\$9,137,509</b>
EED	DOB	DIVISION OF BANKS	\$417,301	\$29,211	\$66,870	\$20,115	\$86,985	297.78%	\$57,774
EED	DOI	DIVISION OF INSURANCE	\$632,957	\$44,307	\$355,340	\$10,872	\$366,211	826.53%	\$321,904
EED	DOS	DIVISION OF STANDARDS	\$26,583	\$1,861	\$4,623	\$1,417	\$6,041	324.63%	\$4,180
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$767,233	\$53,706	\$157,564	\$66,727	\$224,291	417.63%	\$170,585
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$854,016	\$59,781	\$2,867	\$14,398	\$17,265	28.88%	(\$42,516)
EED	QCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$146,373,635	\$10,246,154	\$16,157,072	\$610,196	\$16,767,269	163.64%	\$6,521,114
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$821,564	\$57,509	\$348,212	\$51,993	\$400,205	695.89%	\$342,696
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$165,825	\$11,608	\$26,779	\$2,693	\$29,472	253.90%	\$17,864
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$4,346	\$304	\$0	\$465	\$465	152.69%	\$160
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$90,352	\$6,325	\$45,098	\$3,574	\$48,672	769.56%	\$42,347
		<b>TOTAL</b>	<b>\$150,153,812</b>	<b>\$10,510,767</b>	<b>\$17,164,425</b>	<b>\$782,450</b>	<b>\$17,946,875</b>	<b>170.75%</b>	<b>\$7,436,108</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,590,014	\$111,301	\$73,523	\$178,430	\$251,953	226.37%	\$140,652
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$331,922,565	\$23,234,580	\$10,724,790	\$2,952,756	\$13,677,546	58.87%	(\$9,557,033)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,024,599,628	\$71,721,974	\$60,741,446	\$3,953,677	\$64,695,123	90.20%	(\$7,026,851)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$293,254,082	\$20,527,786	\$28,164,371	\$6,548,653	\$34,713,024	169.10%	\$14,185,238
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$307,416,758	\$21,519,173	\$23,324,648	\$1,364,478	\$24,689,126	114.73%	\$3,169,953
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$68,301,130	\$4,781,079	\$3,422,970	\$844,943	\$4,267,912	89.27%	(\$513,167)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$221,024,193	\$15,471,694	\$7,930,612	\$4,945,439	\$12,876,051	83.22%	(\$2,595,642)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$338,455,622	\$23,691,894	\$32,396,055	\$25,874,457	\$58,270,512	245.95%	\$34,578,619
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,285,654	\$89,996	\$45,716	\$116,785	\$162,501	180.57%	\$72,506
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$10,985,490	\$768,984	\$25,568	\$104,526	\$130,094	16.92%	(\$638,890)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,758,771	\$123,114	\$4,827	\$4,578	\$9,405	7.64%	(\$113,709)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$57,036,403	\$3,992,548	\$3,697,821	\$161,360	\$3,859,181	96.66%	(\$133,367)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,775,714	\$194,300	\$159,969	\$1,240	\$161,209	82.97%	(\$33,091)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$6,233,105	\$436,317	\$451,406	\$14,165	\$465,571	106.70%	\$29,254
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$21,887,868	\$1,532,151	\$359,151	\$303,571	\$662,722	43.25%	(\$869,429)
		<b>TOTAL</b>	<b>\$2,688,526,998</b>	<b>\$188,196,890</b>	<b>\$171,522,874</b>	<b>\$47,369,058</b>	<b>\$218,891,932</b>	<b>116.31%</b>	<b>\$30,695,042</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$924,061	\$64,684	\$17,886	\$30,682	\$48,568	75.08%	(\$16,116)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$83,829,809	\$5,868,087	\$330,604	\$4,484,893	\$4,815,497	82.06%	(\$1,052,589)

ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$597,073	\$41,795	\$199,978	\$34,976	\$234,955	562.16%	\$193,160
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,570,907	\$179,964	\$1,583	\$55,065	\$56,648	31.48%	(\$123,316)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$6,647,488	\$465,324	\$497,031	\$318,028	\$815,058	175.16%	\$349,734
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$7,997,119	\$559,798	\$216,197	\$192,128	\$408,325	72.94%	(\$151,474)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$6,200,606	\$434,042	\$35,482	\$83,118	\$118,600	27.32%	(\$315,443)
ENV	SRB	STATE RECLAMATION BOARD	\$1,558,005	\$109,060	\$28,977	\$45,865	\$74,842	68.62%	(\$34,218)
		<b>TOTAL</b>	<b>\$110,325,070</b>	<b>\$7,722,755</b>	<b>\$1,327,737</b>	<b>\$5,244,755</b>	<b>\$6,572,492</b>	<b>85.11%</b>	<b>(\$1,150,262)</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,566,026	\$879,622	\$1,974,265	\$713,868	\$2,688,132	305.60%	\$1,808,510
		<b>TOTAL</b>	<b>\$12,566,026</b>	<b>\$879,622</b>	<b>\$1,974,265</b>	<b>\$713,868</b>	<b>\$2,688,132</b>	<b>305.60%</b>	<b>\$1,808,510</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$970,015	\$67,901	\$21,148	\$30,194	\$51,342	75.61%	(\$16,559)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$186,332	\$13,043	\$0	\$8,712	\$8,712	66.79%	(\$4,332)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$825,578	\$57,790	\$35,032	\$9,911	\$44,944	77.77%	(\$12,847)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,206,463	\$84,452	\$75,374	\$35,954	\$111,328	131.82%	\$26,876
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,333,550	\$233,348	\$16,744	\$122,883	\$139,627	59.84%	(\$93,721)
EPS	DOC	DEPARTMENT OF CORRECTION	\$28,126,280	\$1,968,840	\$1,532,064	\$1,823,915	\$3,355,979	170.45%	\$1,387,139
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$23,364,510	\$1,635,516	\$9,357,171	\$1,290,414	\$10,647,584	651.02%	\$9,012,069
EPS	MIL	MILITARY DIVISION	\$12,460,010	\$872,201	\$841,771	\$139,114	\$980,885	112.46%	\$108,684
EPS	PAR	PAROLE BOARD	\$611,620	\$42,813	\$11,404	\$16,400	\$27,804	64.94%	(\$15,010)
EPS	POL	DEPARTMENT OF STATE POLICE	\$23,853,443	\$1,669,741	\$634,236	\$934,642	\$1,568,878	93.96%	(\$100,863)
EPS	SOR	SEX OFFENDER REGISTRY	\$76,318	\$5,342	\$4,205	\$14,672	\$18,876	353.34%	\$13,534
		<b>TOTAL</b>	<b>\$95,014,119</b>	<b>\$6,650,988</b>	<b>\$12,529,148</b>	<b>\$4,426,811</b>	<b>\$16,955,959</b>	<b>254.94%</b>	<b>\$10,304,970</b>
GOV	GOV	GOVERNORS OFFICE	\$32,479	\$2,274	\$3,046	\$2,748	\$5,794	254.85%	\$3,521
		<b>TOTAL</b>	<b>\$32,479</b>	<b>\$2,274</b>	<b>\$3,046</b>	<b>\$2,748</b>	<b>\$5,794</b>	<b>254.85%</b>	<b>\$3,521</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$86,093,747	\$6,026,562	\$10,935,369	\$3,338,105	\$14,273,474	236.84%	\$8,246,912
		<b>TOTAL</b>	<b>\$86,093,747</b>	<b>\$6,026,562</b>	<b>\$10,935,369</b>	<b>\$3,338,105</b>	<b>\$14,273,474</b>	<b>236.84%</b>	<b>\$8,246,912</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$52,384,907	\$3,666,943	\$6,963,075	\$253,089	\$7,216,164	196.79%	\$3,549,220
		<b>TOTAL</b>	<b>\$52,384,907</b>	<b>\$3,666,943</b>	<b>\$6,963,075</b>	<b>\$253,089</b>	<b>\$7,216,164</b>	<b>196.79%</b>	<b>\$3,549,220</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,788,837	\$335,219	\$297,752	\$63,604	\$361,356	107.80%	\$26,138
		<b>TOTAL</b>	<b>\$4,788,837</b>	<b>\$335,219</b>	<b>\$297,752</b>	<b>\$63,604</b>	<b>\$361,356</b>	<b>107.80%</b>	<b>\$26,138</b>
MHA	MHA	MASSHOUSING	\$14,211,061	\$994,774	\$786,329	\$226,406	\$1,012,735	101.81%	\$17,960
		<b>TOTAL</b>	<b>\$14,211,061</b>	<b>\$994,774</b>	<b>\$786,329</b>	<b>\$226,406</b>	<b>\$1,012,735</b>	<b>101.81%</b>	<b>\$17,960</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$331,313,135</b>	<b>\$282,869,515</b>	<b>\$142,015,080</b>	<b>\$424,884,595</b>	<b>128.24%</b>	<b>\$93,571,460</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	\$12,748	\$1,657	\$1,983	\$326	\$2,309	139.33%	\$652
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$119,928	\$15,591	\$66,151	\$1,664	\$67,815	434.98%	\$52,225
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,747,769	\$2,437,210	\$3,821,733	\$1,235,031	\$5,056,764	207.48%	\$2,619,554
ANF	ATB	APPELLATE TAX BOARD	\$2,513	\$327	\$343	\$34	\$376	115.15%	\$49
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,017,977	\$132,337	\$10,869	\$81,028	\$91,898	69.44%	(\$40,439)
ANF	CSC	CIVIL SERVICE COMMISSION	\$2,261	\$294	\$207	\$36	\$243	82.81%	(\$51)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$187,085,680	\$24,321,138	\$7,815,972	\$31,930,160	\$39,746,133	163.42%	\$15,424,994
ANF	DOR	DEPARTMENT OF REVENUE	\$13,993,220	\$1,819,119	\$1,482,859	\$518,553	\$2,001,412	110.02%	\$182,294
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,093,599	\$272,168	\$316,289	\$30,538	\$346,827	127.43%	\$74,660
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,047,115	\$136,125	\$403,064	\$35,578	\$438,643	322.24%	\$302,518
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,911	\$768	\$67	\$674	\$741	96.38%	(\$28)
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$40,790	\$5,303	\$2,623	\$2,068	\$4,690	88.45%	(\$612)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,972,817	\$386,466	\$96,534	\$112,154	\$208,687	54.00%	(\$177,779)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,066,577	\$138,655	\$130,760	\$110,392	\$241,152	173.92%	\$102,497
ANF	TRB	TEACHERS RETIREMENT BOARD	\$1,950,594	\$253,577	\$292,147	\$52,645	\$344,792	135.97%	\$91,215
		<b>TOTAL</b>	<b>\$230,159,499</b>	<b>\$29,920,735</b>	<b>\$14,441,601</b>	<b>\$34,110,881</b>	<b>\$48,552,482</b>	<b>162.27%</b>	<b>\$18,631,747</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$255,829	\$33,258	\$43,790	\$18,552	\$62,342	187.45%	\$29,084
		<b>TOTAL</b>	<b>\$255,829</b>	<b>\$33,258</b>	<b>\$43,790</b>	<b>\$18,552</b>	<b>\$62,342</b>	<b>187.45%</b>	<b>\$29,084</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$201,670	\$26,217	\$42,680	\$5,321	\$48,000	183.09%	\$21,783
		<b>TOTAL</b>	<b>\$201,670</b>	<b>\$26,217</b>	<b>\$42,680</b>	<b>\$5,321</b>	<b>\$48,000</b>	<b>183.09%</b>	<b>\$21,783</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,065,969,632	\$138,576,052	\$71,048,860	\$102,651,089	\$173,699,949	125.35%	\$35,123,897
		<b>TOTAL</b>	<b>\$1,065,969,632</b>	<b>\$138,576,052</b>	<b>\$71,048,860</b>	<b>\$102,651,089</b>	<b>\$173,699,949</b>	<b>125.35%</b>	<b>\$35,123,897</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$48,466,101	\$6,300,593	\$1,589,994	\$159,368	\$1,749,362	27.77%	(\$4,551,231)

EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$12,338,285	\$1,603,977	\$3,394,347	\$1,220,113	\$4,614,459	287.69%	\$3,010,482
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$156,860,039	\$20,391,805	\$28,511,121	\$1,033,358	\$29,544,479	144.88%	\$9,152,674
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,696,678	\$610,568	\$57,252	\$2,515	\$59,767	9.79%	(\$550,801)
		<b>TOTAL</b>	<b>\$222,361,104</b>	<b>\$28,906,943</b>	<b>\$53,522,714</b>	<b>\$2,415,354</b>	<b>\$35,968,067</b>	<b>124.43%</b>	<b>\$7,061,124</b>
EED	DOB	DIVISION OF BANKS	\$417,301	\$54,249	\$23,996	\$27,574	\$51,569	95.06%	(\$2,680)
EED	DOI	DIVISION OF INSURANCE	\$632,957	\$82,284	\$359,205	\$14,903	\$374,108	454.65%	\$291,823
EED	DOS	DIVISION OF STANDARDS	\$26,583	\$3,456	\$1,943	\$1,943	\$4,736	137.04%	\$1,280
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$767,233	\$99,740	\$155,732	\$91,469	\$247,201	247.84%	\$147,461
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$854,016	\$111,022	\$19,235	\$19,737	\$38,971	35.10%	(\$72,051)
EED	ODD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$146,373,635	\$19,028,573	\$30,225,725	\$1,746,470	\$31,972,195	168.02%	\$12,943,623
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$821,564	\$106,803	\$578,057	\$71,272	\$649,329	607.97%	\$542,526
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$165,825	\$21,557	\$43,799	\$3,691	\$47,491	220.30%	\$25,933
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$4,346	\$565	\$0	\$637	\$637	112.70%	\$72
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$90,352	\$11,746	\$62,492	\$4,900	\$67,392	573.75%	\$55,646
		<b>TOTAL</b>	<b>\$150,153,812</b>	<b>\$19,519,995</b>	<b>\$31,471,034</b>	<b>\$1,982,595</b>	<b>\$33,453,629</b>	<b>171.38%</b>	<b>\$13,933,633</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,590,014	\$206,702	\$217,874	\$244,591	\$462,465	223.74%	\$255,763
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$331,922,565	\$43,149,933	\$91,935,515	\$3,289,865	\$95,225,381	220.68%	\$52,075,447
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,024,599,628	\$133,197,952	\$189,297,428	\$6,215,671	\$195,513,099	146.78%	\$62,315,147
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$293,254,082	\$38,123,031	\$68,540,550	\$8,163,663	\$76,704,213	201.20%	\$38,581,182
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$307,416,758	\$39,964,179	\$51,008,596	\$2,499,065	\$53,507,661	133.89%	\$13,543,487
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$68,301,130	\$8,879,147	\$8,846,333	\$938,956	\$19,785,289	222.83%	\$10,906,142
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$221,024,193	\$28,733,145	\$16,478,075	\$6,744,231	\$23,222,306	80.82%	(\$5,510,839)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$338,455,622	\$43,999,231	\$20,013,327	\$43,648,354	\$63,661,681	144.69%	\$19,662,451
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,285,654	\$167,135	\$243,126	\$160,089	\$403,215	241.25%	\$236,080
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$10,985,490	\$1,428,114	\$1,235,465	\$129,393	\$1,364,859	95.57%	(\$63,255)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,758,771	\$228,640	\$499,751	\$11,096	\$510,847	223.43%	\$282,207
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$57,036,403	\$7,414,732	\$6,802,417	\$417,977	\$7,220,395	97.38%	(\$194,338)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,775,714	\$360,843	\$30,023	\$93,083	\$123,106	34.12%	(\$237,736)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$6,233,105	\$810,304	\$243,334	\$141,403	\$384,736	47.48%	(\$425,567)
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$21,887,868	\$2,845,423	\$1,384,771	\$402,874	\$1,787,646	62.83%	(\$1,057,777)
		<b>TOTAL</b>	<b>\$2,688,526,998</b>	<b>\$349,508,510</b>	<b>\$466,776,586</b>	<b>\$73,100,313</b>	<b>\$539,876,899</b>	<b>154.47%</b>	<b>\$190,368,389</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$924,061	\$120,128	\$43,324	\$42,058	\$85,382	71.08%	(\$34,746)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$83,829,809	\$10,897,875	\$14,651,276	\$4,927,098	\$19,578,374	179.65%	\$8,680,499
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$597,073	\$77,619	\$427,032	\$47,945	\$474,977	611.93%	\$397,358
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,570,907	\$334,218	\$4,419	\$75,483	\$79,902	23.91%	(\$254,316)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$6,647,488	\$864,173	\$2,860,935	\$435,951	\$3,296,886	381.51%	\$2,432,712
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$7,997,119	\$1,039,626	\$309,638	\$263,368	\$573,006	55.12%	(\$466,620)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$6,200,606	\$806,079	\$296,160	\$75,736	\$371,896	46.14%	(\$434,182)
ENV	SRB	STATE RECLAMATION BOARD	\$1,558,005	\$202,541	\$38,028	\$62,872	\$100,900	49.82%	(\$101,641)
		<b>TOTAL</b>	<b>\$110,325,070</b>	<b>\$14,342,259</b>	<b>\$18,630,811</b>	<b>\$5,930,513</b>	<b>\$24,561,324</b>	<b>171.25%</b>	<b>\$10,219,065</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,566,026	\$1,633,583	\$2,000,503	\$579,560	\$2,580,063	157.94%	\$946,480
		<b>TOTAL</b>	<b>\$12,566,026</b>	<b>\$1,633,583</b>	<b>\$2,000,503</b>	<b>\$579,560</b>	<b>\$2,580,063</b>	<b>157.94%</b>	<b>\$946,480</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$970,015	\$126,102	\$58,595	\$41,390	\$99,984	79.29%	(\$26,118)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$186,332	\$24,223	\$233,446	\$11,942	\$245,388	1013.03%	\$221,165
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$825,578	\$107,325	\$23,497	\$13,587	\$37,083	34.55%	(\$70,242)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,206,463	\$156,840	\$65,085	\$49,286	\$114,371	72.92%	(\$42,469)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,333,550	\$433,361	\$176,919	\$212,623	\$389,543	89.89%	(\$43,819)
EPS	DOC	DEPARTMENT OF CORRECTION	\$28,126,280	\$3,656,416	\$989,194	\$3,601,789	\$4,590,983	125.56%	\$934,566
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$23,364,510	\$3,037,386	\$2,724,457	\$1,773,073	\$4,497,530	148.07%	\$1,460,143
EPS	MIL	MILITARY DIVISION	\$12,460,010	\$1,619,801	\$340,925	\$190,697	\$531,622	32.82%	(\$1,088,179)
EPS	PAR	PAROLE BOARD	\$611,620	\$79,511	\$101,301	\$22,480	\$123,782	155.68%	\$44,271
EPS	POL	DEPARTMENT OF STATE POLICE	\$23,853,443	\$3,100,948	\$1,055,750	\$1,705,384	\$2,761,134	89.04%	(\$339,813)
EPS	SOR	SEX OFFENDER REGISTRY	\$76,318	\$9,921	\$6,394	\$20,112	\$26,506	267.16%	\$16,585
		<b>TOTAL</b>	<b>\$95,014,119</b>	<b>\$12,351,835</b>	<b>\$5,775,563</b>	<b>\$7,642,364</b>	<b>\$13,417,927</b>	<b>108.63%</b>	<b>\$1,066,092</b>
GOV	GOV	GOVERNORS OFFICE	\$32,479	\$4,222	\$4,423	\$3,767	\$8,190	193.98%	\$3,968
		<b>TOTAL</b>	<b>\$32,479</b>	<b>\$4,222</b>	<b>\$4,423</b>	<b>\$3,767</b>	<b>\$8,190</b>	<b>193.98%</b>	<b>\$3,968</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$86,093,747	\$11,192,187	\$8,412,013	\$4,575,863	\$12,987,876	116.04%	\$1,795,689
		<b>TOTAL</b>	<b>\$86,093,747</b>	<b>\$11,192,187</b>	<b>\$8,412,013</b>	<b>\$4,575,863</b>	<b>\$12,987,876</b>	<b>116.04%</b>	<b>\$1,795,689</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$52,384,907	\$6,810,038	\$1,098,380	\$798,837	\$1,897,218	27.86%	(\$4,912,820)
		<b>TOTAL</b>	<b>\$52,384,907</b>	<b>\$6,810,038</b>	<b>\$1,098,380</b>	<b>\$798,837</b>	<b>\$1,897,218</b>	<b>27.86%</b>	<b>(\$4,912,820)</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,788,837	\$622,549	\$75,558	\$87,188	\$162,746	26.14%	(\$459,803)
		<b>TOTAL</b>	<b>\$4,788,837</b>	<b>\$622,549</b>	<b>\$75,558</b>	<b>\$87,188</b>	<b>\$162,746</b>	<b>26.14%</b>	<b>(\$459,803)</b>
MHA	MHA	MASSHOUSING	\$14,211,061	\$1,847,438	\$527,501	\$113,005	\$640,506	34.67%	(\$1,206,932)

