



OPERATIONAL SERVICES DIVISION

FISCAL YEAR 2011 SUPPLIER DIVERSITY PROGRAM ANNUAL REPORT

*“Opening Doors and Creating Opportunities
for Minority and Women Owned Businesses.”*



Deval L. Patrick
Governor

Timothy P. Murray
Lieutenant Governor

Jay Gonzalez
Secretary for Administration and Finance

Gary Lambert
Assistant Secretary for Operational Services

Reginald A. Nunnally
Supplier Diversity Office Executive Director

Gladymar Parziale
Supplier Diversity Program Director

FISCAL YEAR 2011 SUPPLIER DIVERSITY PROGRAM ANNUAL REPORT

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OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE • BOSTON, MA 02133
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DEVAL L. PATRICK
GOVERNOR

TIMOTHY P. MURRAY
LIEUTENANT GOVERNOR

April 6, 2012

Dear Friends:

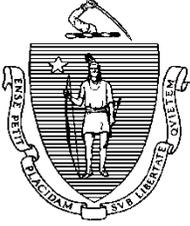
On September 15, 2010, I signed Executive Order 524 establishing the Massachusetts Supplier Diversity Program, declaring that it is the policy of the Commonwealth to promote equity of opportunity in state contracting and encouraging full participation of minority and women owned businesses in all areas of state contracting. This report highlights the success of the Supplier Diversity Program (SDP) in public contracting for Fiscal Year 2011 and describes the progress of all of the executive branch departments and authorities that participate in the Supplier Diversity Program throughout the Commonwealth. The Supplier Diversity Program provides opportunities for minority and women-owned businesses and entrepreneurs to achieve successful participation in the state contracting system. We continue to make advances in the elimination of barriers, thereby encouraging businesses to grow and become more competitive through state contracting.

The Supplier Diversity Program tracks spending by participating state entities that contract with certified Minority and Women Business Enterprises and reports an increase in final expenditures of the Supplier Diversity Program over the previous fiscal year. The SDP reports a \$10,911,249 increase for contracting in goods and services in combined spending with M/WBEs, from \$757,117,964 in Fiscal Year 2010 to \$768,029,213 in Fiscal Year 2011.

My Administration is dedicated to ensuring that all state agencies implement the mission and objectives of the Supplier Diversity Program through initiatives that support economic opportunities and business development, which ultimately diversify our workforce.

Sincerely,

A handwritten signature in black ink, appearing to read "Deval Patrick", written in a cursive style.



DEVAL PATRICK
GOVERNOR

TIMOTHY MURRAY
LIEUTENANT GOVERNOR

JAY GONZALEZ
SECRETARY

THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE OFFICE FOR

ADMINISTRATION AND FINANCE

STATE HOUSE ■ ROOM 373

BOSTON, MA 02133

TEL: (617) 727-2040

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April 6, 2012

To: Cabinet Secretaries, Agency Heads, and Chief Procurement Officers/Supplier Diversity Officers

It is with great pleasure that I present to you our annual Supplier Diversity Program (SDP) report for Fiscal Year 2011, highlighting the program's accomplishments in promoting the advancement of Minority and Women Business Enterprises (M/WBEs) in public contracting. This is the 21st year of the M/WBE program, which continues to make progress in fostering a diverse labor force and economic opportunity in the Commonwealth. Promoting access and opportunity in state contracting is a core mission for the Patrick-Murray Administration, carried out in part through continued commitment to the goals and objectives of Executive Order 524.

I am pleased to announce that in FY2011, combined Supplier Diversity Office certified minority (MBE) and women-owned business (WBE) expenditures in goods and services increased by \$10,911,249 or 1% from FY10 totaling \$768,029,213. This builds on the progress we have made in recent years resulting in an increase of approximately \$280 million dollars or 57% since FY2007.