		<b>TOTAL</b>	<b>\$14,211,061</b>	<b>\$1,847,438</b>	<b>\$527,501</b>	<b>\$113,005</b>	<b>\$640,506</b>	<b>34.67%</b>	<b>(\$1,206,932)</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$615,295,822</b>	<b>\$653,902,015</b>	<b>\$234,015,203</b>	<b>\$887,917,218</b>	<b>144.31%</b>	<b>\$272,621,396</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	\$12,748	\$382	\$0	\$129	\$129	33.61%	(\$254)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$119,928	\$3,598	\$0	\$656	\$656	18.23%	(\$2,942)
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,747,769	\$562,433	\$0	\$486,705	\$486,705	86.54%	(\$75,728)
ANF	ATB	APPELLATE TAX BOARD	\$2,513	\$75	\$0	\$13	\$13	17.53%	(\$62)
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,017,977	\$30,539	\$0	\$7,491	\$7,491	24.53%	(\$23,048)
ANF	CSC	CIVIL SERVICE COMMISSION	\$2,261	\$68	\$0	\$14	\$14	21.03%	(\$54)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$187,085,680	\$5,612,570	\$6,142,670	\$517,876	\$6,660,546	118.67%	\$1,047,975
ANF	DOR	DEPARTMENT OF REVENUE	\$13,993,220	\$419,797	\$103,319	\$204,353	\$307,672	73.29%	(\$112,125)
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,093,599	\$62,808	\$0	\$12,035	\$12,035	19.16%	(\$50,773)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,047,115	\$31,413	\$4,728	\$14,021	\$18,749	59.69%	(\$12,664)
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,911	\$177	\$0	\$266	\$266	149.77%	\$88
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$40,790	\$1,224	\$0	\$815	\$815	66.58%	(\$409)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,972,817	\$89,185	\$0	\$44,198	\$44,198	49.56%	(\$44,987)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,066,577	\$31,997	\$0	\$43,503	\$43,503	135.96%	\$11,506
ANF	TRB	TEACHERS RETIREMENT BOARD	\$1,950,594	\$58,518	\$0	\$20,747	\$20,747	35.45%	(\$37,771)
		<b>TOTAL</b>	<b>\$230,159,499</b>	<b>\$6,904,785</b>	<b>\$6,250,717</b>	<b>\$1,352,821</b>	<b>\$7,603,537</b>	<b>110.12%</b>	<b>\$698,752</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$255,829	\$7,675	\$623	\$7,311	\$7,934	103.38%	\$259
		<b>TOTAL</b>	<b>\$255,829</b>	<b>\$7,675</b>	<b>\$623</b>	<b>\$7,311</b>	<b>\$7,934</b>	<b>103.38%</b>	<b>\$259</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$201,670	\$6,050	\$0	\$2,097	\$2,097	34.66%	(\$3,953)
		<b>TOTAL</b>	<b>\$201,670</b>	<b>\$6,050</b>	<b>\$0</b>	<b>\$2,097</b>	<b>\$2,097</b>	<b>34.66%</b>	<b>(\$3,953)</b>
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,065,969,632	\$31,979,089	\$1,195,403	\$3,647,359	\$4,842,763	15.14%	(\$27,136,326)
		<b>TOTAL</b>	<b>\$1,065,969,632</b>	<b>\$31,979,089</b>	<b>\$1,195,403</b>	<b>\$3,647,359</b>	<b>\$4,842,763</b>	<b>15.14%</b>	<b>(\$27,136,326)</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$48,466,101	\$1,453,983	\$0	\$41,633	\$41,633	2.86%	(\$1,412,350)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$12,338,285	\$370,149	\$236,785	\$480,826	\$717,611	193.87%	\$347,462
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$156,860,039	\$4,705,801	\$0	\$21,825	\$21,825	0.46%	(\$4,683,976)
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,696,678	\$140,900	\$0	\$991	\$991	0.70%	(\$139,909)
		<b>TOTAL</b>	<b>\$222,361,104</b>	<b>\$6,670,833</b>	<b>\$236,785</b>	<b>\$545,275</b>	<b>\$782,060</b>	<b>11.72%</b>	<b>(\$5,888,773)</b>
EED	DOB	DIVISION OF BANKS	\$417,301	\$12,519	\$0	\$10,866	\$10,866	86.80%	(\$1,653)
EED	DOI	DIVISION OF INSURANCE	\$632,957	\$18,989	\$0	\$5,873	\$5,873	30.93%	(\$13,116)
EED	DOS	DIVISION OF STANDARDS	\$26,583	\$797	\$0	\$766	\$766	96.00%	(\$32)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$767,233	\$23,017	\$0	\$36,047	\$36,047	156.61%	\$13,030
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$854,016	\$25,620	\$0	\$7,778	\$7,778	30.36%	(\$17,843)
EED	QCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$146,373,635	\$4,391,209	\$0	\$108,479	\$108,479	2.47%	(\$4,282,730)
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$821,564	\$24,647	\$0	\$28,087	\$28,087	113.96%	\$3,440
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$165,825	\$4,975	\$0	\$1,455	\$1,455	29.24%	(\$3,520)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$4,346	\$130	\$0	\$251	\$251	192.46%	\$121
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$90,352	\$2,711	\$0	\$1,931	\$1,931	71.23%	(\$780)
		<b>TOTAL</b>	<b>\$150,153,812</b>	<b>\$4,504,614</b>	<b>\$0</b>	<b>\$201,532</b>	<b>\$201,532</b>	<b>4.47%</b>	<b>(\$4,303,082)</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,590,014	\$47,700	\$56,436	\$96,389	\$152,825	320.39%	\$105,125
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$331,922,565	\$9,957,677	\$256,176	\$383,424	\$639,600	6.42%	(\$9,318,077)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,024,599,628	\$30,737,989	\$172,698	\$387,330	\$560,027	1.82%	(\$30,177,962)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$293,254,082	\$8,797,622	\$1,221,174	\$2,173,718	\$3,394,892	38.59%	(\$5,402,730)
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$307,416,758	\$9,222,503	\$0	\$334,648	\$334,648	3.63%	(\$8,887,855)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$68,301,130	\$2,049,034	\$75,856	\$114,269	\$190,125	9.28%	(\$1,858,909)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$221,024,193	\$6,630,726	\$1,308,176	\$2,634,645	\$3,942,822	59.46%	(\$2,687,904)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$338,455,622	\$10,153,669	\$0	\$1,825	\$1,825	0.02%	(\$10,151,843)
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,285,654	\$38,570	\$3,200	\$63,088	\$66,288	171.87%	\$27,719
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$10,985,490	\$329,565	\$0	\$7,621	\$7,621	2.31%	(\$321,943)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,758,771	\$52,763	\$0	\$2,226	\$2,226	4.22%	(\$50,537)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$57,036,403	\$1,711,092	\$0	\$45,514	\$45,514	2.66%	(\$1,665,578)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,775,714	\$83,271	\$0	\$592	\$592	0.71%	(\$82,679)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$6,233,105	\$186,993	\$0	\$7,299	\$7,299	3.90%	(\$179,695)
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$21,887,868	\$656,636	\$0	\$140,624	\$140,624	21.42%	(\$516,012)

		<b>TOTAL</b>	<b>\$2,688,526,998</b>	<b>\$80,655,810</b>	<b>\$3,093,716</b>	<b>\$6,393,212</b>	<b>\$9,486,928</b>	<b>11.76%</b>	<b>(\$71,168,882)</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$924,061	\$27,722	\$0	\$16,574	\$16,574	59.79%	(\$11,147)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$83,829,809	\$2,514,894	\$116,441	\$645,038	\$761,478	30.28%	(\$1,753,416)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$597,073	\$17,912	\$0	\$18,894	\$18,894	105.48%	\$982
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,570,907	\$77,127	\$0	\$29,747	\$29,747	38.57%	(\$47,380)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$6,647,488	\$199,425	\$75,254	\$171,801	\$247,055	123.88%	\$47,631
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$7,997,119	\$239,914	\$135,251	\$103,789	\$239,040	99.64%	(\$874)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$6,200,606	\$186,018	\$94,607	\$19,995	\$114,602	61.61%	(\$71,416)
ENV	SRB	STATE RECLAMATION BOARD	\$1,558,005	\$46,740	\$0	\$24,777	\$24,777	53.01%	(\$21,963)
		<b>TOTAL</b>	<b>\$110,325,070</b>	<b>\$3,309,752</b>	<b>\$421,553</b>	<b>\$1,030,615</b>	<b>\$1,452,168</b>	<b>43.88%</b>	<b>(\$1,857,584)</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,566,026	\$376,981	\$219,032	\$186,599	\$405,631	107.60%	\$28,651
		<b>TOTAL</b>	<b>\$12,566,026</b>	<b>\$376,981</b>	<b>\$219,032</b>	<b>\$186,599</b>	<b>\$405,631</b>	<b>107.60%</b>	<b>\$28,651</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$970,015	\$29,100	\$128	\$16,311	\$16,439	56.49%	(\$12,661)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$186,332	\$5,590	\$0	\$4,706	\$4,706	84.19%	(\$884)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$825,578	\$24,767	\$0	\$5,354	\$5,354	21.62%	(\$19,413)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,206,463	\$36,194	\$54,181	\$19,423	\$73,604	203.36%	\$37,410
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,333,550	\$100,006	\$0	\$70,607	\$70,607	70.60%	(\$29,399)
EPS	DOC	DEPARTMENT OF CORRECTION	\$28,126,280	\$843,788	\$521,669	\$1,266,498	\$1,788,167	211.92%	\$944,378
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$23,364,510	\$700,935	\$79,589	\$696,200	\$775,789	110.68%	\$74,854
EPS	MIL	MILITARY DIVISION	\$12,460,010	\$373,800	\$275,802	\$75,151	\$350,953	93.89%	(\$22,847)
EPS	PAR	PAROLE BOARD	\$611,620	\$18,349	\$0	\$8,859	\$8,859	48.28%	(\$9,489)
EPS	POL	DEPARTMENT OF STATE POLICE	\$23,853,443	\$715,603	\$624,347	\$508,831	\$1,133,177	158.35%	\$417,574
EPS	SOR	SEX OFFENDER REGISTRY	\$76,318	\$2,290	\$0	\$7,926	\$7,926	346.18%	\$5,636
		<b>TOTAL</b>	<b>\$95,014,119</b>	<b>\$2,850,424</b>	<b>\$1,555,716</b>	<b>\$2,679,866</b>	<b>\$4,235,583</b>	<b>148.59%</b>	<b>\$1,385,159</b>
GOV	GOV	GOVERNORS OFFICE	\$32,479	\$974	\$0	\$1,485	\$1,485	152.36%	\$510
		<b>TOTAL</b>	<b>\$32,479</b>	<b>\$974</b>	<b>\$0</b>	<b>\$1,485</b>	<b>\$1,485</b>	<b>152.36%</b>	<b>\$510</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$86,093,747	\$2,582,812	\$302,652	\$1,803,271	\$2,105,923	81.54%	(\$476,889)
		<b>TOTAL</b>	<b>\$86,093,747</b>	<b>\$2,582,812</b>	<b>\$302,652</b>	<b>\$1,803,271</b>	<b>\$2,105,923</b>	<b>81.54%</b>	<b>(\$476,889)</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$52,384,907	\$1,571,547	\$57,572	\$0	\$57,572	3.66%	(\$1,513,975)
		<b>TOTAL</b>	<b>\$52,384,907</b>	<b>\$1,571,547</b>	<b>\$57,572</b>	<b>\$0</b>	<b>\$57,572</b>	<b>3.66%</b>	<b>(\$1,513,975)</b>
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,788,837	\$143,665	\$69	\$34,359	\$34,429	23.96%	(\$109,236)
		<b>TOTAL</b>	<b>\$4,788,837</b>	<b>\$143,665</b>	<b>\$69</b>	<b>\$34,359</b>	<b>\$34,429</b>	<b>23.96%</b>	<b>(\$109,236)</b>
MHA	MHA	MASSHOUSING	\$14,211,061	\$426,332	\$15,577	\$226,406	\$241,983	56.76%	(\$184,349)
		<b>TOTAL</b>	<b>\$14,211,061</b>	<b>\$426,332</b>	<b>\$15,577</b>	<b>\$226,406</b>	<b>\$241,983</b>	<b>56.76%</b>	<b>(\$184,349)</b>
		<b>YEAR TO DATE GRAND TOTAL</b>	<b>\$4,733,044,787</b>	<b>\$141,991,344</b>	<b>\$13,349,417</b>	<b>\$18,112,208</b>	<b>\$31,461,625</b>	<b>22.16%</b>	<b>(\$110,529,719)</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	\$12,748	\$421	\$1,151	\$0	\$1,151	273.67%	\$731
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$119,928	\$3,958	\$65,392	\$0	\$65,392	1652.30%	\$61,434
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,747,769	\$618,676	\$142,141	\$0	\$142,141	22.97%	(\$476,536)
ANF	ATB	APPELLATE TAX BOARD	\$2,513	\$83	\$91	\$0	\$91	109.96%	\$8
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,017,977	\$33,593	\$226,846	\$0	\$226,846	675.27%	\$193,252
ANF	CSC	CIVIL SERVICE COMMISSION	\$2,261	\$75	\$0	\$0	\$0	0.00%	(\$75)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$187,085,680	\$6,173,827	\$6,975,073	\$0	\$6,975,073	112.98%	\$801,245
ANF	DOR	DEPARTMENT OF REVENUE	\$13,993,220	\$461,776	\$446,348	\$0	\$446,348	96.66%	(\$15,429)
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,093,599	\$69,089	\$61,332	\$0	\$61,332	88.77%	(\$7,757)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,047,115	\$34,555	\$160,211	\$0	\$160,211	463.64%	\$125,656
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,911	\$195	\$391	\$0	\$391	200.19%	\$195
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$40,790	\$1,346	\$1,499	\$0	\$1,499	111.35%	\$153
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,972,817	\$98,103	\$52,684	\$0	\$52,684	53.70%	(\$45,419)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,066,577	\$35,197	\$4,257	\$0	\$4,257	12.09%	(\$30,940)
ANF	TRB	TEACHERS RETIREMENT BOARD	\$1,950,594	\$64,370	\$19,061	\$0	\$19,061	29.61%	(\$45,308)
		<b>TOTAL</b>	<b>\$230,159,499</b>	<b>\$7,595,263</b>	<b>\$8,156,474</b>	<b>\$0</b>	<b>\$8,156,474</b>	<b>107.39%</b>	<b>\$561,211</b>
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$255,829	\$8,442	\$558	\$0	\$558	6.60%	(\$7,885)
		<b>TOTAL</b>	<b>\$255,829</b>	<b>\$8,442</b>	<b>\$558</b>	<b>\$0</b>	<b>\$558</b>	<b>6.60%</b>	<b>(\$7,885)</b>
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$201,670	\$6,655	\$0	\$0	\$0	0.00%	(\$6,655)
		<b>TOTAL</b>	<b>\$201,670</b>	<b>\$6,655</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$6,655)</b>



DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,065,969,632	\$35,176,998	\$19,934,080	\$0	\$19,934,080	56.67%	(\$15,242,918)
		<b>TOTAL</b>	<b>\$1,065,969,632</b>	<b>\$35,176,998</b>	<b>\$19,934,080</b>	<b>\$0</b>	<b>\$19,934,080</b>	<b>56.67%</b>	<b>(\$15,242,918)</b>
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$48,466,101	\$1,599,381	\$779,387	\$0	\$779,387	48.73%	(\$819,994)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$12,338,285	\$407,163	\$1,557,215	\$0	\$1,557,215	382.45%	\$1,150,051
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$156,860,039	\$5,176,381	\$21,001,522	\$0	\$21,001,522	405.72%	\$15,825,141
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,696,678	\$154,990	\$22,439	\$0	\$22,439	14.48%	(\$132,551)
		<b>TOTAL</b>	<b>\$222,361,104</b>	<b>\$7,337,916</b>	<b>\$23,360,563</b>	<b>\$0</b>	<b>\$23,360,563</b>	<b>318.35%</b>	<b>\$16,022,647</b>
EED	DOB	DIVISION OF BANKS	\$417,301	\$13,771	\$159,100	\$0	\$159,100	1155.33%	\$145,329
EED	DOI	DIVISION OF INSURANCE	\$632,957	\$20,888	\$338,966	\$0	\$338,966	1622.81%	\$318,079
EED	DOS	DIVISION OF STANDARDS	\$26,583	\$877	\$2,257	\$0	\$2,257	257.31%	\$1,380
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$767,233	\$25,319	\$0	\$0	\$0	0.00%	(\$25,319)
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$854,016	\$28,183	\$7,094	\$0	\$7,094	25.17%	(\$21,089)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$146,373,635	\$4,830,330	\$24,669,355	\$0	\$24,669,355	510.72%	\$19,839,025
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$821,564	\$27,112	\$5,622	\$0	\$5,622	20.74%	(\$21,489)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$165,825	\$5,472	\$15,802	\$0	\$15,802	288.78%	\$10,330
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$4,346	\$143	\$0	\$0	\$0	0.00%	(\$143)
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$90,352	\$2,982	\$15,310	\$0	\$15,310	513.49%	\$12,329
		<b>TOTAL</b>	<b>\$150,153,812</b>	<b>\$4,955,076</b>	<b>\$25,213,508</b>	<b>\$0</b>	<b>\$25,213,508</b>	<b>508.84%</b>	<b>\$20,258,432</b>
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,590,014	\$52,470	\$245,456	\$0	\$245,456	467.80%	\$192,986
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$331,922,565	\$10,953,445	\$11,038,344	\$0	\$11,038,344	100.78%	\$84,900
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,024,599,628	\$33,811,788	\$26,267,891	\$0	\$26,267,891	77.69%	(\$7,543,897)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$293,254,082	\$9,677,385	\$27,267,479	\$0	\$27,267,479	281.76%	\$17,590,094
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$307,416,758	\$10,144,753	\$2,241,072	\$0	\$2,241,072	22.09%	(\$7,903,681)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$68,301,130	\$2,253,937	\$579,678	\$0	\$579,678	25.72%	(\$1,674,259)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$221,024,193	\$7,293,798	\$7,486,812	\$0	\$7,486,812	102.65%	\$193,014
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$338,455,622	\$11,169,036	\$13,245,492	\$0	\$13,245,492	118.59%	\$2,076,457
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,285,654	\$42,427	\$77,272	\$0	\$77,272	182.13%	\$34,845
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$10,985,490	\$362,521	\$642,433	\$0	\$642,433	177.21%	\$279,912
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,758,771	\$58,039	\$49,104	\$0	\$49,104	84.60%	(\$8,935)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$57,036,403	\$1,882,201	\$7,227,885	\$0	\$7,227,885	384.01%	\$5,345,684
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,775,714	\$91,599	\$131,905	\$0	\$131,905	144.00%	\$40,307
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$6,233,105	\$205,692	\$533,857	\$0	\$533,857	259.54%	\$328,164
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$21,887,868	\$722,300	\$1,538,843	\$0	\$1,538,843	213.05%	\$816,544
		<b>TOTAL</b>	<b>\$2,688,526,998</b>	<b>\$88,721,391</b>	<b>\$98,573,524</b>	<b>\$0</b>	<b>\$98,573,524</b>	<b>111.10%</b>	<b>\$9,852,133</b>
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$924,061	\$30,494	\$115,539	\$0	\$115,539	378.89%	\$85,045
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$83,829,809	\$2,766,384	\$6,992,753	\$0	\$6,992,753	252.78%	\$4,226,369
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$597,073	\$19,703	\$42,522	\$0	\$42,522	215.81%	\$22,818
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,570,907	\$84,840	\$1,442,436	\$0	\$1,442,436	1700.19%	\$1,357,596
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$6,647,488	\$219,367	\$421,570	\$0	\$421,570	192.18%	\$202,203
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$7,997,119	\$263,905	\$556,998	\$0	\$556,998	211.06%	\$293,094
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$6,200,606	\$204,620	\$999,272	\$0	\$999,272	488.36%	\$794,652
ENV	SRB	STATE RECLAMATION BOARD	\$1,558,005	\$51,414	\$22,930	\$0	\$22,930	44.60%	(\$28,484)
		<b>TOTAL</b>	<b>\$110,325,070</b>	<b>\$3,640,727</b>	<b>\$10,594,020</b>	<b>\$0</b>	<b>\$10,594,020</b>	<b>290.99%</b>	<b>\$6,953,293</b>
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,566,026	\$414,679	\$825,815	\$0	\$825,815	199.15%	\$411,137
		<b>TOTAL</b>	<b>\$12,566,026</b>	<b>\$414,679</b>	<b>\$825,815</b>	<b>\$0</b>	<b>\$825,815</b>	<b>199.15%</b>	<b>\$411,137</b>
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$970,015	\$32,010	\$68,510	\$0	\$68,510	214.03%	\$36,500
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$186,332	\$6,149	\$138	\$0	\$138	2.24%	(\$6,011)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$825,578	\$27,244	\$41,531	\$0	\$41,531	152.44%	\$14,287
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,206,463	\$39,813	\$94,675	\$0	\$94,675	237.80%	\$54,862
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,333,550	\$110,007	\$1,602,460	\$0	\$1,602,460	1456.69%	\$1,492,453
EPS	DOC	DEPARTMENT OF CORRECTION	\$28,126,280	\$928,167	\$1,660,398	\$0	\$1,660,398	178.89%	\$732,230
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$23,364,510	\$771,029	\$1,039,097	\$0	\$1,039,097	134.77%	\$268,068
EPS	MIL	MILITARY DIVISION	\$12,460,010	\$411,180	\$1,871,181	\$0	\$1,871,181	455.08%	\$1,460,001
EPS	PAR	PAROLE BOARD	\$611,620	\$20,183	\$6,932	\$0	\$6,932	34.34%	(\$13,252)
EPS	POL	DEPARTMENT OF STATE POLICE	\$23,853,443	\$787,164	\$2,233,925	\$0	\$2,233,925	283.79%	\$1,446,761
EPS	SOR	SEX OFFENDER REGISTRY	\$76,318	\$2,519	\$32,875	\$0	\$32,875	1305.35%	\$30,357
		<b>TOTAL</b>	<b>\$95,014,119</b>	<b>\$3,135,466</b>	<b>\$8,651,723</b>	<b>\$0</b>	<b>\$8,651,723</b>	<b>275.93%</b>	<b>\$5,516,258</b>
GOV	GOV	GOVERNORS OFFICE	\$32,479	\$1,072	\$1,377	\$0	\$1,377	128.51%	\$306
		<b>TOTAL</b>	<b>\$32,479</b>	<b>\$1,072</b>	<b>\$1,377</b>	<b>\$0</b>	<b>\$1,377</b>	<b>128.51%</b>	<b>\$306</b>
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$86,093,747	\$2,841,094	\$3,155,805	\$0	\$3,155,805	111.08%	\$314,711
		<b>TOTAL</b>	<b>\$86,093,747</b>	<b>\$2,841,094</b>	<b>\$3,155,805</b>	<b>\$0</b>	<b>\$3,155,805</b>	<b>111.08%</b>	<b>\$314,711</b>
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$52,384,907	\$1,728,702	N/A	\$0	N/A	N/A	N/A
		<b>TOTAL</b>	<b>\$52,384,907</b>	<b>\$1,728,702</b>	<b>N/A</b>	<b>\$0</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,788,837	\$158,032	\$803,984	\$0	\$803,984	508.75%	\$645,952
		<b>TOTAL</b>	<b>\$4,788,837</b>	<b>\$158,032</b>	<b>\$803,984</b>	<b>\$0</b>	<b>\$803,984</b>	<b>508.75%</b>	<b>\$645,952</b>
MHA	MHA	MASSHOUSING	\$14,211,061	\$468,965	N/A	\$0	N/A	N/A	N/A
		<b>TOTAL</b>	<b>\$14,211,061</b>	<b>\$468,965</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>\$4,733,044,787</b>	<b>\$156,190,478</b>	<b>\$199,271,431</b>	<b>\$0</b>	<b>\$199,271,431</b>	<b>127.58%</b>	<b>\$45,278,620</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 FY2018, 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 (M/WBE*, SBPP*)	AMY SOBEL (SBPP*)	BIDDOCS ONLINE INC. (WBE*, SBPP*)	CENTRAL BUREAU OF INVESTIGATION INC (WBE*, SBPP*)
3LPLACE INC (SBPP*)	ANALYTICAL BALANCE CORP (SBPP*)	BIERMANN SERVICES INC (WBE*)	CENTRAL CEILINGS INC (VBE*)
495 TRUCK & AUTO RECYCLERS (SBPP*)	ANDERSEN & SCOLARI INC (SBPP*)	BIG FOOT MOVING & STORAGE INC (SBPP*)	CENTRAL MASS AREA HEALTH (W/NPO*)
908 DEVICES INC. (SBPP*)	ANDREAS POLICE SUPPLY INC (WBE*, SBPP*)	BIGELOW NURSERIES INC (WBE*)	CENTRO LAS AMERICAS INC (M/NPO*)
A & D COLD STORAGE, INC. (SBPP*)	ANDY RAMOS ELECTRIC LLC (SBPP*, SDVOBE*)	BILL TOMPKINS CORP (SBPP*, VBE*)	CENTURY HOMECARE LLC (M/WBE*)
A-1 PARTS, INC. (SBPP*)	ANGELA M BENSON (SBPP*)	BIOMARINE RESEARCH CORP (SBPP*)	CHARTER CONTRACTING COMPANY LLC (MBE*)
A M APPRAISAL ASSOCIATES, INC (SBPP*)	ANN BEHA ARCHITECTS INC (MBE*)	BMC CORPORATION (SBPP*)	CHELMSFORD AUTO ELECTRIC INC (SBPP*)
A PEREIRA CONSTRUCTION CO INC (PBE+)	ANNESE ELECTRICAL SERVICES INC (WBE*)	BMCA INC (SBPP*, VBE*)	CHEM NUT EQUIPMENT INC. (SBPP*)
A PLUS CONSTRUCTION SERVICES CORP (SBPP*)	ANTONELLIS CONSTRUCTION INC (MBE*, SBPP*)	BOSHCO INC (SBPP*)	CHEVIN FLEET SOLUTIONS LLC (SBPP*)
A PRO ROOTER.COM INC (SBPP*)	APC DEVELOPMENT GROUP, INC (VBE*)	BOSTON ALCOHOLISM AND SUBSTANCE (SBPP*)	CHICOPEE CHILD DEVELOPMENT (SBPP*)
A R BELLI INC (WBE*)	APEX HEALTHCARE SERVICES INC (WBE*)	BOSTON BENEFIT PARTNERS LLC (WBE*)	CHILD WELFARE LEAGUE OF (SBPP*)
A W GIFFORD INC (SBPP*)	APOLLO SAFETY INC (SBPP*)	BOSTON BUSINESS PRINTING INC (SBPP*)	CHILDREN'S SERVICES OF ROXBURY, INC. (M/NPO*)
A-1 BATTERY & ELECTRIC INC (SBPP*)	ARCAND SALES & SERVICE INC (SBPP*)	BOSTON CHINATOWN NEIGHBORHOOD CENTER (M/NPO*, SBPP*)	CHILDREN'S TRUST, INC. (SBPP*)
ABBEY RD HOME CARE SERVICES INC (WBE*)	ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE*)	BOSTON MAILING COMPANY INC (WBE*)	CHOICE COMMUNITY SUPPORTS INC (SBPP*)
ABIDE INC (WBE*)	ARCHITECTURAL ENGINEERS INC (WBE*)	BOSTON RESCUE MISSION INC (SBPP*)	CHRISTINE M SWISTRO (WBE*, SBPP*)
ABSOLUTE RENEWABLE ENERGY LLC (WBE*)	ARCHITERRA INC (WBE*)	BOSTON SAW & KNIFE CORP (SBPP*)	CHRISTINE MILLER (WBE*)
AC & R SUPPLY CO (SBPP*)	ARGUS COMMUNICATIONS INC (MBE*)	BOSTON TEN POINT COALITION (SBPP*)	CICORIA TREE & CRANE SERVICE I (SBPP*)
AC&M FIRE EQUIPMENT INC (SBPP*)	ARIDELL ASSOCIATES LLC (SBPP*)	BOYDEN & PERRON GARAGE, INC (SBPP*)	CINDY MURPHY (SBPP*)
ACCELARE INC (SBPP*)	ARMOR DOOR & LOCK INC (SBPP*)	BOYS & GIRLS CLUB FAMILY CENTER, INC. (M/NPO*)	CITIWORKS, CORP. (SBPP*)
ACCENT BANNER LLC (WBE*)	ARROW SECURITY CO. INC (SDVOBE*)	BOYS & GIRLS CLUB OF (SBPP*)	CITIZEN SECURITY CORP (SBPP*)
ACCESS INVESTIGATIONS INC (SBPP*)	ARTHUR T BROSNAN JR (SBPP*)	BOYS AND GIRLS CLUBS OF METROWEST INC (SBPP*)	CITIZENS INN INC (SBPP*)
ACCURATE TERMITE & PEST CONTROL CO INC (SBPP*)	ARVEST PRESS INC (WBE*)	BREYD NETWORK MANAGEMENT CORPORATION (MBE*)	CITY POINT PARTNERS LLC (WBE*)
ACE MEDICAL SERVICES INC (MBE*)	ASAP FIRE & SAFETY CORP INC (SBPP*)	BRIECOR INC (SBPP*)	CITYWIDE MASS PAINTING INC (M/WBE*)
ACIRON CONSULTING INC (MBE*)	ASIAN AMERICAN CIVIC ASSOC (M/NPO*, SBPP*)	BRIGHAM INDUSTRIES INC (WBE*)	CIVITECTS PC (WBE*)
ACTION APPAREL INC. (SBPP*)	ASIAN TASK FORCE AGAINST (M/NPO*)	BRISTOL ELDER SERVICES INC (W/NPO*)	CLARENDON HILL CONSULTING LLC (WBE*)
ACTION FOR BOSTON COMMUNITY (M/NPO*)	ASSABET MACK SERVICE INC (SBPP*)	BROCKTON AREA MULTI-SERVS INC (M/NPO*)	CLARK & FALCETTI (SBPP*)
ADAMS PLUMBING & HEATING, INC. (WBE*)	ASSOCIATION OF GOVERNMENT (SBPP*)	BROOKVIEW HOUSE INC (M/NPO*)	CLARKWOOD AND ASSOCIATES (SBPP*)
ADAMSON INDUSTRIES CORP (WBE*, SBPP*)	ASSOCIATION OF HAITIAN WOMEN (SBPP*)	BROWN RICHARDSON & ROWE INC (WBE*)	CLAUDINE GAJ (WBE*)
ADAPTIVISION INC (SBPP*)	ATL CONST INC (SBPP*)	BRUSH HILL TRANSPORTATION COMPANY (SBPP*)	CLE ENGINEERING INC (WBE*, SBPP*)
ADOLESCENT CONSULTATION (SBPP*)	ATLANTIC EQUIPMENT LLC (SBPP*)	BRYAN HORCH (SBPP*)	CLEAN CUT SOLUTIONS, LLC (SBPP*)
ADVANCE AIR & HEAT CO INC (WBE*, SBPP*)	ATLAS TRAVEL & TECHNOLOGY GROUP INC (WBE*)	BULLDOG FIRE APPARATUS (SBPP*)	CLIVUS NEW ENGLAND INC (SBPP*)
ADVANCED ALARM SYSTEMS INC (SBPP*)	ATTENTIVE HOME CARE INC (M/WBE*)	BURNELL CONTROLS INC (SBPP*)	CM CLEANING COMPANY INC (WBE*, SBPP*)
ADVANCED PRESENTATION SYSTEMS INC (M/WBE*)	AWAKE INTUMIND LLC (M/WBE*)	BUSINESS INK CO (WBE*)	COASTAL ENGINEERING CO INC (SBPP*)
ADVANCED SIGNING LLC (SBPP*)	AXIOM COLLABORATIVE INC (M/WBE*)	BUYER ADVERTISING INC (WBE*)	COASTAL MARINE CONSTRUCTION LLC (WBE*)
ADVERTISING PRODUCTS CORP (WBE*, SBPP*)	AZTEC TECHNOLOGIES LLC (WBE*)	C & A CONSTRUCTION CO (PBE+)	COCHRANE VENTILATION INC (SBPP*)
ADVOQT LLC (MBE*)	B C CONSTRUCTION CO INC (SDVOBE*)	C & C CONSULTING ENGINEERS LLC (MBE*)	CODMAN SQUARE HEALTH CENTER (M/NPO*)
AGM MARINE CONTRACTORS INC (SBPP*)	BANKS II QUAN ASSOCIATES (WBE*, SBPP*)	C W DOUGLAS CO INC (SBPP*)	COLORTRIEVE SYSTEMS INC. (SBPP*, VBE*)
AHEARN EQUIPMENT INC (WBE*)	BARGMANN HENDRIE & ARCHETYPE INC. (WBE*)	CAM OFFICE SERVICES INC (M/WBE*)	COMEAU EXCAVATING INC (WBE*)
AI ENGINEERS INC (MBE*)	BAY COLONY GROUP INC (SBPP*, VBE*)	CAMBRIDGE COMMUNITY CENTER INC (M/NPO*, SBPP*)	COMMODORE BUILDERS CORPORATION (VBE*)
AIDS PROJECT WORCESTER INC (SBPP*)	BAY STATE ENVELOPE INC (WBE*)	CAPACCIO ENVIRONMENTAL ENG INC (WBE*, SBPP*)	COMMONWEALTH FAMILY (WBE*)
AIR CLEANING SPECIALISTS OF NE (SBPP*)	BAYSIDE ENGINEERING INC (SBPP*)	CAPE ANN TRANSPORT AUTHORITY (SBPP*)	COMMONWEALTH INFORMATICS, INC. (SBPP*)
ALARES LLC (SDVOBE*)	BAYSTATE DRIVER LICENSING CONSULTANTS INC (SBPP*)	CAPE COD CHILDREN S PLACE INC (W/NPO*)	COMM-TRACT CORP (SBPP*)
ALDORE TETREAUULT & SONS INC (WBE*)	BAYSTATE MOBILE VETERINARY SERVICES (SBPP*)	CARACAS CONSTRUCTION CORP (MBE*)	COMMUNICATE HEALTH, INC. (WBE*, LGBT*, SBPP*)
ALICE GRAHAM-BROWN (SBPP*)	BBE CORPORATION (WBE*)	CAREY AUTO INC (SBPP*)	COMMUNITY ACTION PIONEER VALLEY, INC. (W/NPO*)
ALL COMM TECHNOLOGIES INC (SBPP*)	BC TENT & AWNING CO INC (SBPP*)	CARING HEALTH CENTER INC (M/NPO*)	COMMUNITY ADOLSCENT RESOURCE (W/NPO*, SBPP*)
ALL OUT ADVENTURES INC (SBPP*)	BEAVERBROOK STEP INC (W/NPO*)	CARPET BARN INC (WBE*)	COMMUNITY AUTISM RESOURCES INC (W/NPO*, SBPP*)
ALL SPORTS HEROES UNIFORMS (WBE*)	BEHAVIORAL HEALTH NETWORK INC (W/NPO*)	CARROLL COMMUNICATIONS GROUP LLC (SBPP*)	COMMUNITY FIRE & POLICE (SBPP*)
ALLEN & MAJOR ASSOCIATES INC. (SBPP*, SDVOBE*)	BELCHERTOWN AUTO PARTS INC (SBPP*)	CASA ESPERANZA INC. (M/NPO*)	COMMUNITY HEALTH PROG INC (W/NPO*)
ALLIANCE DETECTIVE & SECURITY (WBE*)	BELCHERTOWN DAY SCHOOL (SBPP*)	CASA MYRNA VAZQUEZ INC (W/NPO*)	COMMUNITY NETWORKS CORPORATION (SBPP*)
ALLIED HOME HEALTH CARE INC (SBPP*)	BEME WATER SYSTEM SOL INC (SBPP*)	CATHERINE RAHILLY-TIERNEY MD (WBE*)	COMMUNITY REHAB CARE INC (WBE*, SBPP*)
ALLSTATE FIRE EQUIPMENT INC (SBPP*)	BERKSHIRE AREA HEALTH (W/NPO*, SBPP*)	CAUSEMEDIA INC (M/WBE*)	COMMUNITY SERVICE NETWORK INC (W/NPO*)
ALL-TECH ELECTRIC INC. (SBPP*)	BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP*)	CAVALIER COACH CORP (WBE*)	COMMUNITY WORKSHOPS INC (SBPP*)
ALPHA IDENTIFICATION INC (M/WBE*, SBPP*)	BERKSHIRE HILLS MUSIC ACADEMY (SBPP*)	CDW CONSULTANTS INC (WBE*, SBPP*)	COMPREHENSIVE ENVIRONMENTL INC (WBE*)
AMDA ENTERPRISES INC (WBE*, SBPP*)	BERKSHIRE SOUTH REGIONAL (SBPP*)	CELESTE N DERECHO PHD (WBE*)	COMTRONICS CORP (WBE*)
AMERICAN CHINESE CHRISTIAN (M/NPO*)	BERKSHIRE UNITED WAY (SBPP*)	CENTER FOR HUMAN (W/NPO*)	CONECO ENGINEERS & SCIENTISTS INC (SBPP*)
AMERICAN FIRE EQUIPMENT CO INC (SBPP*)	BESTPRO CLEANING LLC (M/WBE*, SBPP*)	CENTER FOR SOCIAL INNOVATION LLC (WBE*)	CONGREGACION LEON DE JUDA (SBPP*)
AMERICAN MOVING & INSTALLATION INC (WBE*)	BETTS PLUMBING & HEATING SUPPLY INC (WBE*, SBPP*)	CENTER OF HOPE FOUNDATION, INCORPORATED (W/NPO*)	CONLON PRODUCTS INC (SBPP*)
AMERICAN SERVICE CO INC (SBPP*)	BEVCO ASSOCIATES INC (M/WBE*)	CENTRAL BOSTON ELDER SERVICES INC (M/NPO*)	CONSIDER IT DUNN INC (SBPP*)
AMERICAN TRANSMEDIA LLC (SBPP*)	BEVERLY CHILDRENS LEARNING CTR INC (W/NPO*, SBPP*)		CONSOLIDATED UTILITIES CORP (SBPP*)

CONVENTURES INC (WBE\*)  
 COOLSOFTE LLC (MBE\*)  
 COPLEY COURT REPORTING INC (SBPP\*)  
 CORAL M GROUT (SBPP\*)  
 CORNERSTONE CONSTRUCTION SERVICES LLC (SBPP\*, SDVOBE\*)  
 CORP ENVIRONMENTAL ADVISOR INC (WBE\*)  
 COURTECH INC. (SBPP\*)  
 COUNSEL & ASSESS CLINIC & WORCESTER LLC (M/WBE\*)  
 CRAYON CAMPUS INC. (SBPP\*)  
 CREATIVE TOUCH DESIGN LLC (WBE\*)  
 CRIPSUS ATTUCKS CHILDRENS (MNPO\*)  
 CROSBY SCHLESSINGER & (WBE\*)  
 CROSS CULTURAL COMM SYSTEM INC (WBE\*)  
 CROSSROADS FOR KIDS INC (SBPP\*)  
 CURRY WATERPROOFING & MASONRY REST INC (WBE\*)  
 CYNTHIA BANFIELD-WEIR (SBPP\*)  
 D & R INVESTMENTS INC (SBPP\*)  
 D B I WASTE SYSTEMS INC (SDVOBE\*)  
 D.N. BROTHERS INC (SBPP\*)  
 DAGLE ELECTRICAL CONSTR CORP (WBE\*)  
 DAI, INC. (SBPP\*)  
 DANA ANSEL (WBE\*)  
 DANDREO BROS GEN CONTRACT & MASONRY LLC (SBPP\*)  
 DANIEL P BELANGER II (SBPP\*)  
 DARTER SPECIALTIES INC (WBE\*)  
 DAVEN CORP (WBE\*)  
 DAYMARK ENERGY ADVISORS, INC (SBPP\*)  
 DEBOISE CONTRACTORS CO (MBE\*)  
 DEBORAH REIDY (WBE\*)  
 DEBRA POASTER (SBPP\*)  
 DEBRA S. BLOCK (SBPP\*)  
 DECONTAMINATION DECOMMISSION & ENV SVCS (SBPP\*)  
 DEDHAM SPORTSMENS CENTER INC (SBPP\*)  
 DEFENSE INVESTIGATORS GROUP INC (SBPP\*, VBE\*)  
 DELUCCA FENCE COMPANY INC (WBE\*)  
 DESCHAMPS PRINTING CO INC (SBPP\*)  
 DESIGN DIVISION INC (SBPP\*)  
 DEVALLES MEMORIAL FAMILY (WINPO\*)  
 DEVELOPMENTAL DISABILITIES (SBPP\*)  
 DEVELOPMENTAL EVALUATION (WINPO\*)  
 DEVON LANE FARM SUPPLY INC (SBPP\*)  
 DH REPORTING SERVICES INC (SBPP\*)  
 DHK ARCHITECTS, INC. (MBE\*, SBPP\*)  
 DIANE BROOKS (SBPP\*)  
 DIETZ & COMPANY ARCHITECTS INC (WBE\*)  
 DILLON BOILER SERVICES CO INC (WBE\*)  
 DIMOCK COMMUNITY HEALTH CTR (MNPO\*)  
 DISABILITY POLICY CONSORTIUM INC (SBPP\*)  
 DISMAS HOUSE OF MASS., INC. (SBPP\*)  
 DIVERSIFIED TECHNOLOGY CONSLS (MBE\*)  
 DOMENIC QUARAGLIA ENGINEERING, INC. (SBPP\*)  
 DOMINIC J GERVASI (SBPP\*)  
 DONLON DRAPER INC (SBPP\*)  
 DONNA JACKSON (SBPP\*)  
 DORIS O WONG ASSOCIATES INC (M/WBE\*, SBPP\*)  
 DOROTHEA M ROURKE (SBPP\*)  
 DOVE, INC. (WINPO\*, SBPP\*)  
 DRAIN SHOOTER INC (WBE\*)  
 DURFEE PLUMBING AND HEATING LLC (SBPP\*)  
 DUSEAU TRUCKING LLC (WBE\*)  
 E C DIVERS INC (SBPP\*)  
 E COAST REFINISH & SURFACE STRIPPING INC (SBPP\*)  
 E T & L CORP (WBE\*)  
 E W SYKES (SBPP\*)  
 EAGLE POINT BUILDERS (WBE\*, SBPP\*)  
 EARLY CHILDHOOD ASSOCIATES INC (WBE\*)  
 EARLY LEARNING CHILD CARE INC (WINPO\*, SBPP\*)  
 EAST BOSTON SOCIAL CENTERS INC (SBPP\*)  
 EAST END HOUSE (SBPP\*)  
 EASTERN BAG & PAPER CO INC (WBE\*)  
 EASTERN GENERAL CONTRS INC (MBE\*, SBPP\*)  
 ECOLOGIC ENTOMOLOGY LLC (LGBT\*, SBPP\*)  
 ECONOMIC DEVELOP RESEARCH GRP (SBPP\*)  
 ECONOMIC MOBILITY PATHWAYS INC (WINPO\*)  
 EDCO COLLABORATIVE (SBPP\*)  
 EDGEEMER CONSULTING CORPORATION (SBPP\*)  
 EDM SERVICES INC. (SBPP\*)