While these results are encouraging, we have more work to do to expand opportunities for small, minority and women businesses. The SDP and its objectives have become part of the infrastructure of doing business with state entities and assuring equal access to the opportunities that the Commonwealth has to offer. As we continue to recover from the recent recession, these commitments are more important than ever.

Congratulations to the Supplier Diversity Program on a job well done, and thanks to all of you for your continued commitment to expanding state business with small, minority and women businesses.



Jay Gonzalez
Secretary



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JAY GONZALEZ
SECRETARY

April 6, 2012

Reginald Nunnally, Executive Director, Supplier Diversity Office
Gladymar Parziale, Director, Supplier Diversity Program

Re: FY2011 Supplier Diversity Program

Dear Reggie and Gladymar:

I am pleased to offer congratulations regarding spending outcomes with Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) for the 2011 fiscal year.

Per final FY11 tabulations, expenditures with both MBE and WBE firms increased to \$768.03 million, rising approximately 1.4% from FY10 spending, which totaled \$757.12 million. While total spending with MBE and WBE firms improved from FY10 to FY11, we know that we can and must do better. To do better, the Office of Access and Opportunity has partnered with the Operational Services Division and the Supplier Diversity Office to develop specific, targeted actions to be taken during the 2012 fiscal year. These targeted actions, once successfully implemented, should result in positive spending outcomes relative to spending with both MBE and WBE firms.

As we move forward, these are the challenges we must embrace and overcome. We must continue our efforts to understand how procurement policies and/or practices may unintentionally present barriers to minority and women owned businesses. The Supplier Diversity Office must work (a) to understand better the goods and services that executive branch and other agencies procure and (b) to ensure that there certified vendors who are ready, willing and able to compete for contracts. We must utilize the reorganization of procurement personnel within executive branch agencies to focus better our collective efforts on achieving our supplier diversity objectives. And finally, I pledge to use the Office of Access and Opportunity to partner where possible and prod when necessary to achieve our collective goals of efficiency and equity.

Sincerely,

A handwritten signature in black ink that reads "Ronald G. Marlow".

Ronald G. Marlow
Assistant Secretary for Access and Opportunity



OPERATIONAL SERVICES DIVISION

Gary J. Lambert
Assistant Secretary for Operational Services

Deval L. Patrick
Governor

Timothy P. Murray
Lieutenant Governor

Jay Gonzalez
Secretary

April 6, 2012

To: Members of the Cabinet Secretaries, Agency Heads, and Supplier Diversity Officers

RE: Supplier Diversity Program Accomplishments

Fiscal Year (FY) 2011 is the seventh consecutive year that the Supplier Diversity Program (SDP) saw growth in spending with certified minority and women owned business. The combined total of M/WBE statewide expenditures for Goods and Services was \$768,029,213 for an increase of \$10,911,249 over FY 2010 statewide spending.

In addition to this continued growth in spending with certified firms, during FY 2011 Governor Patrick signed Executive Order 533 (EO) which seeks to streamline and improve executive branch procurement activity. The EO created the positions of "Secretariat Chief Procurement Officers" and "Agency Chief Procurement Officers" who also serve as the Secretariat Supplier Diversity Officers and Agency Supplier Diversity Officers respectively. Uniting these roles now allows each secretariat and agency to have a single responsible person determining how best to allocate and spend limited discretionary funds to meet the Commonwealth's procurement and supplier diversity goals.

Within the Operational Services Division (OSD), we have realigned our organization to integrate the goals of our Statewide Contract activities with the activities of the OSD Supplier Diversity Office, and the goals of the Supplier Diversity Program. This change has led to a new approach of establishing the FY 2012 SDP benchmarks as a percentage of total discretionary spending, and how we track and monitor spending activity in achieving these goals. Overall the benchmarks for FY 2012 are set at 18% of overall discretionary spending, 6% for certified minority business, and 12% for certified women owned business across all agencies of the Commonwealth.