EDUARDO BERINSTEIN TRANSLATIONS LLC (MBE\*)  
 EDWARD M. KENNEDY COM HLTH CTR, INC (WINPO\*)  
 EDWARD V CASEY (SBPP\*)  
 ELECTRIC TIME COMPANY INC (SBPP\*)  
 ELECTRICAL ENGINEERING & (SBPP\*)  
 ELITE CONCRETE, PAVING & EXCAVATION LLC (SBPP\*)  
 ELITE PLUMBING-MECHANICAL LLC (SBPP\*)  
 ELIZABETH STONE HOUSE INC (MNPO\*)  
 ELLEN R GLOVSKY (SBPP\*)  
 ELLIE'S PET BARN INC (SBPP\*)  
 ELLIS MEMORIAL & ELDRIDGE (SBPP\*)  
 EMBREE & WHITE INC (SBPP\*)  
 EMH RECOVERY INC (SBPP\*)  
 EMMAUS INC (WINPO\*)  
 ENCORE IMAGES INC (WBE\*)  
 END MASS OVERDOSE, INC (SBPP\*)  
 ENERGY ENGINEERING & DESIGN INC (VBE\*)  
 ENERGY TECHNOLOGY CO INC (SBPP\*)  
 ENLACE DE FAMILIAS DE HOLYOKE (M/WINPO\*)  
 ENVIRONMENTAL INTEGRITY COMPANY LLC (MBE\*)  
 ENVIROTECH LABORATORIES INC (SBPP\*)  
 EOS APPROACH LLC (WBE\*)  
 EPSILON ASSOCIATES INC (SBPP\*)  
 EPXRESS YOURSELF (MNPO\*)  
 ESCO ENERGY SERVICE CO (SBPP\*)  
 E-SQUARED CONSULTING CORPORATION (MBE\*)  
 ESS GROUP INC (SBPP\*)  
 ESSENTIAL PARTNERS INC (SBPP\*)  
 EVALOGIC SERVICES, INC. (SBPP\*)  
 EXPERTCON INC (MBE\*, SBPP\*)  
 FABLEVISION (SBPP\*)  
 FAIRFAX DATA SYSTEMS INC (MBE\*, VBE\*)  
 FALL RIVER ELECTRICAL ASSOCI (SBPP\*)  
 FAMILY DAY CARE PROGRAM (M/WINPO\*)  
 FDR CENTER FOR P & O (SBPP\*)  
 FELIX A MARINO CO INC (SBPP\*)  
 FENNICK MCCREDIE ARCHITECTURE LTD (WBE\*)  
 FERRARA SPRING WORKS INC (WBE\*)  
 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\*)  
 FOLAN WATERPROOFING (WBE\*)  
 FORT HILL INFRASTRUCTURE SVCS LLC (SBPP\*, SDVOBE\*)  
 FOSTER LAING & NOONAN INC (SBPP\*)  
 FOWLER PRINTING & GRAPHICS INC (WBE\*)  
 FRANK LABELLES SALES (SBPP\*)  
 FRANK P MCCARTIN CO INC (SBPP\*)  
 FRANKLIN II INC (SBPP\*)  
 FRANKLIN LAND TRUST INC (SBPP\*)  
 FS ENGINEERS INC (MBE\*)  
 G & L LABS, INC. (SBPP\*)  
 G A BLANCO & SONS INC (MBE\*, SBPP\*)  
 G T EXCAVATING CORP (WBE\*)  
 GAAMHA INCORPORATED (WINPO\*, SBPP\*)  
 GAIL A MANN (WBE\*)  
 GANDARA MENTAL HEALTH CENTER INC (MNPO\*)  
 GANGI PRINTING INC (WBE\*)  
 GARDNER ANIMAL CARE CENTER LLC (SBPP\*)  
 GCOM SOFTWARE LLC (MBE\*)  
 GENERAL AIR CONDITIONING (MBE\*)  
 GENERAL SUPPLY & METALS INC (SBPP\*)  
 GENESIS CLUB HOUSE INC (SBPP\*)  
 GEOVISION INC (MBE\*)  
 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 INCORPORATED OF GREATER LOWELL (SBPP\*)  
 GIRLS INCORPORATED OF HOLYOKE (SBPP\*)  
 GIRLS INCORPORATED OF LYNN (WINPO\*)  
 GLADYS ALLEN BRIGHAM COMMUNITY CTR (WINPO\*)  
 GLOBAL LINK LANGUAGE SERVICES, INC. (WBE\*)  
 GM2 ASSOCIATES INC (MBE\*)

GOMES CONSTRUCTION CO INC (WBE\*, SBPP\*, PBE+)  
 GOPI BALA LLC (MBE\*, SBPP\*)  
 GORDON INDUSTRIES INC (SBPP\*)  
 GORMAN ACTUARIAL, INC (M/WBE\*, SBPP\*)  
 GOVERNMENT SCIENTIFIC SOURCE (VBE\*)  
 GRANITE CITY ELECTRIC SUPP CO (WBE\*)  
 GRANT STEEL CO INC (SBPP\*)  
 GRAPHIC EXCELLENCE INC (SBPP\*)  
 GRASSROOTS WILDLIFE CONSERVATION, INC (SBPP\*)  
 GREATER BOSTON MANUFACTURING (SBPP\*)  
 GREATER LAWRENCE FAMILY HEALTH CENTER (WINPO\*)  
 GREATER MILFORD EYE ASSOC INC (SBPP\*)  
 GREATER NORTH SHORE LINK, INC. (SBPP\*)  
 GREEN CASTLE BUSINESS SOLUTIONS (MBE\*, SBPP\*, VBE\*)  
 GREEN INTERNATL AFFILIATES INC (MBE\*)  
 GREEN STREETS INITIATIVE (SBPP\*)  
 GUARDIAN ENERGY MANAGEMENT SOLUTIONS (SBPP\*)  
 GUERRIERE & HALNON INC (SBPP\*)  
 GUIDEWIRE, INC. (WINPO\*)  
 GURNEYS SAW MILL (SBPP\*)  
 HAGER-RICHTER GEOSCIENCE INC (WBE\*)  
 HAITIAN AMERICAN PUBLIC HEALTH (MNPO\*)  
 HAKS ENGINEERS PC (MBE\*)  
 HALYARD, LLC (SBPP\*)  
 HAMPSHIRE-FRANKLIN CHILLDRENS (SBPP\*)  
 HAN-SQUAHAN CONSULTING LLC (SBPP\*)  
 HAPPY DAY CHILD CARE (SBPP\*)  
 HARBOR HEALTH SERVICES INC (M/WINPO\*)  
 HARBORCOV INC (WINPO\*)  
 HARMONY ENVIRONMENTAL INC (SBPP\*)  
 HAWKINS POINT PARTNERS LLC (WBE\*)  
 HAYWOOD ASSOCIATES INC (SBPP\*)  
 HAZ NEW ENGLAND HEARING INSTRUMENTS LLC (SBPP\*)  
 HEALING ABUSED WORKING FOR CHANGE, INC. (WINPO\*)  
 HEALTH IMPERATIVES, INC (WINPO\*)  
 HEALTH QUARTERS CO INC (SBPP\*, SBPP\*)  
 HEALTH TRAINING EDUCATIONAL SERVS INC (SBPP\*)  
 HEALTHY CHILDREN PROJECT INC (WINPO\*)  
 HEIDREA COMMUNICATIONS LLC (SBPP\*, VBE\*)  
 HELENE KARL ARCHITECTS INC (WBE\*, SBPP\*)  
 HELP SERVICES FOR THE (MNPO\*)  
 HERCULES SLR (US) INC (SBPP\*)  
 HFSE INC (WBE\*, SBPP\*)  
 HILDEBRAND FAM SELF HELP CTR (SBPP\*)  
 HINES DERM. ASSOC. INC. (M/WBE\*)  
 HI-WAY SAFETY SYSTEMS INC (WBE\*)  
 HOLYOKE HEALTH CENTER INC (MNPO\*)  
 HOLYOKE YMCA (SBPP\*)  
 HOPE RESTORED HUMAN SERVICES (MNPO\*, 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 (WINPO\*)  
 HUNTER SYSTEMS GROUP INC (SBPP\*)  
 HYDRA TECH, INC (SBPP\*)  
 IBC OFFSHORE INC (WBE\*)  
 ICON ARCHITECTURE INC (WBE\*)  
 IIT INC (MBE\*)  
 ILLUSTRATED VERDICT INC. (SBPP\*)  
 INDEPENDENCE ASSOCIATES INC (SBPP\*)  
 INDEPENDENCE FARM, INC (SBPP\*)  
 INDEPENDENCE HOUSE INC (WINPO\*)  
 INDEPENDENT LIVING CENTER OF (SBPP\*)  
 INDEPENDENT ROOFING COMPANY (SBPP\*)  
 INDUSTRIAL PROTECTION PRODUCTS (SBPP\*)  
 INDUSTRIAL STEEL & BOIL SERV (SBPP\*)  
 INFRASTRUCTURE LTD (VBE\*)  
 INNO4 LLC (SBPP\*)  
 INQUILINOS BORICUAS EN ACCION (MNPO\*, SBPP\*)  
 INSTITUTE FOR HEALTH AND (WINPO\*)  
 INTEGRATED WILDLIFE 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\*)  
 INTERNATIONAL TRANSLATION COMPANY (M/WBE\*)  
 INTERPRETERS & TRANSLATORS INC (M/WBE\*)  
 INTERPRETERS ASSOCIATES INC (M/WBE\*)  
 INTERSEMINARIAN-PROJECT PLACE (SBPP\*)  
 IRON HORSE STRUCTURES (SBPP\*)  
 IRON TREE SERVICE LLC (SBPP\*)  
 ISLAND HEALTH INC. (SBPP\*)  
 J F GRIFFIN PUBLISHING LLC (SBPP\*)  
 J J WILMOT CORP (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 (MNPO\*)  
 JAMES E LARKIN INC (SBPP\*)  
 JANE DOE INC MASS COALITION (SBPP\*)  
 JBL CONSTRUCTION COMPANY INC (PBE+)  
 JEANNE GEIGER CRISIS CTR INC (WINPO\*)  
 JEFFREY M PERROTTI (SBPP\*)  
 JENNIFER LEIGH VORCE (SBPP\*)  
 JENNIFER TUOMALA (WBE\*, SBPP\*)  
 JERE FULLERTON (SBPP\*)  
 JESSICA CARTER (SBPP\*)  
 JILL KOURAFAS (SBPP\*)  
 JIM MCLAUGHLINS LYNNWAY (SBPP\*)  
 JODI SILVER VIDEOGRAPHY (WBE\*)  
 JOHN ASHFORD LINK HOUSE INC (SBPP\*)  
 JOHN CANTO LANDSCAP & BOBCAT (MBE\*)  
 JOHN F KENNEDY FAMILY SERV CENTER INC (SBPP\*)  
 JOHN F SHEA CO INC (SBPP\*)  
 JOHN F URATO (SBPP\*)  
 JOHN LEONARD EMPLOYMENT SERV INC (WBE\*)  
 JONES & FULLER REPORTING INC (SBPP\*)  
 JORDAN ENTERPRISES (MBE\*, SBPP\*)  
 JS CONTRACTORS INC (SBPP\*)  
 JSSJR ENTERPRISES INC (SBPP\*)  
 JULES CATERING INC (WBE\*)  
 JULIE ALBETSKI (SBPP\*)  
 JUSTICE RESOURCE INSTITUTE INC (WINPO\*)  
 K N E CORPORATION (SBPP\*)  
 KANAAN CONSULTING US INC (SBPP\*)  
 KAREN A FIAOLA (WBE\*)  
 KATHERINE FLAHERTY (SBPP\*)  
 KATHRYN C LUSSIER (SBPP\*)  
 KATIE BROWN EDUCATIONAL PROGRAM (SBPP\*)  
 KATZ YARN SALES INC (SBPP\*)  
 KEANE FIRE & SAFETY EQUIPMENT CO INC (WBE\*)  
 KEATING CONSULTING INC (WBE\*, SBPP\*)  
 KEITH L WALKER (SBPP\*)  
 KENNETH J URATO (SDVOBE\*)  
 KEVILLE ENTERPRISES INC (WBE\*)  
 KEYSTONE CONSULTING GROUP (SBPP\*)  
 KIDDIE KAMPAS INC (WBE\*)  
 KIDS UNLIMITED SERVICES INC (WINPO\*, SBPP\*)  
 KING OPTICAL CO INC (SBPP\*)  
 KITTREDGE EQUIPMENT COMPANY INC (WBE\*)  
 KOBO UTILITY CONSTRUCTION CORP (SBPP\*)  
 KOSMOS CONSTRUCTION INC (SBPP\*)  
 KYRAN RESEARCH ASSOCIATES INC (WBE\*)  
 L & L CONTRACTING INC (WBE\*)  
 L & R SALES INC (SBPP\*)  
 L A L MASONRY CO INC (WBE\*, SBPP\*)  
 L B WHEATON INC (SBPP\*)  
 L P COLLEGE INC (WBE\*)  
 L R FAVREAU SEPTIC SERVICE LLC (WBE\*)  
 LA ALIANZA HISPANA INC (MNPO\*)  
 LABUR LLC (SBPP\*)  
 LAILONNIE J KEENE (WBE\*)  
 LAL CONSTRUCTION CO INC (PBE+)  
 LAMSON ENGINEERING CORP (MBE\*)  
 LANCASTER PACKAGING INC (M/WBE\*)  
 LAND STEWARDSHIP INC (SBPP\*)  
 LANDSCAPEXPRESS INC (SBPP\*)  
 LANE PRINTING CO INC (WBE\*, SBPP\*)  
 LANGUAGE BRIDGE LLC (WBE\*)

LAST CALL MEDIA INC (SBPP\*)  
 LEDGES SCHOOL & RESIDENT INC (SBPP\*)  
 LEERS WEINZAPFEL ASSOCS INC (WBE\*)  
 LEMELIN ENVIRONMENTAL SERVICES INC (WBE\*)  
 LETS GO TECHNOLOGY INC (SBPP\*)  
 LIFE NEEDS CO-OP INC (SBPP\*)  
 LIFT & CARE SYSTEMS INC (SBPP\*)  
 LIFTTRUCK PARTS & SVC II INC (SBPP\*)  
 LIKARR INC (SBPP\*)  
 LIM CONSULTANTS INC (MWBE\*, SBPP\*)  
 LIN ASSOCIATES INC (MBE\*, SBPP\*)  
 LIONHEART FOUNDATION (SBPP\*)  
 LITTLE FOLKS COMMUNITY (SBPP\*)  
 LITTLE PEOPLES COLLEGE INC (WBE\*)  
 LIVING INDEPENDENTLY FOR EQUALITY INC (SBPP\*)  
 LJG ASSOCIATES INC (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\*)  
 LYNN COMMUNITY HEALTH INC (MW/NPO\*)  
 LYNN SHELTER ASSOCIATION INC (SBPP\*)  
 M & M CONTRACT CLEANING INC (MBE\*, SBPP\*)  
 M & R CONSULTANTS CORPORATION (MBE\*)  
 M E O'BRIEN & SONS INC (WBE\*)  
 M O L F E INC (WINPO\*)  
 MABBETT & ASSOCIATES INC (SDVOBE\*)  
 MACKAY CONST SERVICES INC (SBPP\*)  
 MAGUIRE ASSOCIATES INC (SBPP\*)  
 MANET COMMUNITY HEALTH CENTER (WINPO\*)  
 MANSFIELD PAPER CO INC (VBE\*)  
 MARC KERBLE (SBPP\*)  
 MARGARET FULLER (SBPP\*)  
 MARIANNE F O'CONNOR (SBPP\*)  
 MARKET MENTORS LLC (WBE\*)  
 MARKET STREET RESEARCH INC (WBE\*, SBPP\*)  
 MARKETING DOCTOR INC (WBE\*, SBPP\*)  
 MARKINGS INC (WBE\*, SBPP\*)  
 MARTHA'S VINEYARD CENTER FOR LIVING (SBPP\*)  
 MARY C CAPKANIS (WBE\*, SBPP\*)  
 MARY JO SCHWIE LOUGHRAN (SBPP\*)  
 MARYANN THOMPSON (WBE\*)  
 MASS ASSOC OF HEALTH BOARDSINC (SBPP\*)  
 MASS COALITION PREVENTION MEDICAL ERRORS (SBPP\*)  
 MASS CRANE & HOIST SERVICE INC (SBPP\*)  
 MASS MENTORING PARTNERSHIP (SBPP\*)  
 MASS PIPELINE SERVICES INC. (WBE\*)  
 MASS TANK INSPECTIONS SERVICES LLC (SDVOBE\*)  
 MASSACHUSETTS ASSOCIATION OF (SBPP\*)  
 MASSACHUSETTS COASTAL RAILROAD, LLC (SBPP\*)  
 MASSACHUSETTS COUNCIL ON COMPU (SBPP\*)  
 MASSACHUSETTS EHEALTH COLLABORATIVE, INC (SBPP\*)  
 MASSACHUSETTS HEALTH OFFICERS (SBPP\*)  
 MASSACHUSETTS INTERSCHOLASTIC (SBPP\*)  
 MASSACHUSETTS PUBLIC HEALTH (SBPP\*)  
 MASSACHUSETTS WOODLANDS INSTITUTE (SBPP\*)  
 MATTAPAN COMMUNITY (MNPO\*)  
 MCCALL & ALMY, INC. (SBPP\*)  
 MCDERMOTT-PALLOTTA INC (SBPP\*)  
 MCGRORY EQUIPMENT CORP (WBE\*)  
 MD STETSON COMPANY INC (WBE\*)  
 MEDEX HEALTH CARE INC (MWBE\*)  
 MEDICAL RESOURCES GROUP, LLC (SBPP\*)  
 MEDUVI LLC (MWBE\*, SBPP\*)  
 MENTAL HEALTH ASSOCIATION INC (WINPO\*)  
 MERRILL C TRUE JR (SBPP\*)  
 MERRIMACK VALLEY TRAUMA SRVCS INC (WBE\*)  
 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 P DAVIDS (MBE\*)  
 MICHAEL R JOHNSON (SBPP\*)  
 MICROTEK INC (WINPO\*)  
 MIDTOWN HOME HEALTH SERVICE (MWBE\*)

MILHENCH INC (WBE\*)  
 MILL CITY ENVIRONMENTAL CORP (MBE\*)  
 MILLENNIUM PRINTING CORP (WBE\*)  
 MINI WAREHOUSING INC (SBPP\*)  
 MINUTEMAN PEST CONTROL CO INC (SBPP\*)  
 MINUTEMAN TRUCKS INC (MBE\*)  
 MJ HENRY & ASSOCIATES, INC (SBPP\*)  
 MJS CONSTRUCTION INC (SBPP\*)  
 ML SCHMITT INC (SBPP\*)  
 MNJ TECHNOLOGIES DIRECT INC (WBE\*)  
 MONAGHAN PRINTING INC (WBE\*)  
 MONAHAN'S MARINE INC (SBPP\*)  
 MOSS ELECTRICAL SERVICE INC (SBPP\*)  
 MT SERVICES LLC (MWBE\*)  
 MULTICULTURAL WELLNESS CTR (MW/NPO\*)  
 MULTITEMP MECHANICAL CORP. (SBPP\*)  
 MURPHY SPECIALTY INC (SBPP\*)  
 MY MARKETING SOLUTIONS INC (WBE\*)  
 MYRNA S GREENFIELD (SBPP\*)  
 MYSTIC LEARNING CENTER INC (SBPP\*)  
 NABS BINDERY SERVICE INC (SBPP\*)  
 NANCY RAMER (SBPP\*)  
 NATIONAL OFFICE SYSTEMS NEW ENGLAND INC (SBPP\*)  
 NATIONAL VAN BUILDERS INC (SBPP\*)  
 NATIONAL VIDEO REPORTERS 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 (WINPO\*)  
 NEW ENGLAND AFTERCARE (SBPP\*)  
 NEW ENGLAND DOOR CLOSER INC (SBPP\*)  
 NEW ENGLAND FARM WORKERS (MNPO\*)  
 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 HOPE INC (WINPO\*)  
 NEW NORTH CITIZENS COUNCIL (MNPO\*)  
 NEW ORLEANS TELEPORT INC (MWBE\*)  
 NEWROADS ENVIRONMENTAL SERVICES LLC (SBPP\*)  
 NIEMEC MARINE INC (SBPP\*)  
 NITSCH ENGINEERING, INC (WBE\*)  
 NOBIS ENGINEERING INC (MBE\*)  
 NORFOLK POWER EQUIPMENT INC (WBE\*)  
 NORRAPRO LLC (SBPP\*)  
 NORTH ADAMS TOWER COMPANY INC (SBPP\*)  
 NORTH CHARLES MENTAL HEALTH (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 (WINPO\*)  
 NORTHEAST DOCUMENT CONSERVATION CENTER (SBPP\*)  
 NORTHEAST ENVIRONMENTAL LABORAT (WBE\*, SBPP\*)  
 NORTHEAST FOREST & FIRE MGMT (SBPP\*, VBE\*)  
 NORTHEAST TRAFFIC CONTROL (SBPP\*)  
 NORTHEAST WASTE MANAGEMENT (SBPP\*)  
 NORTHERN BERKSHIRE COMMUNITY (SBPP\*)  
 NORTHERN LIGHT PRODUCTIONS (SBPP\*)  
 NORTHSTAR LEARNING CENTERS INC (MNPO\*, SBPP\*)  
 NOVA SHEEN CORPORATION (MBE\*)  
 NOVER-ARMSTRONG ASSOCIATES INC (WBE\*)  
 NOW BUSINESS INTELLIGENCE INC (SBPP\*)  
 NU-CHECKER INC (MWBE\*)  
 NWI INVESTIGATIVE GROUP INC (SBPP\*)  
 OAKDALE FOUNDATION INC (WINPO\*)  
 OCCUHEALTH INC (SBPP\*)  
 OCCUPATIONAL REHAB GROUP (SBPP\*)  
 OCEAN STATE SIGNAL CO (WBE\*)  
 OCONNELL FIRE PROTECTION INC (SBPP\*)  
 OCONNOR REAL ESTATE ASSOCS INC (SBPP\*)  
 OCONNORS AWARDS UNLIMITED INC (SBPP\*)  
 OFFICE SOLUTIONS PLUS LLC (WBE\*, SBPP\*)  
 OHRENBERGER COMMUNITY SCHOOL COUNCIL INC (SBPP\*)  
 OHS TRAINING & CONSULTING INC (WBE\*, SBPP\*)

ON THE RISE INC (SBPP\*)  
 ONE LIFE AT A TIME, INC. (WINPO\*)  
 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\*)  
 PAMELA BORGES DOSSANTOS (WBE\*)  
 PARALLAX CONSULTING LLC (SBPP\*)  
 PARTNERS FOR HEALTHIER COMMUNITY INC (SBPP\*)  
 PARTNERS INTERPRETING (SBPP\*)  
 PATHWAYS FOR CHANGE, INC (WINPO\*, SBPP\*)  
 PATHWAYS FOR CHILDREN INC (WINPO\*)  
 PATIENT CENTERED MEDICAL CARE INC (MWBE\*)  
 PATRIOT PLUMBING & HEATING, INC. (SBPP\*)  
 PC SURVIVORS OF MASS LLC (WBE\*, SBPP\*)  
 PEABODY PROPERTIES INC (WBE\*)  
 PEARSON HARDWARE & SUPPLY INC (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\*)  
 PINNACLE ADVISORY GROUP (WBE\*)  
 PIONEER LANDSCAPES INC (SBPP\*)  
 PIONEER VALLEY DOOR COMPANY (SBPP\*)  
 PIONEER VALLEY EYE ASSOC P C (SBPP\*)  
 PITTSFIELD LAWN & TRACTOR INC (SBPP\*)  
 PJ SYSTEMS INCORPORATED (MBE\*)  
 PLASTIC CARD SYSTEMS INC (WBE\*, SBPP\*)  
 PMA CONSULTANTS LLC (MBE\*)  
 PODGURSKI CORPORATION (SBPP\*)  
 POLARIS HEALTHCARE SRVS INC (SBPP\*)  
 POSITIVE ACTION AGAINST (WINPO\*, SBPP\*)  
 POWDER HORN PRESS INC (WBE\*, SBPP\*)  
 POWER WASHING SALES, LLC (SBPP\*)  
 PRECISE PAVING INC. (SBPP\*)  
 PRECISION FITNESS EQUIPMENT INC (SBPP\*)  
 PRIME AE GROUP INC (MBE\*)  
 PRO SOUND SERVICE INC (SBPP\*)  
 PROAV SYSTEMS INC (MWBE\*)  
 PROJECT ADVENTURE INC (SBPP\*)  
 PROJECT RIGHT INC (SBPP\*)  
 PROSCIENCE ANALYTICAL SVCS INC (SBPP\*)  
 PRUDENTIAL DOOR & WINDOW CO (WBE\*)  
 PUMP COAT INC (WBE\*, SBPP\*)  
 QUABBIN MEDIATION INC (WINPO\*, SBPP\*)  
 QUILITY CLEANERS (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\*)  
 RAAB ASSOCIATES LTD (SBPP\*)  
 RAINBOW CHILD (SBPP\*)  
 RAMCO SURVEY STAKES INC (WBE\*)  
 RANSFORD ENVIRONMENTAL SOLUTIONS INC (WBE\*)  
 RAPID FLOW INC (SBPP\*)  
 RAPPORT INTERNATIONAL LLC (WBE\*, SBPP\*)  
 RAW MATERIAL RECOVERY CORPORATION (SBPP\*)  
 RAY HALUCH INC (WBE\*, SBPP\*)  
 RAZZ-M-TAZZ PROMOTIONS LLC (WBE\*)  
 REACH INC (SBPP\*)  
 READY 2 RUN GRAPHICS & SIGNS INC (SBPP\*, SDVOBE\*)  
 REBECCA D EDMONDSON (SBPP\*)  
 RECOVERY HOMES COLLABORATIVE INC (SBPP\*)  
 REFUGEE & IMMIGRANT ASSIST. CENTER (SBPP\*)  
 REGINA VILLA ASSOCIATES INC (WBE\*, SBPP\*)  
 REHABILITATION AND HEALTH (WINPO\*)  
 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 (MWBE\*)  
 RESTORATION PROJECT INC (WINPO\*, SBPP\*)  
 RICHCO PRODUCTS INC (SBPP\*)  
 RIVERBROOK RESIDENCE INC (WINPO\*)  
 RJ NARDONE CONSTRUCTION INC (WBE\*, SBPP\*)  
 ROAD-WAY MAINTENANCE SERVICES INC (WBE\*)  
 ROBBINS CHILDREN'S PROGRAMS, INC. (SBPP\*)  
 ROBERT FERNANDES (MBE\*)  
 ROBERT T MERCERS SEA & SKI INC (SBPP\*)  
 ROBERT W CARTER (SBPP\*)  
 ROBERTO F FELIZ (SBPP\*)  
 ROGERS AUTO RADIATOR INC (SBPP\*)  
 ROLLAS MOTOR PARTS INC (SBPP\*)  
 ROXBURY YOUTHWORKS INC (MNPO\*)  
 RTD LOGISTICS LLC (MBE\*, SBPP\*)  
 RUSTIC FIRE PROTECTION INC (SBPP\*)  
 RUTH SHEETS WILSON (WBE\*, SBPP\*)  
 SAAM ARCHITECTURE LLC (WBE\*, SBPP\*)  
 SAHASRA TECHNOLOGIES CORP (MWBE\*)  
 SALEM COMMUNITY CHILD CARE INC (MW/NPO\*)  
 SALS CUSTOM DRY CLEANING INC (SBPP\*)  
 SANDWICH SHIP SUPPLY (SBPP\*)  
 SAVE THAT STUFF INC (SBPP\*)  
 SCOPE MEDICAL LLC (WBE\*, SBPP\*)  
 SCORE4MORE, INC (SBPP\*)  
 SCOTT D BURNS (SBPP\*)  
 SCREENING FOR MENTAL HEALTH INC (SBPP\*)  
 SCS BUILDING MAINTENANCE, INC. (MBE\*, SBPP\*)  
 SDG AUTO BODY INC (SBPP\*)  
 SDG DIRECT LTD (WBE\*)  
 SECOND STEP INC (WINPO\*, SBPP\*)  
 SELBERT PERKINS DESIGN (SBPP\*)  
 SELF ESTEEM BOSTON EDUC INS IN (WINPO\*, SBPP\*)  
 SENIOR CARE INC (SBPP\*)  
 SERAPHIC SPRINGS HEALTH CARE (MWBE\*, SBPP\*)  
 SERVICEMASTER SOUTH SHORE INC (VBE\*)  
 SERVICENET INC (WINPO\*)  
 SERV-U STORES OF WESTERN MASS (SBPP\*)  
 SGT WM CARNEY ACADEMY AFTER (MNPO\*)  
 SHADLEY ASSOCIATES PC (WBE\*, SBPP\*)  
 SHAFIIS INC (WBE\*)  
 SHAHEEN & ASSOCIATES INC (WBE\*)  
 SHANAHAN SOUND & ELECTRONICS, INC (WBE\*)  
 SHARV TOOL COMPANY INC (SBPP\*)  
 SHEKAR & ASSOCIATES INC (MBE\*)  
 SHEPLEY BULFINCH RICHARDSON & ABBOTT INC (WBE\*)  
 SHEREE L ESTES (SBPP\*)  
 SHI INTERNATIONAL CORP (MWBE\*)  
 SHRED KING CORPORATION (WBE\*)  
 SIGN DESIGN INC (WBE\*)  
 SIRUM EQUIPMENT CO INC (SBPP\*)  
 SJ MEDSAV SOLUTIONS LLC (SDVOBE\*)  
 SOJOURNER HOUSE INC (SBPP\*)  
 SOLOMON MCCOWN & COMPANY, INC. (WBE\*, SBPP\*)  
 SOMERVILLE HOMELESS COALITION (SBPP\*)  
 SOUTH COASTAL COUNTIES LEGAL SRVCS INC (SBPP\*)  
 SOUTH COVE COMMUNITY HEALTH CENTER (MNPO\*)  
 SOUTH SHORE DIVERS INC (SBPP\*)  
 SOUTH SHORE GENERATOR (WBE\*)  
 SOUTH SHORE RECOVERY HOME, INC. (SBPP\*)  
 SOUTH SHORE SUPPORT SERV INC (WINPO\*)  
 SOUTH SIDE SALES & SERVICE INC (SBPP\*)  
 SOUTHERN WORCESTER COUNTY (WINPO\*)  
 SOVEREIGN CONSULTING INC (MBE\*)  
 SPALDING TOUGIAS ARCHITECTS (WBE\*, SBPP\*)  
 SPANISH AMERICAN CENTER INC (MW/NPO\*, SBPP\*)  
 SPINELLI RAVIOLI MFG CO INC (SBPP\*)  
 SPRINGFIELD DAY NURSERY CORP (WINPO\*)  
 SPRINGFIELD PARTNERS FOR (MNPO\*)  
 SPRUCE TECHNOLOGY INC (MBE\*)  
 SQUASH AUTOMOTIVECORPORATION (SBPP\*)  
 SRCPI, INC. (WBE\*)  
 STANDARD MODERN CO INC (WBE\*)  
 STANLEY STREET TREATMENT & RESOURCES INC (WINPO\*)

STAR BUILDING SERVICES INC (M/WBE\*, SBPP\*)  
STATEMENT OUTSOURCING LLC (WBE\*, SBPP\*)  
STEERE ENGINEERING INC (WBE\*)  
STELLAR CORP (MBE\*, SBPP\*)  
STERLING BUSINESS PRODUCTS INC (MBE\*, SBPP\*)  
STEVE'S SHOP, INC. (SBPP\*)  
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\*)  
STUTMAN CONTRACTING INC (SBPP\*)  
SULLIVAN & COGLIANO DESIGNERS (SBPP\*)  
SUMCO ECO-CONTRACTING LLC (SBPP\*)  
SUNRISE PROSTHETICS & ORTHOTICS INC (WBE\*)  
SUPPORTIVE CARE INC (M/WBE\*)  
SUZUKI OF WESTERN MA INC (SBPP\*)  
SWBAILEY CONSULTING LLC (WBE\*)  
SWISSBAKERS (SBPP\*)  
SYNAPSE ENERGY ECONOMICS INC (SBPP\*)  
T & M LANDSCAPE INC (WBE\*)  
TALVY FLORIST OF ASHLAND INC (SBPP\*)  
TAPESTRY HEALTH SYSTEMS INC (W/NPO\*)  
TAYLOR & BURNS INC (WBE\*)  
TAYLOR & LLOYD INC (WBE\*)  
TAYLOR DAVIS LANDSCAPE CO (WBE\*, SBPP\*)  
TBM CONSULTING LLC (M/WBE\*)  
TECEDGE, LLC (WBE\*, SBPP\*)  
TECHGLOBAL INC (M/WBE\*)  
TETREAULT & SON FOREST MANAGEMENT, INC (SBPP\*)  
THE 45 CONSTRUCTION CO INC (WBE\*)  
THE ACORN GROUP INC (WBE\*)  
THE ADDICTION TREATMENT OF NE (SBPP\*)  
THE ARC OF CAPE COD INC (SBPP\*)  
THE BLACKSTONE HEADWATERS COALITION (SBPP\*)  
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 (W/NPO\*)  
THE FOOD BANK OF WESTERN (SBPP\*)  
THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP\*)  
THE LATINO HLTH INSURANCE PROGRAM, INC (M/W/NPO\*, SBPP\*)  
THE MAVERICK GROUP INC (MBE\*, SBPP\*)  
THE NORTHEAST INDEPENDENT (SBPP\*)  
THE RESOURCE CONNECTION INC (WBE\*)  
THE SALVATION ARMY (SBPP\*)  
THE TRAINING ASSOCIATES CORPORATION (WBE\*)  
THE TRANSFORMATION CENTER INC (SBPP\*)  
THIRD SECTOR NEW ENGLAND, INC. (W/NPO\*)  
THOMAS A SHANNON (SBPP\*)  
THOMAS P. RYLAND CO, INC. (SBPP\*)  
THOMPSON WATERPROOFING INC (WBE\*)  
THREE LANTERN MARINE AND FISHING CO. INC (SBPP\*)  
TOMMYS TAXI INC (SBPP\*)  
TOOL & EQUIPMENT CONNECTION INC (SBPP\*)  
TOOLE DESIGN GROUP LLC (WBE\*)  
TOPAZ ENGINEERINGSUPPLY INC (SBPP\*)  
TR ADVISORS LLC (SBPP\*)  
TRACKER SYSTEMS INC (SBPP\*)  
TRACY SHEEHAN (SBPP\*)  
TRAFINFO COMMUNICATIONS INC (MBE\*, SBPP\*)  
TRANSACTION ASSOCIATES INC (WBE\*)  
TRANSFLUENCI LLC (M/WBE\*)  
TRANSITION HOUSE INC (M/W/NPO\*, SBPP\*)  
TRANSITIONS CENTERS INC (SBPP\*)  
TRIPPIS UNIFORMS INC (SBPP\*)  
TRIVEDI ADVANCED TECHNOLOGIES LLC (SBPP\*)  
TROY R BROWN (SBPP\*)  
TUCK'S TRUCKS, INC (SBPP\*)  
TULLY CONSTRUCTION CORP (SBPP\*)  
TURF TECHNOLOGIES INC (SBPP\*)  
TURNER STEEL CO INC (SBPP\*)

TYBURSKI APPRAISAL & CONSULTANT SERVS (SBPP\*)  
UEL CONTRACTORS INC (WBE\*)  
UNITED CEREBRAL PALSY (SBPP\*)  
UNITED ELEVATOR COMPANY, INC. (WBE\*, SBPP\*)  
UNITED HOUSING MANAGEMENT LLC (MBE\*)  
UPHAMS CORNER COMMUNITY CENTER (SBPP\*)  
URBAN EDGE HOUSING CORP (M/NPO\*, SBPP\*)  
URBAN LEAGUE OF EASTERN MA (SBPP\*)  
US BEDDING INC (MBE\*)  
USA COURIERS INC (WBE\*, SBPP\*)  
USA MARINE INC (SBPP\*)  
USNE, INC (SBPP\*)  
UTEC, INC. (SBPP\*)  
VALLEY GREEN SHREDDING LLC (VBE\*)  
VALLEY WELDING & EQUIPMT INC (SBPP\*)  
VALUING OUR CHILDREN INC (W/NPO\*)  
VARANDAS & SONS CONSTRUCTION INC (PBE+)  
VAV INTERNATIONAL INC (MBE\*)  
VENILIA GARDENS INC (M/NPO\*)  
VENTURA GRAIN CO INC (SBPP\*)  
VENTURE COMMUNITY SERVICES, INC (W/NPO\*)  
VETERANS BUSINESS SUPPLY, INC. (SDVOBE\*)  
VETERANS DEVELOPMENT CORPORATION (SBPP\*, SDVOBE\*)  
VETERANS NORTHEAST OUTREACH (SBPP\*)  
VICTOR A LEWIS (SBPP\*)  
VICTORY HUMAN SERVICES INC (M/NPO\*)  
VISI FLASH RENTALS EASTERN INC (SBPP\*)  
VIVA CONSULTING LLC (WBE\*)  
VLINK INC (MBE\*)  
VOLTREK, LLC (WBE\*)  
W.S. ANDERSON INC (MBE\*)  
WAKEFIELD MOVING AND STORAGE (SBPP\*)  
WAREHAM FORD INC (SBPP\*)  
WAYPOINT ADVENTURE INC (SBPP\*)  
WEBJECT SYSTEMS INC (MBE\*)  
WEBSTER SQUARE DAY CARE (SBPP\*)  
WELDERS SUPP OF WORCESTER INC (SBPP\*)

WELLSPRING FARM LLC (WBE\*)  
WESCOR PARKING CONTROLS INC (WBE\*, SBPP\*)  
WEST END DAY NURSERY OF NEW (M/NPO\*, SBPP\*)  
WESTERN MASSACHUSETTS TRAINING (W/NPO\*)  
WESTNET INC (MBE\*)  
WESTON & SAMPSON CMR, INC. (SBPP\*)  
WHITE BRIDGE SOLUTIONS LLC (SBPP\*)  
WHITTIER STREET HEALTH CTR COMMITTEE INC (M/NPO\*)  
WILKEM SCIENTIFIC LTD (WBE\*)  
WILLIAMS ELECTRIC LLC (WBE\*)  
WILLIAMSON ELECTRICAL COMPANY, INC. (SBPP\*)  
WINDWALKER GROUP LLC (MBE\*)  
WINTERGREEN KENNELS LTD (SBPP\*)  
WOLPERT DISPOSAL INC (SBPP\*)  
WOMANSHELTER COMPANERAS INC (W/NPO\*, SBPP\*)  
WOODS HOLE GROUP INC (SBPP\*)  
WORAD INC (SBPP\*)  
WORCESTER COMPREHENSIVE ED & CARE INC (SBPP\*)  
WORCESTER ELEVATOR CO INC (SBPP\*)  
WORK OPPORTUNITY CENTER INC (SBPP\*)  
WORKPLACE ESSENTIALS INC (WBE\*)  
WORKPLACE RESOURCE LTD (WBE\*, SBPP\*)  
WORLDTech ENGINEERING LLC (SBPP\*)  
WRAPAROUND FAMILY SERVICES INC. (SBPP\*)  
WSI MANUFACTURING INC (SBPP\*)  
XFACIT INC (MBE\*)  
XL HYBRIDS, INC. (SBPP\*)  
YOUNG WOMEN'S CHRIST ASSOC LOWELL (SBPP\*)  
YOUNG WOMEN'S CHRISTIAN ASSOC (W/NPO\*)  
YOUTHBUILD BOSTON INC (M/NPO\*, SBPP\*)  
YWCA CENTRAL MA INC (W/NPO\*)  
YWCA NORTHEASTERN MASSACHUSETTTS, INC. (W/NPO\*)  
YWCA OF SOUTHEASTERN MASSACHUSETTS (W/NPO\*)  
YWCA OF WESTERN MASS (W/NPO\*)  
ZELUS CONSULTING GROUP LLC (WBE\*)