OSD's Director for the Supplier Diversity Program, Gladymar Parziale has been in touch with each Secretariat Supplier Diversity Officer to develop action plans for those agencies that were unable to meet their benchmarks in FY 2011. Gladymar will continue to work closely with all secretariats in support of attaining this year's goals. For assistance and support, please contact her at (617) 720-3166, or by email at Gladymar.parziale@state.ma.us.

On behalf of everyone at OSD, I want to thank you for all the work that you are doing to make FY 2012 the Commonwealth's eighth year of continuous growth and in the efforts that you are making to attain the overall and specific benchmarks set for your agency.

Best Regards,

Gary Lambert
Assistant Secretary for Operational Services



OPERATIONAL SERVICES DIVISION

SUPPLIER DIVERSITY OFFICE

Reginald Nunnally
Executive Director

THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
OPERATIONAL SERVICES DIVISION
One Ashburton Place, Suite 1017
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Deval L. Patrick
Governor
Timothy P. Murray
Lieutenant Governor
Jay Gonzalez
Secretary
Gary J. Lambert
Assistant Secretary for
Operational Services

April 6, 2012

Dear, Members of the Cabinet Secretaries, Agency Heads, Supplier Diversity Officers, Purchasing Agents, and Colleagues

I present to you the Supplier Diversity Office (SDO) annual Supplier Diversity Program (SDP) report for Fiscal Year 2011. This report highlights the program's accomplishments in promoting the advancement of Minority and Women Business Enterprises (M/WBE's) in public contracting. Access and opportunity in state contracting is one of the prime objectives of Governor Patrick and Lieutenant Governor Murray's Administration that is changing how government does business with Minority and Women owned companies. The administration is committed to ensuring that everyone has an equal opportunity to participate in the Massachusetts economy. This commitment is now being implemented throughout the various departments of state government from top to bottom and enforced in part through a continued commitment to the goals and objectives of the new Executive Order 524.

I am announcing that the combined Supplier Diversity Office certified Minority and Women owned businesses expenditures has increased for FY2011, by \$10,911,249 from FY2010, totaling \$768,029,213, MBE expenditure in FY2011, was \$239,459,450 and WBE expenditure was \$528,569,763. It is clear that overall this is positive trend but there is more that needs to be done, and we will continue to work to build upon the objective of increasing the amount of dollars spent by the Commonwealth with Minority and Women owned firms.

It is good business to diversify who the Commonwealth does business with, it is important that as many businesses as possible in Massachusetts have an equal opportunity to contract with state government. This is the new Massachusetts, moving in a direction of inclusion and transparency as we continue into the new millennium.

Congratulations to the SDO Supplier Diversity Program staff on a job well done.

Sincerely,

Reginald A. Nunnally
Executive Director
Supplier Diversity Office



OPERATIONAL SERVICES DIVISION
SUPPLIER DIVERSITY OFFICE

Reginald Nunnally
Executive Director

THE COMMONWEALTH OF MASSACHUSETTS
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Assistant Secretary for
Operational Services

Dear Supplier Diversity Program Participants:

Fiscal Year 2011, represents another successful year for the Supplier Diversity Program (SDP) and its participants. In aggregate Minority and Women Owned Businesses (M/WBE) spending increased by 1% from FY2010. The new Fiscal Year also brought a lot of positive changes to the program. I am excited to say that the Supplier Diversity Office (SDO) and Supplier Diversity Program are under one roof housed within the Operational Services Division (OSD). This means you benefit through the cohesive and comprehensive collaboration of our programs, all focused on servicing our business community. Furthermore, SDP works closely with OSD's Strategic Sourcing Leads to ensure our contracts provide a fair opportunity to Minority and Women Owned Businesses (M/WBE), as well as Small Businesses.

Governor Patrick executed Executive Order 533 (EO533) on May 10, 2011. This marked another encouraging change for our business community as the Assistant Secretary of Operational Services continues to enhance the efficiency and effectiveness of the Executive Departments' procurements and establishes a Municipal Procurement Program. One of the aspects of EO533 is that it requires every Executive Department to appoint a Chief Procurement Officer (CPO). EO533 names that CPO as the Supplier Diversity Officer. What this means for us is that it names someone with decision making power to oversee and track MBE, WBE and Small Business spending and their department's benchmarks for procurement performance.

In FY2010 and FY2011, state agencies received funding through the American Recovery and Reinvestment Act of 2009 (ARRA) to finance projects that otherwise would not have been fulfilled. It is important to note that these funds were only available through FY2011, so we will be challenged to make a greater effort to maintain current levels of M/WBE spending in FY2012. The FY2011, aggregate increase in spending over FY2010, did not extend to the MBE businesses, where we experienced a slight spending decrease. This compelled us to reassess the methodology for setting departmental benchmarks. After a very strong performance in FY2010, we wanted to ensure our processes support continuous growth. Historically, departments have set benchmarks based on a two-year spending average. This method worked well for over ten years but also permitted departments with failing benchmarks to lower their standards and added pressure to over performing departments. After extensive analysis, we developed a methodology of establishing benchmarks that directly relates each Executive Department's spending with their discretionary budget. We are confident that setting benchmarks as a percentage of their discretionary spending budget for each agency at 6% for MBE and 12% for WBE will promote continued access and opportunity to our business community. Since this new process has been implemented, departments have demonstrated a new commitment to the Program.

Finally, our FY2012, Kick Off & Networking Event was once again a huge success with over 470 people in attendance. The event was 100% funded by our sponsors. I must thank the President of the Massachusetts Convention Center Authority, James Rooney, for sponsoring our event at the Boston Convention and Exhibition Center. I also would like to give my deepest appreciation to the OSD Sourcing and SDO Team for their support on the day of the event. Last but not least, I must thank Donna Fleser for her tireless assistance and enthusiasm for the SDP, she truly believes and promotes the Program's mission.

Best regards,

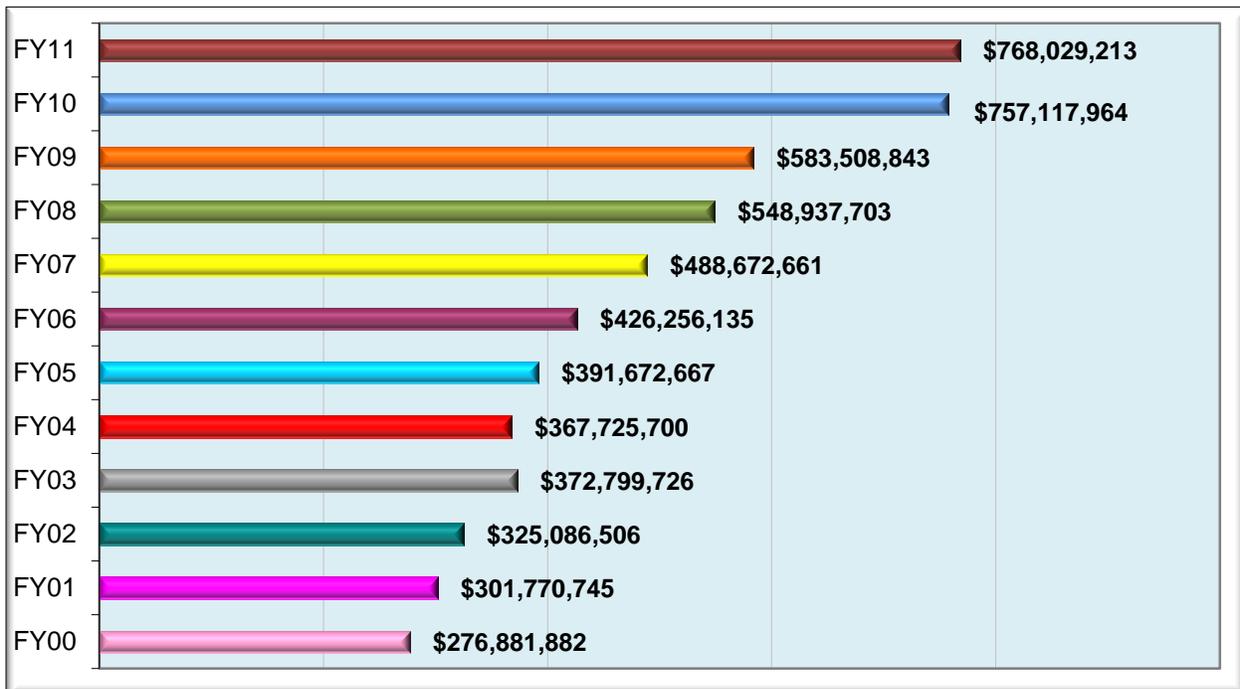
Gladymar Parziale
Director, SDO Goods and Services Unit