## 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)  
110 TECHNOLOGY, LLC (M/WBE)  
3IVE, LLC (MBE)  
A & M BUSINESS SOLUTIONS, LLC (M/WBE, VBE)  
A I ENGINEERS, INC. (MBE#)  
A J LETOURNEAU, INC. (WBE)  
A MARTINS & SON CONSTRUCTION, INC. (PBE+)  
A&E ENVIRONMENTAL, INC. (WBE)  
A. PEREIRA CONSTRUCTION COMPANY, INC. (PBE+)  
A.R. BELLI, INC. (WBE)  
A.R. PLANTE LAND CLEARING & EXCAVATION, LLC (WBE)  
AAA OSHA TRAINING AND SAFETY CONSULTANTS, INC. (WBE)  
ABACUS GROUP, INC. (WBE)  
ABC HOME & HEALTHCARE PROFESSIONALS, INC. (WBE)  
ABC SOILS, INC. (WBE)  
ABC SPECIALTEES (WBE)  
ABIDE, INC. (WBE)  
ABLE ASSOCIATES, INC. (WBE)  
ABRIDGE INFO SYSTEMS, INC. (MBE)  
ABSOLUTE RENEWABLE ENERGY, LLC (WBE)  
ABSOLUTE RESOURCE ASSOCIATES, LLC (WBE)  
ACADA COMMUNICATIONS, LLC (WBE)  
ACCENT BANNER, LLC (WBE)

ACCOUNTAIDES, INC. (WBE)  
ACCOUNTING SOLUTIONS CONSULTING, INC. D/B/A: ASC PARTNERS (WBE)  
ACCU-CLEAN, INC. (WBE)  
ACE MEDICAL SERVICES, INC. (MBE)  
ACM GROUP, INC. D/B/A: ATLANTIC-ACM (WBE)  
ACME ABATEMENT CONTRACTOR, INC. (MBE)  
ACORN RECORDING SOLUTIONS, INC. (WBE)  
ACP FACILITY SERVICES, INC. (MBE)  
ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD) (M/NPO)  
ACTION STEEL, LLC (WBE)  
AD CONTRACTING SERVICES CORP (MBE)  
ADAM GRAPHIC CORPORATION (WBE)  
ADAMS PLUMBING & HEATING, INC. (WBE)  
ADAMSON INDUSTRIES CORP. (WBE)  
ADCOTRON EMS, INC. (MBE)  
ADF CLEANING SERVICES (WBE)  
ADONAI SPRING WATER, INC. (M/WBE)  
ADROIT MEDICAL SYSTEMS, INC. (VBE)  
ADROIT SOFTWARE, INC. (MBE)  
ADVANCE AIR & HEAT CO., INC. (WBE)  
ADVANCED DETAIL CLEANING SERVICE, INC. (MBE)

ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS (M/WBE)  
ADVERTISING PRODUCTS CORPORATION (WBE)  
AFFORDABLE CONSTRUCTION, INC. (MBE)  
AHC ALLIED HEALTHCARE OF NEW ENGLAND, INC. (WBE)  
AHEARN EQUIPMENT, INC. (WBE)  
AJE FINANCIAL CORP. D/B/A: AJE FINANCIAL SERVICES (WBE)  
AKAL ENGINEERING, INC. (MBE)  
ALAN R. WILLIAMS D/B/A: SYNCOM (MBE)  
ALARES CONSTRUCTION, INC. (SDVOBE#)  
ALBANESE BROTHERS, INC. (WBE)  
ALGAR CONSTRUCTION CORPORATION (PBE+)  
ALISON DOWD MARKETING, INC. (WBE)  
ALL CITY GLASS & MIRROR CO., INC. (WBE\*)  
ALL STAR STAFFING, LLC (WBE)  
ALL STATE WASTE, INC. (WBE)  
ALL TIME SERVICE, INC. (MBE)  
ALLES CONSULTING, INC. D/B/A: Z-TECH (MBE)  
ALLIANCE DETECTIVE & SECURITY SERVICE, INC. (WBE)  
ALLIANCE PRINT GROUP, INC. (WBE)  
ALLIED BUILDING SERVICES (M/WBE\*)  
ALPHA OFFICE SUPPLIES, INC. (MBE)  
AMD A ENTERPRISES, INC. D/B/A: NEPM (WBE)

AMERICA ONE TECHNOLOGIES, INC. (MBE)  
AMERICAN ELECTRICAL CONSTRUCTION, INC. (WBE)  
AMERICAN ENVIRONMENTAL, INC. (MBE)  
AMERICAN MOVING & INSTALLATION, INC. (WBE)  
AMERICAN TELE-CONNECT SERVICES, INC. (WBE)  
AMERICAN TRANSLATION PARTNERS, INC. (M/WBE)  
AMRO ENVIRONMENTAL LABS CORP. (WBE)  
AMTEC SALES, INC. (VBE)  
AMY D CONNER D/B/A: PREMIUMS 'R US (WBE)  
AMY KVISTAD DESIGN (WBE)  
ANALYTICAL EVALUATION CONSULTANTS, LLC (WBE, SDVOBE)  
ANDELLA IRON, INC. (MBE)  
ANDERSON CLEANING, INC. (WBE)  
ANDREW ASSOCIATES, INC. (WBE)  
ANDY RAMOS ELECTRIC, LLC (MBE, SDVOBE)  
ANGELINI PLASTERING, INC. (WBE)  
ANNESE ELECTRICAL SERVICES, INC. (WBE)  
APEX HEALTHCARE SERVICES, INC. (WBE)  
APPLE HOMECARE ASSOCIATES, INC. (WBE\*)  
APPLIED FAB & MACHINING, INC. (SDVOBE)  
APPLIED INSULATION CONCEPTS, LLC (WBE)  
AQUENT, LLC (MBE)  
ARCHAEOLOGICAL AND HISTORICAL SERVICES, INC. (WBE#)

ARCHIPELAGO STRATEGIES GROUP, INC. D/B/A: ASG (M/WBE, LGBTBE)  
 ARCHITECTURAL ENGINEERS, INC. (WBE)  
 ARCHITECTURAL PRODUCTS, INC. (WBE)  
 ARGUS COMMUNICATIONS, INC. (MBE#)  
 ARMANDS CARPET & LINOLEUM CO., INC. (WBE)  
 ART ENGINEERING CORPORATION (MBE)  
 ARTEMIS PAINTING, LLC (WBE)  
 ARVEST PRESS, INC. (WBE)  
 ASA ENVIRONMENTAL PRODUCTS, INC. (WBE, PBE)  
 ASIAN AMERICAN CIVIC ASSOCIATION, INC. (M/NPO)  
 ASIAN COMMUNITY DEVELOPMENT CORPORATION (M/NPO)  
 ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE (M/WNPO)  
 ASSOCIATED ALARM SYSTEMS, INC. (WBE)  
 ASSOCIATED CAREER NETWORK, LLC (WBE)  
 ASSURE ESERVICES, INC. (MBE)  
 ASSURED BUILDING CLEANING CO., INC. (WBE)  
 ATKINSON-WHITWORTH CORPORATION D/B/A: JET-A-WAY (M/WBE)  
 ATLANTIC BRIDGE & ENGINEERING, INC. (WBE)  
 ATLANTIC CONSTRUCTION & MANAGEMENT, INC. (MBE)  
 ATLAS TRAVEL & TECHNOLOGY GROUP, INC. (WBE)  
 ATTENTIVE HOME CARE, INC. (M/WBE)  
 AULSON COMPANY, INC. (THE) (SDVOBE)  
 AUTOMATED BUSINESS CONTROLS (WBE)  
 AVCO CONSULTING, INC. (MBE)  
 AVID IRONWORKS, INC. (WBE)  
 AVIK CONSTRUCTION COMPANY, LLC (WBE)  
 AXION COMPANY, LLC, THE (MBE)  
 AYALA EXCAVATING AND TRUCKING, LLC (MBE)  
 AZTEC TECHNOLOGIES, INC. (MBE#)  
 B&G SERVICES, INC. D/B/A: 1-800-GOT-JUNK? (WBE)  
 B+AC, LLC (MBE)  
 BACK BAY CONCRETE, CORP. (WBE)  
 BANNER ENVIRONMENTAL SERVICES, INC. (WBE)  
 BARTON'S ANGELS, INC. (WBE)  
 BASELINE SUPPLY, LLC (WBE)  
 BASIL TREE INC., THE (WBE)  
 BATALLAS ELECTRIC, INC. (MBE)  
 BAY COLONY GROUP, INC. (VBE#)  
 BAY STATE ENVELOPE, INC. (WBE)  
 BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE OF BOSTON (WBE)  
 BAY STATE WATER WORKS SUPPLY, INC. (WBE)  
 BAYSIDE MEDICAL SUPPLY CO., INC. (SDVOBE, MBE)  
 BAYTECH SERVICES, INC. (MBE)  
 BBCG, LLC D/B/A: VANTAGE GRAPHICS (MBE)  
 BBE CORPORATION (WBE)  
 BE SAFER AT HOME, INC. (WBE)  
 BEACON LIGHT & SUPPLY, CO., THE (MBE)  
 BEALS & SONS, INC. (WBE)  
 BEAVERBROOK STEP, INC. (W/NPO)  
 BEHAVIORAL HEALTH INDUSTRY NEWS, INC. D/B/A: OPEN MINDS (WBE)  
 BENCHMARK OFFICE SYSTEMS, INC. (WBE)  
 BERKSHIRE AREA HEALTH EDUCATION CENTER, INC. (W/NPO)  
 BERKSHIRE CONCRETE CUTTING, LLC (WBE)  
 BERKSHIRE ENVIRONMENTAL CONSULTANTS, INC. (WBE)  
 BERKSHIRE INDUSTRIAL SERVICES, LLC (WBE)  
 BERKSHIRE RESOURCES FOR INTEGRATION OF DIVERSE GROUPS AND EDUCATION, INC. (M/WNPO)  
 BERNICE F. LORD, CPA (WBE)  
 BETTS GROUP, INC. (MBE)  
 BETTIS PLUMBING & HEATING SUPPLY, INC. (WBE)  
 BIG GAME OUTFITTERS, INC. (WBE)  
 BIGELOW NURSERIES, INC. (WBE)  
 BIMSHA CORPORATION (MBE)  
 BLEST CONSULTING, INC. (MBE)  
 BLUEBIRD TAXI, INC. (MBE)  
 BOGGS PROPERTIES, LLC (MBE)  
 BOSTON BRIDGE SERVICES, INC. (WBE)  
 BOSTON INDIA HOLDINGS, INC. D/B/A: TALENTBURST, INC. (MBE)  
 BRAND-NU JANITORIAL SERVICE (WBE\*)  
 BRAVA ELECTRIC & TELECOM, INC. (MBE)  
 BRENNAN CONSULTING, INC. (WBE#)  
 BRICKLOGIX, INC. (MBE)  
 BRIGHAM INDUSTRIES, INC. (WBE\*)  
 BRIGHT CLEANING SERVICES, INC. (M/WBE)  
 BRING CARE HOME, INC. (WBE)  
 BROADSIDE BOOKSHOP, INC. (WBE)

BROCKTON AREA MULTI SERVICES, INC. (M/NPO)  
 BROCO OIL, INC. (SDVOBE)  
 BROWN, RICHARDSON & ROWE, INC. (WBE)  
 BRYANT ASSOCIATES, INC. (MBE)  
 BRYANT WILLIAMS PAINTING COMPANY (MBE)  
 BULLDOG, INC. (WBE)  
 BUYER ADVERTISING, INC. (WBE)  
 BYTESTREAM SOFTWARE TECHNOLOGIES, INC. (MBE)  
 C & A CONSTRUCTION COMPANY, INC. (PBE+)  
 C & C CONSULTING ENGINEERS, LLC (MBE)  
 C & S GROUP, INC. D/B/A: CAROL'S LIGHTING & SUPPLY COMPANY (M/WBE)  
 C T S SERVICES, INC. (WBE)  
 C&C JANITORIAL SUPPLIES, INC. (WBE, PBE\*)  
 C. R. LEVESQUE TRUCKING CORP. (WBE)  
 C.E. COMMUNICATION SERVICES, INC. (WBE)  
 C.F. MEDICAL, INC. (WBE)  
 C.M. CLEANING COMPANY, INC. (WBE)  
 C.S. ALLISON CO., INC. (MBE)  
 CALENDAR PRESS, INC. (WBE)  
 CAM OFFICE SERVICES, INC. (M/WBE)  
 CAMBRIDGE COMPUTER SERVICES, INC. D/B/A: FOURTH HAT ASSOCIATES, CCS, CAMBRIDGE COMPUTER (WBE)  
 CAMBRIDGE ECONOMIC OPPORTUNITY COMMITTEE, INC. (M/NPO)  
 CAPACCIO ENVIRONMENTAL ENGINEERING, INC. (WBE)  
 CAPEWAY ROOFING SYSTEMS, INC. (PBE+)  
 CARDUCCI DESIGN GROUP, INC. (WBE)  
 CARE LINE INDUSTRIES, INC. (VBE)  
 CARIBBEAN FOUNDATION OF BOSTON, INC., THE (M/NPO)  
 CARL-LOUIS & CO., INC. (MBE)  
 CARMEL MOVERS, INC. (WBE)  
 CAROL A. LASKY D/B/A: CAHOOTS (WBE)  
 CAROL SULLIVAN REAL ESTATE, INC. (WBE\*)  
 CASA MYRNA VAZQUEZ, INC. (W/NPO)  
 CASTLE GROUP, INC., THE (WBE)  
 CATCH THE SCIENCE BUG FOUNDATION, INC. (W/NPO)  
 CAUSEMEDIA, INC. D/B/A: MORE ADVERTISING (M/WBE)  
 CAVALIER COACH, CORP. (WBE)  
 CCK2 CLEANING SERVICES (M/WBE)  
 CDS CONTRACTING SERVICES, LLC (MBE)  
 CDW CONSULTANTS, INC. (WBE)  
 CEC BUSINESS SOLUTIONS, INC. (M/WBE)  
 CENTER FOR HUMAN DEVELOPMENT, INC. (W/NPO)  
 CENTER FOR SOCIAL INNOVATION, LLC (WBE)  
 CENTER OF HOPE FOUNDATION, INC. (W/NPO)  
 CENTRAL BOSTON ELDER SERVICES, INC. (M/NPO)  
 CENTRAL ELECTRICAL SPECIALTY, CORP. (WBE)  
 CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC. (W/NPO)  
 CENTRO COMMUNAL HISPANO, INC. D/B/A: CENTRO LAS AMERICAS (M/NPO)  
 CERTIFIED CONNECTIONS, INC. (MBE)  
 CGKV ARCHITECTS, INC. (MBE)  
 CHAPMAN CONSTRUCTION GROUP, INC. (WBE, VBE)  
 CHARLES GEORGE COMPANIES, INC. (WBE)  
 CHASE LANDSCAPE, INC. (WBE)  
 CHB EXCAVATION, INC. (MBE\*)  
 CHEMGENES, INC. (MBE)  
 CHICOPEE INDUSTRIAL CONTRACTORS, INC. (WBE)  
 CHILDREN'S SERVICES OF ROXBURY, INC. (M/NPO)  
 CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS (WBE)  
 CITY FRESH FOODS, INC. (MBE)  
 CITY POINT PARTNERS, LLC (WBE)  
 CITYSCAPES PLANTCARE, INC. (WBE)  
 CJ & LUKE ASSOCIATES (WBE\*)  
 CK FLOORING SOLUTIONS, INC. (WBE)  
 CLEAN TECH SYSTEMS, INC. (MBE)  
 CLIMATECH SERVICE, LLC (MBE, VBE)  
 CLODMAN SQUARE HEALTH CENTER, INC. (M/NPO)  
 COGHLIN ELECTRICAL CONTRACTORS, INC. (WBE)  
 COLLINS-CROCHIERE CONSTRUCTION SERVICES, INC. (WBE)  
 COLONIAL SYSTEMS, INC. (WBE)  
 COMEAU EXCAVATING, INC. (WBE)  
 COMMERCIAL CLEANING SERVICE, INC. (WBE)  
 COMMON SENSE ENVIRONMENTAL, INC. (WBE)  
 COMMONWEALTH OFFICE SUPPLY, LLC (MBE, VBE)  
 COMMUNICATION VIA DESIGN, LTD. (WBE)

COMMUNITY ACTION OF THE FRANKLIN HAMPSHIRE AND NORTH QUABBIN REGIONS (W/NPO)  
 COMMUNITY ADOLESCENT RESOURCE & EDUCATION CENTER, INC. (C.A.R.E.) D/B/A: THE CARE CENTER (W/NPO)  
 COMPETITIVE EDGE SERVICES, LTD. (WBE)  
 COMPLETE CLEANING SYSTEM, LLC (MBE)  
 COMPREHENSIVE ENVIRONMENTAL, INC. D/B/A: CEI (WBE)  
 COMPU-CALL, INC. (WBE)  
 COMTRONICS CORPORATION (WBE)  
 CONSULTING ENGINEERS GROUP, INC. (WBE)  
 CONTEMPORARIES, INC. (WBE)  
 CONTINENTAL RESOURCES, INC. (WBE)  
 CONVENIENT HOME CARE SERVICES, INC. (M/WBE)  
 CONVENTURES, INC. (WBE)  
 COOLSOFT, LLC (MBE)  
 COPY MASTERS, INC. (MBE\*)  
 CORBO CONSTRUCTION (MBE)  
 CORE ENERGY INSIGHTS, INC. (WBE)  
 CORI M. CONNOR-MORSE, CPA (WBE)  
 CORINTHIAN EVENTS, LLC (WBE)  
 CORPORATE ELECTRIC & ALARMS, INC. (MBE)  
 CORPORATE ENVIRONMENTAL ADVISORS, INC. (WBE)  
 CORPORATE INCENTIVES, INC. (WBE)  
 COSTA BROTHERS MASONRY, INC. (PBE+)  
 COULTER CONSTRUCTION, LLC (MBE\*)  
 CP INDUSTRIES, LLC (WBE)  
 CQ FLUENCY, INC. (M/WBE)  
 CRABTREE MCGRATH ASSOCIATES, INC. (PBE+)  
 CREATIVE IMPRESSIONS, INC. (WBE)  
 CREATIVE TOUCH DESIGNS, LLC (MBE)  
 CREDERE ASSOCIATES, LLC (WBE#)  
 CRONIN TRUCKING & EXCAVATION, INC. (WBE)  
 CROSS CULTURAL COMMUNICATION SYSTEMS, INC. (WBE, PBE)  
 CROSSLAND GROUP LTD, THE (WBE\*)  
 CROWLEY COTTRELL, LLC F/K/A: MICHELLE CROWLEY LANDSCAPE ARCHITECTURE, LLC (WBE)  
 CRUZ MANAGEMENT CO., INC. (MBE)  
 CSL, INC. (WBE, PBE)  
 CSW, INC. (WBE)  
 CUTTING EDGE ENVIRONMENTAL, INC. (WBE)  
 CUTTING EDGE PROMOTIONAL PRODUCTS (WBE)  
 CX ASSOCIATES, LLC (WBE)  
 CYNTHIA A. BLONDIN (WBE)  
 D & A STEEL, INC. (WBE)  
 D B I WASTE SYSTEMS, INC. (SDVOBE)  
 DAGLE ELECTRICAL CONSTRUCTION CORP. (WBE)  
 DANIEL G SILVA D/B/A: D SILVA TRUCKING (MBE)  
 DATASYS CORPORATION (WBE)  
 DAVEN CORP. (WBE)  
 DAVISKELLY, LLC (WBE)  
 DAVISKELLY, LLP F/K/A: RANDALL S. DAVIS & COMPANY, LLP (MBE)  
 DB HEALTHCARE, INC. (M/WBE)  
 DEBOISE AUTO BODY, INC. (MBE)  
 DELUCCA FENCE COMPANY, 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 LEADERSHAPPY HOLIDAYS TRAVEL (WBE)  
 DIETZ & COMPANY ARCHITECTS, INC. (WBE)  
 DIMOCK COMMUNITY HEALTH CENTER (M/NPO)  
 DIVERSIFIED MARKETING GROUP, LLC (WBE)  
 DIVERSITY STUDIO, INC. D/B/A: BLUE BUMBLE CREATIVE (WBE)  
 DIVISION 10 SPECIALTIES, INC. (WBE)  
 DK CONSULTING, LLC (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. (M/WBE)  
 DOTCOM TEAM, LLC, THE (MBE)  
 DOWN HOME DELIVERY & CATERING (MBE)