EXECUTIVE SUMMARY

The FY2011, Supplier Diversity Program (SDP), formerly known as the Affirmative Marketing Program, Annual Report highlights the Commonwealth's procurement activity with SDO certified Minority and Women Business Enterprises (M/WBEs) from July 1, 2010, through June 30, 2011.

One of the major functions of the SDP is its enforcement of *Executive Order 524* Establishing the Massachusetts Supplier Diversity Program. In this capacity the SDP is responsible for tracking participating SDP department procurement expenditures in the areas of goods and services with certified M/WBEs. One of the integral components and quantitative tools the SDP Director uses each fiscal year to monitor department performance and participation with M/WBEs is an established benchmarking process. Each participating SDP department/authority establishes a separate dollar spending benchmark at the beginning of each fiscal year for MBEs and WBEs. These dollar benchmarks allow the Director, SDP Officers, and their respective departments to track expenditure achievements at the end of the given fiscal year.

As a direct result of the Supplier Diversity Program, the M/WBE Combined Statewide spending for Goods and Services has increased annually for seven consecutive years.



It is important to note that expenditures tracked and reported in the statewide totals as highlighted above represent state spending only. This does not capture spending by any of the 351 municipalities, eligible non-profit organizations, quasi-governmental agencies, or other eligible entities, all of whom might make purchases through Statewide Contracts.

The Supplier Diversity Program Team services certified minority and women owned businesses as well as those who are in the process of becoming certified. The SDP Team assists department officers using the following methods:

- Helping to increase M/WBE vendor pools;
- Assisting with economic development strategies and/or activities ;
- Recommending contracting policies and other procedures that maximize M/WBE access; and
- Educating prime contractors on the importance of the SDP and the development of subcontracting relationships and partnerships with M/WBEs.

The contents of the FY2011, Supplier Diversity Program Annual Report provides further insight and information into each Secretariat's unique procurement needs and relationships with M/WBEs. Benchmark achievement information for individual departments represented by the Secretariat is also reported in detail.

MINORITY BUSINESS ENTERPRISE FISCAL YEAR 2011 HIGHLIGHTS

	FY09	FY10	FY11
GOODS & SERVICES	\$214,072,838	\$250,031,260	\$239,459,450

- MBE overall expenditures in FY2011, decreased by 4% from previous year spending totaling \$239,459,450.
- FY2011, MBE prime spending showed an increase of 2% from FY2010, totaling \$221,994,669.
- FY2011, MBE subcontracting decreased 46% from FY2010 totaling \$17,464,781.

WOMEN BUSINESS ENTERPRISE FISCAL YEAR 2011 HIGHLIGHTS

	FY09	FY10	FY11
GOODS & SERVICES	\$369,436,005	\$507,086,704	\$528,569,763

- WBE expenditures in FY2011, increased by 4% over previous year spending; totaling \$528,569,763.
- FY2011, WBE prime spending an increase of 7% from FY2010, totaling \$498,284,701.
- FY2011, WBE subcontracting decreased 25% from FY2010 totaling \$30,285,062.

FISCAL YEAR 2011 SECRETARIAT PERFORMANCE

The MBE and WBE spending benchmarks for FY2011 are based upon the previous two year spending. The Following Secretariats Exceeded Fiscal Year 2011 Benchmarks.

MBE
Executive Office of the Governor
Executive Office of Energy and Environmental Affairs
Executive Office of Housing and Economic Development
Executive Office of Labor and Workforce Development
Massachusetts Commission Against Discrimination
MASSDOT
MassHousing

WBE
Executive Office of the Governor
Executive Office for Administration & Finance
Executive Office of Education
Executive Office of Health & Human Services
Executive Office of Housing and Economic Development
Executive Office of Labor and Workforce Development
Executive Office of Public Safety and Homeland Security
Massachusetts Commission Against Discrimination
MASSDOT
MassHousing
Office of the Comptroller

*** The departments highlighted in both of the above charts exceeded their benchmarks for both MBE and WBE**

The MBE and WBE spending benchmarks for FY2011 are based upon the previous two year spending. The Following Secretariats Did Not Meet Fiscal Year 2011 Benchmarks. Please note that these Secretariats all exceeded their benchmarks in the opposite category and are included above.

MBE
Executive Office for Administration & Finance
Executive Office of Health and Human Services
Executive Office of Public Safety and Homeland Security
Office of the State Comptroller

WBE
Executive Office of Energy and Environmental Affairs

FISCAL YEAR 2011 DEPARTMENTAL PERFORMANCE

The MBE and WBE spending benchmarks for FY2011, are based upon the previous two year spending. The following departments set their benchmarks above the two year spending average and exceeded their Fiscal Year 2011 benchmarks.

MBE	WBE
Department of Developmental Services*	Department of Developmental Services*
Department of Veteran's Services	Department of Housing and Community Development
Department of Workforce Development*	Department of Workforce Development*
Executive Office of Administration and Finance*	Division of Energy Resources
Massachusetts Commission Against Discrimination*	Executive Office of Administration and Finance*
Massachusetts Emergency Management Agency	Executive Office of Education
	Executive Office of Housing and Economic Development
	Executive Office of Public Safety & Security
	Human Resource Division
	Mass. Commission for the Blind
	Massachusetts Commission Against Discrimination*
	Massachusetts Emergency Management Agency
	Municipal Police Training Committee

The MBE and WBE spending benchmarks for FY2011 are based upon the previous two year spending. The following departments set their benchmarks at the two year spending average and exceeded their Fiscal Year 2011 benchmarks.

MBE	WBE
Administrative Law Appeals	Department of Early Education and Care
Department of Early Education and Care	Department of Mental Health
Department of Fish and Game	Department of Public Utilities*
Department of Higher Education	Division of Insurance
Department of Public Utilities*	Division of Labor Relations
Division of Occupational Safety	Division of Professional Licensure
Division of Professional Licensure	Division of Standards
Executive Office of Education	Executive Office of Education
Executive Office of Housing and Economic Development*	Executive Office of Housing and Economic Development*
Executive Office of Labor and Workforce Development *	Executive Office of Labor and Workforce Development*
Information Technology Division	Massachusetts Marketing Partnership
MASSDOT	MASSDOT
MassHousing*	MassHousing*