DRAIN SHOOTER, INC. (WBE)  
 DREAM COLLABORATIVE, LLC (MBE)  
 DUSEAU TRUCKING, LLC (WBE)  
 DYNAMIC JANITORIAL CLEANING, INC. (M/WBE)  
 DYNAMIC SCHEDULING SOLUTIONS, INC. (WBE)  
 E ALVES CLEANING SERVICE, INC. (WBE, PBE)  
 E L WATERMAN, 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)  
 EASTWIND CORPORATION (MBE)  
 ECIN INDUSTRIES, INC. (WBE)  
 ECLINALWORKS, LLC (MBE\*)  
 ECO WASTE DISPOSAL & CONTAINER STORAGE, INC. (MBE)  
 ECOLOGIC ENTOMOLOGY, LLC (LGBTBE)  
 ECONOMIC MOBILITY PATHWAYS, INC. (W/NPO)  
 EDI LANDSCAPE, LLC (WBE)  
 EDM CONSTRUCTION, INC. (WBE)  
 EDUARDO BERNSTEIN TRANSLATIONS, LLC (MBE)  
 EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC. (W/NPO)  
 EES SILVER, LLC D/B/A: HOMEWATCH CAREGIVERS (WBE)  
 EGLAHR PR & MEDIA (WBE)  
 EKG NETWORKING, INC. (WBE)  
 ELAINE RENZI, CPA, LLC (WBE)  
 ELECTRICAL INSTALLATIONS, INC. (WBE#)  
 ELECTRONIC SECURITY & CONTROL SYSTEMS, INC. (WBE)  
 ELLANA, INC. (WBE)  
 ELLCO PROMOTIONS, INC. (WBE)  
 EMMAUS, INC. (W/NPO)  
 ENCOMPASS PREMIUMS & APPAREL (WBE)  
 ENCORE CONSULTING SERVICES, INC. (M/WBE)  
 ENCORE CONTRACTING SERVICES, INC. (MBE)  
 ENCORE IMAGES, INC. (WBE)  
 ENERGY FEDERATION, INC. (W/NPO)  
 ENLACE DE FAMILIAS DE HOLYOKE/HOLYOKE FAMILY NETWORK, INC. (M/NPO)  
 ENVIRONMENTAL INTEGRITY COMPANY, LLC (WBE)  
 ENVIROTECH ASSOCIATES, INC. (WBE)  
 EOS APPROACH, LLC D/B/A: PROSHRED SECURITY (WBE\*)  
 ERA HEALTH, LLC (SDVOBE)  
 ERB INDUSTRIES, INC. (WBE)  
 ERGO GIRLS, INC., THE D/B/A: ERGONOMIC WORKSTATION SOLUTIONS (WBE#)  
 ERGONOMIC GROUP, INC., THE (WBE#)  
 ESENSE INCORPORATED (MBE)  
 ETEAM, INC. (MBE)  
 EVELYN HILL, LLC (WBE)  
 EVERETT APPLIANCE SERVICE (MBE)  
 EVERMORE LIGHT AND POWER, INC. (M/WBE)  
 EXCEL NURSING SERVICES, INC. (WBE)  
 EXPERTCON, INC. (MBE)  
 EXPRESS YOURSELF, INC. (M/NPO)  
 F C CONSTRUCTION CORPORATION (PBE+)  
 F L & A TRANSPORTATION COMPANY, INC. (MBE)  
 FABIANO OIL CORP. (WBE)  
 FACILITYONE NEW ENGLAND, INC. (MBE)  
 FAIRFAX DATA SYSTEMS, INC. (WBE, VBE)  
 FEDERAL CONCRETE, INC. (WBE)  
 FELICITY HARDEE LAW PRACTICE (WBE)  
 FERNANDEZ & ASSOCIATES (MBE)  
 FERREIRA TOWING, INC. (WBE)  
 FILLION ASSOCIATES, INC. (WBE)  
 FILLION'S LANDSCAPING, INC. (WBE)  
 FITZGERALD & HALLIDAY, INC. (WBE#)  
 FLETCHER SEWER & DRAIN, INC. (WBE)  
 FLOOR WORKS, INC. (WBE)  
 FLUOROLITE PLASTICS, INC. (WBE)  
 FOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC. (WBE)  
 FOUR SEASON, LLC (MBE)  
 FOWLER PRINTING & GRAPHICS, INC. (WBE)  
 FRANQUI SERVICES (MBE)  
 FRASER ENGINEERING COMPANY, INC. (WBE)  
 FT. HILL SIGN PRODUCTS COMPANY (WBE)  
 FULLERTON ENGINEERING CONSULTANTS, INC. (MBE)

FURNITURE SYSTEMS MANAGEMENT, INC. (WBE)  
G A BLANCO & SONS, INC. (MBE)  
GAAMHA, INC. (W/NPO)  
GANDARA MENTAL HEALTH CENTER, INC. (M/NPO)  
GANGI PRINTING, INC. (WBE)  
GARCIA, GALUSKA & DESOUSA, INC. (PBE+)  
GENERAL AIR CONDITIONING & HEATING, INC. (MBE)  
GENERAL ENVIRONMENTAL SERVICES, INC. (WBE)  
GEOLOGIC-EARTH EXPLORATION, INC. (WBE)  
GEO-MED, LLC (SDVOBE)  
GEOTEK ENGINEERING, INC. (WBE)  
GLADDEN & METZ, INC. (SDVOBE)  
GLADYS ALLEN BRIGHAM COMMUNITY CENTER (W/NPO)  
GLOBAL BLUE DVBE, INC. (SDVOBE)  
GLOBAL CARE PROVIDERS, LLC (MBE)  
GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)  
GO GREEN SOLUTIONS, INC. (M/WBE)  
GO TRUCKING, LLC (WBE)  
GOMES CONSTRUCTION COMPANY, INC. (WBE, PBE)  
GOVERNOR'S GARDEN (WBE)  
GOVSOLUTIONS, INC. (SDVOBE)  
GP3 CREATIVE (MBE)  
GRANITE CITY ELECTRIC SUPPLY COMPANY, INC. (WBE)  
GRANITE PRINT, LLC (WBE)  
GRAPHIC TOUCH, INC. (WBE)  
GREAT GETAWAYS, INC. (WBE#)  
GREAT IN COUNTERS, INC. (WBE)  
GREAT LAKES CASE AND CABINET CO., INC. (WBE)  
GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC. (M/NPO)  
GREATER LAWRENCE FAMILY HEALTH CENTER, INC. (W/NPO)  
GREEN CASTLE BUSINESS SOLUTIONS, LLC (MBE, VBE)  
GREEN INSULATION, INC. (WBE)  
GREEN INTERNATIONAL AFFILIATES, INC. (MBE)  
GREEN SEAL ENVIRONMENTAL, INC. (M/WBE)  
GREENFIELD GLASS CO, INC. (WBE)  
GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC. (WBE, PBE)  
GRIMES OIL CO., INC. (MBE)  
G'S ULTIMATE OFFICE CLEANING SVC., LLC (M/WBE)  
GT EXCAVATING CORPORATION (WBE)  
GUARDIAN HEALTHCARE, LLC (M/WBE\*)  
GUSTIN ADVERTISING GROUP, INC. (WBE)  
GUY BROWN, LLC (M/WBE)  
GVC CONSTRUCTION, INC. (M/WBE)  
H B WELDING, INC. (WBE, VBE)  
H&A STEEL, LLC (MBE)  
H.M. NUNES & SONS CONSTRUCTION, INC. (WBE, PBE)  
H.T. BERRY COMPANY, INC. (WBE\*)  
H2O APPLIED TECHNOLOGIES, LLC (WBE)  
HAGER GEOSCIENCE, INC. (WBE)  
HAGER-RICHTER GEOSCIENCE, INC. (WBE)  
HARBOR CONNECTIONS, INC. (WBE)  
HARBOR HEALTH SERVICES, INC. (W/NPO)  
HARMONICA INTERPRETING (WBE)  
HAWKINS POINT PARTNERS, LLC (WBE)  
HEALTH CARE PHARMACY, INC. (WBE)  
HEALTH IMPERATIVES, INC. (W/NPO)  
HEARTH, INC. (W/NPO)  
HELCO SAFETY EQUIPMENT CORPORATION (WBE)  
HELP SERVICES NETWORK, INC. (M/NPO)  
HENRY GENERAL CONTRACTORS, INC. (MBE)  
HERITAGE CONSTRUCTION (WBE)  
HI WAY SAFETY SYSTEMS, INC. (WBE)  
HIBBERT ELECTRICAL COMPANY, LLC (MBE)  
HICKS AUTO BODY, INC. (MBE)  
HIRE PARTNERSHIP, LLC (M/WBE)  
HISPANIC RESOURCES, INC. (M/NPO)  
HOLLISTER STAFFING, INC. (WBE\*)  
HOLMBERG & HOWE, INC. (WBE)  
HOLYOKE HEALTH CENTER, INC. (M/NPO)  
HOME HEALTH RESOURCES, INC. (WBE)  
HORIUCHI SOLIEN, INC. (M/WBE)  
HORIZON SERVICES CORPORATION (MBE)  
HORTICULTURAL DNA, INC. (MBE)  
HORTON LEES BROGDEN LIGHTING DESIGN, INC. (WBE)  
HOW'S WORK, INC. (WBE)  
HUB GLASS SERVICES, INC. (WBE)  
HUB TESTING LABORATORY, INC. (WBE)

HUMAN SERVICE FORUM, INC. (W/NPO)  
ICE WORLDWIDE, LLC (WBE)  
ICON ARCHITECTURE, INC. (WBE)  
IDEA AGENCY, INC. (WBE)  
IDEAL RESIDENCES OF NEW ENGLAND, LLC (WBE)  
IMMI INTERNATIONAL MARKETING MANAGEMENT, INC. (M/WBE)  
IMPRINT EXPRESS, INC. (WBE)  
INDEPENDENCE HOUSE, INC. (W/NPO)  
INDUSTRIAL STAFFING SERVICES, INC. (WBE)  
INFINART, INC. (WBE)  
INITIATIVES, INC. (WBE)  
INNOVATE!, INC. (M/WBE)  
INNOVATIONS GROUP, INCORPORATED, THE (WBE)  
INNOVATIVE DATA, LLC (WBE)  
INNOVATIVE PROMOTIONAL CONCEPTS (WBE)  
INNOVATIVE SAFETY SERVICES, INC. (WBE)  
INSIDE OUT COMMUNICATIONS, INC. (M/WBE)  
INSTITUTE FOR HEALTH AND RECOVERY (W/NPO)  
INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE AGENCY, INC. (MBE, VBE)  
INTERIOR RESOURCES GROUP, LLC (WBE)  
INTERNATIONAL HEALTH SERVICES, INC. (WBE)  
INTERNATIONAL TRANSLATION COMPANY (M/WBE)  
INTERPRETERS AND TRANSLATORS, INC. (M/WBE)  
INTERPRETERS ASSOCIATES, INC. (M/WBE)  
ISLAND PAVEMENT CUTTING CO., INC. (WBE)  
IT MANTRA, LLC (M/WBE)  
IT RESOURCE SOLUTIONS.NET, INC. (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. FREIRE ELECTRICAL CONTRACTOR (MBE)  
J. L. ENTERPRISES, INC. (WBE)  
J.A.J. TILE COMPANY, INC. (WBE)  
JACKSON GLASS, INC. (WBE)  
JACQUELINE ELECTRIC AND CONTRACTING, INC. (WBE)  
JAKE NELLY AND ASSOCIATES (MBE)  
JAMA PROFESSIONAL SERVICES, INC. (M/WBE)  
JAMES GALVIN ELECTRIC COMPANY, INC. (WBE)  
JANE FREEDMAN LAW, LLC (WBE)  
JASONICS SECURITY CORPORATION (WBE)  
JAYDE CORPORATION (MBE)  
JAZZY SPORTSWEAR PROMOTIONAL COMPANY, LLC (MBE)  
JEFF OLLIVIERRE'S CARPETS (MBE)  
JEREZ, LLC (M/WBE)  
JIMENEZ & SON CONSTRUCTION CO., INC. (MBE)  
JKMUIR, LLC (WBE#)  
JLS MEDICAL PRODUCTS GROUP, LLC (VBE)  
JM FISKE ENVIRONMENTAL (WBE)  
JMK BUILDING SUPPLY, INC. (WBE)  
JNB CONSTRUCTION, INC. (MBE)  
JO ANN BENTLEY ARCHITECT, INC. (WBE)  
JOAN B. HONIG (WBE)  
JOANNE FRANKLIN, INC. (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)  
JOST CHEMICAL CO. (VBE#)  
JOYCE CONSULTING GROUP, P.C. (WBE)  
JP ADVERTISING, INC. (WBE)  
JPL & ASSOCIATES, LLC (SDVOBE)  
JULES CATERING, INC. (WBE)  
JUSTICE RESOURCE INSTITUTE (W/NPO)  
JVS AUTO SERVICE, INC. D/B/A: GIBBS AUTO SERVICE (MBE)  
JYL TRANSPORTATION, INC. (WBE)  
K DAPONTE CONSTRUCTION CORPORATION (PBE+)  
KAO DESIGN GROUP, INC. (MBE#)  
KAREN L. STACEY D/B/A: KREATIVE LEARNING SOLUTIONS (WBE)  
KARMA ENVIRONMENTAL SERVICES, INC. (WBE)

KEANE FIRE & SAFETY EQUIPMENT CO., INC. (WBE)  
KEATING CONSULTING, INC. (WBE\*)  
KEMPER CORPORATION (WBE)  
KENAD SG MEDICAL INC. (SDVOBE)  
KERMA MEDICAL PRODUCTS, INC. (VBE)  
KEVILLE ENTERPRISES, INC. (WBE)  
KHJ BUSINESS TRUST (WBE)  
KIDS UNLIMITED SERVICES, INC. (W/NPO)  
KIESSLING TRANSIT, INC. (WBE)  
KITCHENMAKERS BCCS WINDOOR GROUP, LLC (MBE#)  
KITTRIDGE EQUIPMENT COMPANY, INC. (WBE)  
KLN LOGISTICS CORP. D/B/A: AIT WORLDWIDE LOGISTICS (M/WBE)  
KNF&T, INC. (WBE)  
KO STONE, INC. (MBE)  
KOOL, INK., LLC D/B/A: SIR SPEEDY PRINTING OF BLOOMFIELD (MBE)  
KREATE AND PRINT, INC. (M/WBE)  
KROKIDAS & BLUESTEIN, LLP (WBE)  
KT & T DISTRIBUTORS, INC. (MBE)  
L & L CONTRACTING, INC. (WBE\*)  
L J ROGERS, INC. (WBE)  
L P COLLEGE, INC. (WBE)  
L.A. CUSTOM APPAREL & PROMOTIONS INC. (SDVOBE)  
L.A.L. MASONRY CO., INC. (WBE)  
L.SCHROEDER CONSULTING, INC. D/B/A: S1 FOOD SERVICE (WBE)  
L1 ENTERPRISES INCORPORATED (SDVOBE)  
LA ALIANZA HISPANA, INC. (M/NPO)  
LADYBUG PEST CONTROL SERVICES, INC. (WBE)  
LANCASTER PACKAGING, INC. (M/WBE)  
LANCO SCAFFOLDING, INC. (WBE)  
LANE PRINTING CO., INC. (WBE)  
LANGUAGE BRIDGE, LLC (WBE)  
LASER KARE TECHNOLOGY, INC. (WBE)  
LAW OFFICES OF KATHLEEN A. MOORE (WBE)  
LAW OFFICES OF MARTHA BUYER , PLLC (WBE)  
LAWHORN IRRIGATION, INC. (MBE#)  
LC SYSTEMS (WBE#)  
LEAD IT CORPORATION (M/WBE)  
LEC ENVIRONMENTAL CONSULTANTS, INC. (WBE\*)  
LEE, YEE & CO., PC (MBE)  
LEERS WEINZAPFEL ASSOCIATES, INC. (WBE)  
LENA SAETRE-GRANT D/B/A: THE RED APPLE (WBE)  
LENOX CONSTRUCTION COMPANY, INC. (WBE)  
LIBERTY PRINTING CO., INC., THE (WBE)  
LIGHTHOUSE MASONRY, INC. (PBE+\*)  
LIM CONSULTANTS, INC. (M/WBE)  
LIN ASSOCIATES, INC. (MBE)  
LINA CIUFFO CONSTRUCTION CORPORATION (M/WBE)  
LINDON GROUP, INC. (WBE)  
LIZ PAGE ASSOCIATES (WBE)  
LOIS L. LINDAUER SEARCHES, LLC (WBE)  
LUB-O-LINE INDUSTRIAL OIL CO., INC. (WBE)  
LUDLOW CONSTRUCTION COMPANY, INC. (PBE+)  
LYNCH ASSOCIATES, INC. (WBE)  
LYNN COMMUNITY HEALTH CENTER, INC. (M/NPO)  
LYNN LADDER & SCAFFOLDING CO., INC. (WBE)  
M & M CONTRACT CLEANING, INC. (MBE)  
M & R CONSULTANTS CORP. (MBE)  
M G DENSON ELECTRICAL SERVICES, INC. (MBE)  
M&A ARCHITECTURAL PRESERVATION, INC. (WBE)  
M. MCHATTEN CONSULTING, LLC (WBE)  
M. S. PELTIER INSURANCE SERVICES, LLC (MBE)  
M.D. STETSON COMPANY, INC. (WBE)  
M.E. O'BRIEN & SONS, INC. (WBE)  
MABBETT & ASSOCIATES, INC. (SDVOBE)  
MADISON PARK DEVELOPMENT CORPORATION (M/NPO#)  
MAESTRI CONSULTANTS, INC. (WBE)  
MAGIC SPOON, THE (WBE)  
MALLORY HEADSETS, INC. (M/WBE)  
MALONEY PROPERTIES, INC. (WBE)  
MANUEL VEGA D/B/A: ALL DRAIN SERVICES, INC. (MBE)  
MANUIS MEDICAL LLC (SDVOBE)  
MARATHON MEDICAL CORPORATION (SDVOBE)  
MARIO'S OIL CORP (MBE\*)  
MARKET MENTORS, LLC (WBE)  
MARKINGS, INC. (WBE)  
MARTINEZ COUCH & ASSOCIATES, LLC (MBE)  
MARY CASEY, INC. D/B/A: THE HARBOR LAW GROUP (WBE)

MARY HELEN MARINA, MSM, OTR/L (M/WBE)  
MASS JANITORIAL SUPPLIES, INC. (M/WBE)  
MASS STATE CLEANING, LLC (WBE)  
MASSACHUSETTS PC SERVICES, INC. (MBE)  
MASTER MANUFACTURING CO. (WBE)  
MATTEUCHIO CONSTRUCTION CO., INC. (WBE)  
MAYFLOWER MAIDS, INC. (WBE)  
MCENROE CONSULTING (WBE)  
MCRARELL CORPORATION (M/WBE)  
MCSORLEY-KERY DESIGN (WBE)  
MDK BRAND MANAGEMENT, LLC (M/WBE)  
MEDEIROS HYDROSEEDING & LANDSCAPING CONSTRUCTION, INC. (PBE+)  
MEDIADSTRUCTION, LLC (WBE)  
MELISSA GILROY, CPA (WBE)  
MELO'S ROBBUSTERS, INC. (WBE, PBE\*)  
MENTAL HEALTH ASSOCIATION, INC. (W/NPO)  
MERCANTILE DEVELOPMENT, INC. (WBE)  
MERCURY MOVING AND STORAGE SYSTEMS, LLC (WBE)  
METRO EQUIPMENT CORP. (WBE)  
METROPOLITAN HOME HEALTH SERVICES, INC. (WBE)  
MG PRODUCTS, LLC (WBE)  
MICHELE VAN BUREN KIEFER D/B/A: CAYUGA COMMUNICATIONS (WBE)  
MIDDLESEX COMMERCIAL SALES, LLC (MBE)  
MIDTOWN HOME HEALTH SERVICES, INC. (M/WBE)  
MIKYOUNG KIM DESIGN, LLC (M/WBE)  
MILHENCH, INC. D/B/A: MILHENCH SUPPLY (WBE)  
MILL CITY ENVIRONMENTAL CORPORATION (MBE)  
MILLENNIUM PRINTING CORPORATION (WBE)  
MINUTEMAN TRUCKS, INC. (MBE)  
MJH COMMUNICATIONS (WBE)  
MJW MEDICAL SOLUTIONS, INC. (SDVOBE)  
MLM STRATEGIES, LLC (WBE)  
MNJ TECHNOLOGIES DIRECT, INC. (WBE)  
MODULEASE CORPORATION (WBE)  
MOHARDESIGN, LLC (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)  
MORLU MARVIE D/B/A: DURCLEAN SERVICES (MBE\*)  
MP SOLUTIONS, INC. (WBE)  
MSG STAFFING, INC. (MBE)  
MURPHY, EDWARDS. GONCALVES AND FERRERA, PC (WBE)  
MY MARKETING SOLUTIONS, INC. (WBE)  
N & T MECHANICAL CONTRACTORS, INC. (VBE#)  
NALEY, INC. D/B/A: PALOMAR PRINTING (WBE, VBE)  
NAUGHTON ENERGY CORP (M/WBE)  
NAYLOR TECHNOLOGY XCHANGE, LLC D/B/A: OFFICEWORKS (MBE)  
NEED-A-LIFT MEDI VAN, INC. (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. (M/NPO)  
NEW ENGLAND HEALTHCARE CONTRACTORS, LLC (MBE)  
NEW ENGLAND HIGHWAY TECHNOLOGIES, LLC (MBE)  
NEW ENGLAND PROFESSIONAL SYSTEMS, INC. (WBE)  
NEW ENGLAND SPECIALTY SERVICES, INC. (WBE)  
NEWTON DISTRIBUTING COMPANY, INC. (WBE)  
NEXT LEVEL PROMOTIONS, LLC (WBE)  
NITSCH ENGINEERING, INC. (WBE)  
NOBIS ENGINEERING, INC. (MBE)  
NOBSCOT SUPPLY COMPANY, INC. (WBE)  
NORFOLK POWER EQUIPMENT, INC. (WBE)  
NORTH BAY COMPANY, INC. (WBE)  
NORTH SHORE STEEL COMPANY, INC. (MBE)  
NORTH SUFFOLK MENTAL HEALTH ASSOCIATION, INC. (W/NPO)  
NORTHEAST ENVIRONMENTAL LABORATORY, INC. (WBE)  
NOVEL IRON WORKS, INC. (WBE)  
NOVER-ARMSTRONG ASSOCIATES, INC. (WBE)  
NSK & ASSOCIATES, INC. (WBE)  
NU-CHECKER, INC., D/B/A: RED CAB (M/WBE)  
OCCUPATIONAL HEALTH CONNECTIONS, INC. (WBE)  
OLD STATION OUTDOOR & LANDSCAPE SUPPLY, INC. (MBE)