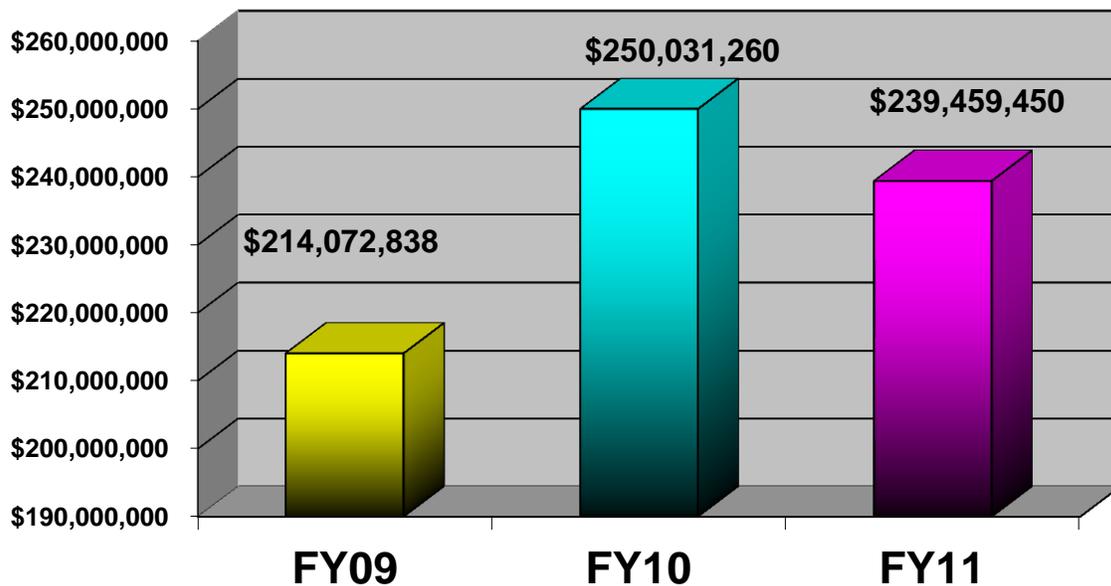
* The departments highlighted in both of the above charts exceeded their benchmarks for both MBE and WBE.

YEAR over YEAR 2009-2011

MBE HISTORICAL SPENDING TREND GOODS & SERVICES

MINORITY BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY2009	FY2010	FY2011
Office of the Governor	\$38,930	\$19,980	\$14,330
Executive Office for Administration & Finance	\$5,690,050	\$5,035,390	\$3,392,882
Office of the State Comptroller	\$93,923	\$84,854	\$49,634
Massachusetts Commission Against Discrimination	\$26,176	\$19,834	\$30,820
Executive Office of Energy & Environmental Affairs	\$2,464,551	\$10,306,699	\$3,374,897
Executive Office of Health and Human Services	\$160,839,047	\$139,912,652	\$147,611,636
Executive Office of Public Safety and Homeland Security	\$6,770,802	\$4,971,022	\$3,686,132
MassDOT ¹	\$4,185,967	\$39,848,508	\$32,561,023
Executive Office of Labor and Workforce Development	\$830,990	\$1,822,196	\$1,282,045
Executive Office of Housing and Economic Development	\$464,921	\$17,292,845	\$18,925,342
Executive Office of Education ²	\$31,914,903	\$29,886,204	\$27,520,877
MassHousing	\$752,578	\$831,076	\$1,009,831
STATEWIDE TOTAL	\$214,072,838	\$250,031,260	\$239,459,450