ON-TIME PAYROLL SERVICES, LLC (WBE)  
 OSBORNE B GAUGH, INC. (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\*)  
 PARADISE COPIES, INC. (WBE)  
 PARENT PRAKOP & ASSOCIATES INSURANCE AGENCY, INC. (WBE)  
 PATHWAYS FOR CHANGE, INC. (W/NPO)  
 PATHWAYS FOR CHILDREN, INC. (W/NPO)  
 PATIENT CENTERED MEDICAL CARE, INC. (M/WBE)  
 PATRIOT PETROLEUM, INC. (WBE)  
 PATRIOT TRAFFIC, LLC (WBE)  
 PC SURVIVORS OF MA, LLC (WBE)  
 PEABODY PROPERTIES, INC. (WBE)  
 PEELER ASSOCIATES (WBE)  
 PEER CONSULTANTS, P.C. (M/WBE)  
 PEERLESS FINANCIAL SOLUTIONS, INC. (WBE\*)  
 PEMA, INCORPORATED (MBE)  
 PERFORMANCE TESTING AND BALANCING, LLC (SDVOBE)  
 PERFORMANCE TRANS, INC. (WBE)  
 PEST END, INC. (WBE)  
 PHOENIX ENVIRONMENTAL DESIGN INC. (SDVOBE)  
 PIERSON COMPUTING CONNECTION, INC. (WBE)  
 PINA CONTAINER SERVICE, LLC (MBE)  
 PINCK & CO., INC. (WBE, LGBTBE)  
 PIONARCH, LLC (WBE)  
 PIPING SYSTEMS, INC. (WBE)  
 PIQUETTE & HOWARD ELECTRIC SERVICES, INC. (SDVOBE)  
 PJ MECHANICAL, LLC (WBE)  
 PJ SPILLANE COMPANY, INC. (WBE)  
 PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS (MBE)  
 PLASTIC CARD SYSTEMS, INC. (WBE)  
 POTENTIAL HORIZONS REALIZED (M/WBE\*)  
 POTENZA CONSTRUCTION COMPANY, LLC (MBE)  
 POWDER HORN PRESS, INC. (WBE)  
 POWER ENGINEERING CO., INC. (WBE)  
 PRECISION ENGINEERING, INC. (WBE)  
 PREFERRED STAFFING & RECRUITING, INC. (WBE)  
 PRESTIGE HEALTH CARE SERVICES, INC. (MBE)  
 PRIDE ENVIRONMENTAL CONSTRUCTION, INC. (WBE)  
 PRINT & MORE ASSOCIATES, INC. (MBE)  
 PRINTER SUPPORT CORPORATION (WBE)  
 PRIOR ENVIRONMENTAL SERVICES, INC. (WBE)  
 PRISM CONSULTING INCORPORATED D/B/A: PRISM ENERGY SERVICES (WBE)  
 PRISTINE ENGINEERS, INC. (MBE\*)  
 PROAV SYSTEMS, INC. (M/WBE\*)  
 PROCOMM SOLUTIONS, INC. (WBE)  
 PRODUCTION LINE SUPPORT, INC. (MBE)  
 PROEDGE SKILLS, INC. (WBE)  
 PROFESSIONAL FIRE & SECURITY, INC. (WBE)  
 PROFESSIONAL NURSE, INC. (WBE)  
 PROFORMA PRINT & PROMOTIONAL SOLUTIONS (WBE)  
 PROFTECH, LLC (MBE)  
 PRO-MAX, INC. (WBE)  
 PSN CONSTRUCTION, INC. (MBE)  
 PYRAMID TECHNOLOGY SERVICES, INC. (WBE)  
 QUADRANT HEALTH STRATEGIES, INC. (WBE)  
 QUALITY & PRODUCTIVITY SOLUTIONS, INC. (MBE#)  
 QUALITY MATRIX, INC. (M/WBE)  
 QUICK PRINT LTD., INC. D/B/A: QPL, INC., THE IMAGE GROUP (WBE\*)  
 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)  
 RACHEL MORAN ENGINEERING, INC. D/B/A: R M ENGINEERING, INC. (WBE)  
 RADAR SOLUTIONS INTERNATIONAL, INC. (WBE)  
 RAMCO SURVEY STAKES CO., INC. (WBE)  
 RANSFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)  
 RAPPORT INTERNATIONAL, LLC (WBE)

RAY HALUCH, INC. (WBE)  
 RAZZ-M-TAZZ PROMOTIONS, LLC (WBE)  
 RBV AND SONS INCORPORATED (MBE)  
 READY 2 RUN GRAPHICS (SDVOBE)  
 REAL COOL PRODUCTIONS, INC. (WBE)  
 REALE ASSOCIATES, INC. (WBE)  
 REBARS & MESH, INC. (WBE)  
 RED TECHNOLOGIES, LLC (WBE)  
 REGINA VILLA ASSOCIATES, INC. (WBE)  
 REGIS STEEL CORPORATION (MBE)  
 REIDY ASSOCIATES (WBE\*)  
 RESISTANCE WELDING MACHINE & ACCESSORY, LLC (SDVOBE)  
 RESOURCE CONNECTION, INC. (THE) (WBE\*)  
 RE-STREAM CO. (WBE)  
 RICHARD W REID ELECTRICAL CO., INC. (MBE)  
 RICHARDSON ELECTRICAL COMPANY, INC. (WBE#)  
 RIMMER ENVIRONMENTAL CONSULTING, LLC (WBE)  
 RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC. (M/WBE)  
 RIVERSIDE ASPHALT SERVICES, INC. (WBE)  
 ROBT. W. HALL CONSULTING ENGINEERS, INC. (WBE)  
 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)  
 RWM ENGINEERING, INC. (MBE)  
 S & F CONCRETE CONTRACTORS, INC. (PBE+)  
 S O S CORPORATION (WBE)  
 SAAM ARCHITECTURE, LLC (WBE)  
 SAFETY LOCATORS, LLC (WBE)  
 SAMANTHA'S GARDENS, INC. (WBE)  
 SAMBO OKOLO & COMPANY, LLC (MBE)  
 SAMIOTES CONSULTANTS, INC. (WBE)  
 SAN, INC. D/B/A: OMNI DIGITAL PRINTERS (MBE)  
 SAR ENGINEERING, INC. (MBE)  
 SARIAN COMPANY, INC. (WBE)  
 SAUGUS CONSTRUCTION CORPORATION (M/WBE\*)  
 SAVIN PRODUCTS COMPANY, INC. (WBE)  
 SCHEDULE DYNAMICS, INC. (WBE)  
 SCHWARTZ HANNUM PC (WBE)  
 SDA CONSULTING, INC. D/B/A: SDA (M/WBE)  
 SDG DIRECT, LTD. D/B/A: SHIELDS DESIGN STUDIO (WBE)  
 SEACOAST ASPHALT SERVICES, INC. (WBE)  
 SEASONAL FOOD BRANDS, LLC (WBE#)  
 SEATING, INC. (WBE)  
 SERAPHIC SPRINGS HEALTH CARE AGENCY, INC. (M/WBE)  
 SERVICENET, INC. (W/NPO)  
 SEVENTEENTH ADDITION, LLC (WBE)  
 SHADLEY ASSOCIATES, P.C. (WBE)  
 SHAFIIS, INC. (WBE)  
 SHEKAR & ASSOCIATES, INC. (MBE)  
 SHI INTERNATIONAL CORP. (M/WBE)  
 SHRED KING CORPORATION (WBE)  
 SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS (M/WBE)  
 SIGMA SYSTEMS, INC. D/B/A: SIGMA, INC. (M/WBE)  
 SIGN DESIGN, INC. (WBE)  
 SILVER LAKE PRODUCTIONS, INC. (WBE)  
 SILVER SCREEN DESIGN, INC. (WBE)  
 SIMONDS, INC. (WBE)  
 SITE SPECIFICS, LLC (WBE, PBE)  
 SITECON CORPORATION (WBE#)  
 SJB ENTERPRISES, INC. D/B/A: SANDRA NETWORK (WBE)  
 SLS TRANSLATIONS (WBE)  
 SMART SOURCE TECHNOLOGIES, INC. (M/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. (M/WBE)  
 SOIL EXPLORATION CORPORATION (WBE)  
 SOLTRIX TECHNOLOGY SOLUTIONS, INC. (M/WBE)  
 SOUTH COVE COMMUNITY HEALTH CENTER, INC. (M/NPO)  
 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. (M/W/NPO)  
 SPEC'S DESIGN GROUP, LLC (WBE)  
 SPINDLE CITY INSULATION, INC. (WBE)  
 SPOTLIGHT GRAPHICS, INC. (WBE)  
 SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE (W/NPO)  
 SPRINGFIELD PARTNERS FOR COMMUNITY ACTION, INC. (M/NPO)  
 SRS CONTRACTORS, INC. (M/WBE)  
 STATEY DEPASQUALE ENGINEERING, INC. (WBE)  
 STANDARD MODERN COMPANY, INC. (WBE)  
 STANLEY STREET TREATMENT AND RESOURCES, INC. (W/NPO)  
 STAR BRIGHT BOOKS, INC. (WBE)  
 STAR BUILDING SERVICES, INC. (M/WBE)  
 STARBURST PRINTING & GRAPHICS, INC. (MBE)  
 STATE CLEANING SERVICE, INC. (WBE)  
 STATEMENT OUTSOURCING, LLC (WBE)  
 STATEWIDE AQUASTORE, INC. (WBE)  
 STATEWIDE CLEANING INCORPORATED (MBE)  
 STEPHENSON & BROOK COMPANY (WBE)  
 STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING (MBE)  
 STEWART INTERNATIONAL, LTD. (WBE)  
 STONE & BERG COMPANY, INC. (WBE)  
 STRATEGIC ENTERPRISE TECHNOLOGY, INC. (MBE)  
 STRATEGIC ENVIRONMENTAL SERVICES, INC. (WBE)  
 STRATEGIS, LLC (M/WBE)  
 STRATEGY GROUP, INC., THE (WBE)  
 STRUCTURES BY DESIGN, INC. (WBE)  
 STUDIO 2112 LANDSCAPE ARCHITECTURE, INC. (WBE)  
 STILL & LEE, INC. (MBE)  
 SUBURBAN SERVICE CORPORATION OF NORWOOD (WBE)  
 SUN SPECIALTIES, INC. (WBE)  
 SUPPLIES EXCHANGE SYSTEMS (MBE)  
 SUPPORTIVE CARE, INC. (M/WBE)  
 SUPRA OFFICE SOLUTIONS, INC. (MBE)  
 SUPREME SAFETY, INC. (WBE)  
 SUR CONSTRUCTION SERVICES CORP. (M/WBE)  
 SURFACEWORKS, INC. (WBE)  
 SUSAN KOHLER-GRAY MANAGEMENT CONSULTANTS (WBE)  
 SWAN CONTRACTING, LLC (M/WBE)  
 SWBAILEY CONSULTING, LLC (WBE)  
 SWIFT STAFFING AGENCY, INC. (MBE)  
 SYLVIA AND COMPANY INSURANCE AGENCY, INC. (WBE)  
 SYMS TECHNOLOGY, INC. (M/WBE)  
 T & J COMPUTER SERVICE, LLC (M/WBE\*)  
 T & T STEEL ERECTORS, INC. (MBE)  
 T J MCCARTNEY, INC. (WBE)  
 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 (M/WBE)  
 TARA CONSTRUCTION, INC. (MBE)  
 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 (M/WBE)  
 TDL ELECTRICAL CONTRACTORS, INC. (SDVOBE)  
 TECH NETWORKS OF BOSTON, INC. (WBE)  
 TECHOUSITE, INC. (MBE)  
 TEN KEY ACCOUNTING AND BOOKKEEPING SERVICES, INC. (WBE)  
 TERRAINK, INC. (WBE)  
 TFJ MANAGEMENT SERVICES (MBE)  
 THINGS REPAIRED (WBE)  
 THIRD SECTOR NEW ENGLAND, INC. (W/NPO\*)  
 THOMPSON COMPANY, INC. (WBE\*)  
 TIC BUSINESS CONSULTANTS, LTD (WBE)  
 TITAN ROOFING COMPANY (MBE)  
 TLC CLEANING & JANITORIAL SUPPLY CO., INC. (WBE)  
 TODD TSIANG (MBE)  
 TOMO360, LLC (M/WBE, LGBTBE)  
 TONY'S TRANSPORTATION, INC. (MBE)  
 TOOLS UNLIMITED, INC. (WBE)

TORDEN, LLC (SDVOBE)  
 TOTAL APPROACH THERAPY (WBE)  
 TOTAL MECHANICAL SERVICE CORP. (MBE)  
 TRAINING ASSOCIATES CORPORATION, THE (WBE)  
 TRAMM ELEVATOR COMPANY, INC. (MBE)  
 TRANSACTION CORPORATE SHUTTLES, INC. (WBE)  
 TRANSCEND MAINTENANCE SERVICES, INC. (M/WBE)  
 TRANSFLUENCI, LLC (M/WBE)  
 TRANSITION HOUSE, INC. (M/W/NPO)  
 TRANSPORTATION CONTROL SYSTEMS, INC. (WBE)  
 TRILOGY INSURANCE GROUP, INC. (WBE)  
 TRINITY HEALTH SERVICES, INC. (MBE)  
 TRUAX CORPORATION (WBE)  
 TSM DESIGN, INC. (WBE)  
 TURTLE & HUGHES, INC. (WBE\*)  
 UEL CONTRACTORS, INC. (WBE)  
 UNIC PRO, INC. (M/WBE)  
 UNITED ELEVATOR COMPANY, INC. (WBE)  
 UNITED PERSONNEL SERVICES, INC. (WBE)  
 UNITED STONE AND SITE, INC. (WBE)  
 UNIVERSAL PLASTICS CORPORATION (MBE)  
 UNIVERSAL SOFTWARE CORPORATION (MBE)  
 UNLIMITED REMOVAL AND DEMOLITION, INC. (MBE)  
 URBAN INSULATION, INC. (WBE)  
 USA COURIERS, INC. (WBE)  
 UZOMA CARE CORPORATION D/B/A: HOME INSTEAD SENIOR CARE (MBE)  
 V&S FINISHING, INC. (WBE)  
 VAIDYA CONSULTANTS, INC. (MBE)  
 VALLEY GREEN SHREDDING, LLC (VBE)  
 VARANDAS & SONS CONSTRUCTION, INC. (PBE+)  
 VAV INTERNATIONAL, INC. (MBE)  
 VENSITI, INC. (MBE)  
 VENTURE COMMUNITY SERVICES, INC. (W/NPO\*)  
 VERC, INC. (WBE)  
 VESUME GROUP, LLC, THE (WBE)  
 VETERAN OFFICE DESIGN LLC (SDVOBE)  
 VETERANS CONSTRUCTION, LLC (SDVOBE\*)  
 VIGIL ELECTRIC COMPANY, INC. (MBE)  
 VILLAGE FORGE, INC. (WBE)  
 VINE BOOKKEEPING (WBE)  
 VINE HOMECARE & STAFFING, INC. (MBE)  
 VIVA CONSULTING, LLC (WBE)  
 VJ ASSOCIATES OF NEW ENGLAND, INC. (MBE)  
 VLINK, INC. (MBE)  
 VODAVI TECHNOLOGIES, 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)  
 WAYSIDE PROFESSIONALS, INC. (WBE)  
 WEBJECT SYSTEMS, INC. (MBE)  
 WELCH ASSOCIATES LAND SURVEYORS, INC. (WBE)  
 WELLSPRING FARM, LLC (WBE)  
 WEST FLOOR COVERING, INC. (WBE)  
 WESTERN MASSACHUSETTS TRAINING CONSORTIUM (W/NPO\*)  
 WESTNET, INC. (MBE)  
 WETLAND STRATEGIES, INC. (WBE#)  
 WHOLESALE DISTRIBUTION (THOSCO, INC.) (WBE)  
 WILKEM SCIENTIFIC, LTD. (WBE)  
 WILLIAMS ELECTRIC, LLC (MBE)  
 WINDWALKER GROUP, LLC F/K/A: TAINO CONSULTING GROUP, LLC (MBE)  
 WOMANSHALTER/COMPANERAS, INC. (W/NPO)  
 WOMEN'S INSTITUTE FOR HOUSING & ECONOMIC DEVELOPMENT (W/NPO)  
 WOOD & WIRE FENCE CO., INC. (PBE+)  
 WORKPLACE ESSENTIALS, INC. (WBE)  
 WORKPLACE RESOURCE, LTD (WBE)  
 WORLD WIDE TECHNOLOGY, INC. (MBE)  
 WORLDCOM EXCHANGE, INC. (MBE)  
 WRABEL ENGINEERING COMPANY, INC. (WBE)  
 XPERTTECH, INC. (M/WBE)  
 XPRESSMAN TRUCKING & COURIER, INC. (WBE)  
 YANKEE PEST CONTROL, INC. (SDVOBE)  
 YELLIN/MCCARRON, INC. (WBE)  
 YESDEE GLOBAL CORPORATION (M/WBE#)



YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER  
NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT (W/NPO)  
YOUR PERSONAL BEST: WORKSHOPS FOR SUCCESS (WBE)  
YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)  
YWCA OF CENTRAL MASSACHUSETTS, INC. (W/NPO)  
YWCA OF GREATER LAWRENCE (W/NPO)  
YWCA OF WESTERN MASS (W/NPO)  
ABLE INDUSTRIAL SWEEPING, INC (MBE)  
ANTONELLIS CONSTRUCTION, INC. (MBE)  
A-PLUS WELDING & ENGINEERING, INC. (MBE)  
AZTEC STEEL, INC. (WBE)  
CARACAS CONSTRUCTION CORPORATION (MBE)  
FORTRESS, INC. D/B/A: FORTRESS EMERGENCY PREPAREDNESS  
SERVICES (MBE)  
NORTHEASTERN STEEL CORPORATION (MBE)  
PRIME AE GROUP, INC. (MBE)  
R.J. NARDONE CONSTRUCTION, INC. (WBE)  
ROAD-WAY MAINTENANCE SERVICES, INC. (WBE)  
STEERE ENGINEERING, INC. (WBE)  
THOMAS BARRIERS, LLC (WBE)  
TROUTRUN, INC. (WBE)  
WESTPORT CURBSETTERS, INC. (WBE)  
WILLIAM G MOORE & SON, INC. OF DELAWARE (WBE)  
COSTA'S TRUCKING, INC. (PBE+)  
D. CLIFFORD CONSTRUCTION CO., INC. (PBE+)  
WOOD & WIRE FENCE CO., INC. (PBE+)  
WORKPLACE ESSENTIALS, INC. (WBE\*)  
WORKPLACE RESOURCE, LTD (WBE)  
WORLD WIDE TECHNOLOGY, INC. (MBE)  
WORLD.COM EXCHANGE, INC. (MBE)  
WROBEL ENGINEERING COMPANY, INC. (WBE)  
XPERTTECH, INC. (M/WBE)  
XPRESSMAN TRUCKING & COURIER, INC. (WBE)  
YANKEE PEST CONTROL, INC. (SDVOBE)  
YELLIN/MCCARRON, INC. (WBE)  
YESDEE GLOBAL CORPORATION (M/WBE#)  
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER  
NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT (W/NPO)  
YOUR PERSONAL BEST: WORKSHOPS FOR SUCCESS (WBE)  
YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)  
YWCA OF CENTRAL MASSACHUSETTS, INC. (W/NPO)  
YWCA OF GREATER LAWRENCE (W/NPO)  
YWCA OF WESTERN MASS (W/NPO)