**3 Year SDP Statewide Trend
MBE Goods and Services Statewide Expenditures**



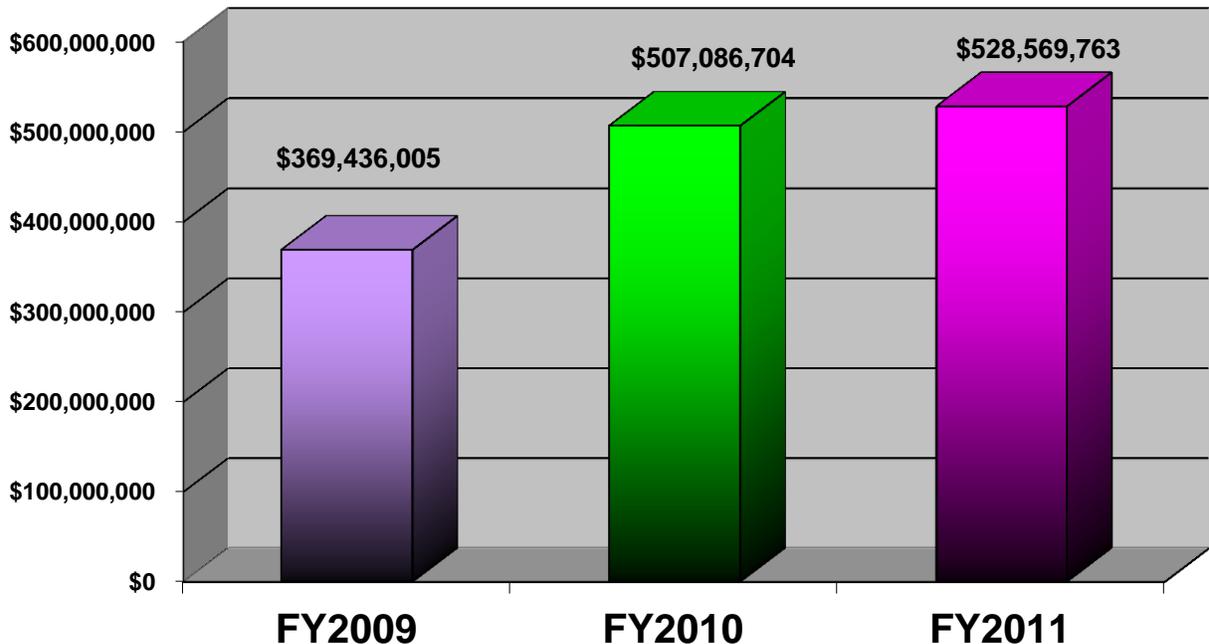
¹ MassDOT was divided into Mass. Dept. of Transportation and the Mass. Turnpike Authority prior to FY2010

² Executive Office of Education was divided into the Department of Elementary and Secondary Education and the Board of Early Education and Care prior to FY2010

WBE HISTORICAL SPENDING TREND GOODS & SERVICES

WOMEN BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY2009	FY2010	FY2011
Office of the Governor	\$19,687	\$14,708	\$15,917
Executive Office for Administration & Finance	\$7,988,504	\$13,852,967	\$10,274,565
Office of the State Comptroller	\$258,288	\$382,716	\$385,565
Massachusetts Commission Against Discrimination	\$14,054	\$20,848	\$28,266
Executive Office of Energy & Environmental Affairs	\$8,544,927	\$11,533,725	\$7,726,760
Executive Office of Health and Human Services	\$306,824,543	\$312,550,978	\$344,970,024
Executive Office of Public Safety and Homeland Security	\$4,748,512	\$7,573,859	\$7,295,847
MassDOT ³	\$10,162,951	\$82,244,170	\$73,124,641
Executive Office of Labor and Workforce Development	\$1,902,867	\$3,749,754	\$2,766,189
Executive Office of Housing and Economic Development	\$1,633,227	\$47,050,756	\$48,817,214
Executive Office of Education ⁴	\$27,079,994	\$27,817,695	\$32,768,378
MassHousing	\$258,451	\$294,528	\$396,396
STATEWIDE TOTAL	\$369,436,005	\$507,086,704	\$528,569,763

**3 Year SDP Statewide Trend
WBE Goods & Services Statewide Expenditures**



³ MassDOT was divided into Mass. Dept. of Transportation and the Mass. Turnpike Authority prior to FY2010

⁴ Executive Office of Education was divided into the Department of Elementary and Secondary Education and the Board of Early Education and Care prior to FY2010

EXECUTIVE AGENCIES FISCAL YEAR 2011 HIGHLIGHTS AND RESULTS

Executive Office of Administration and Finance

EXECUTIVE OFFICE OF ADMINISTRATION AND FINANCE	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Administrative Law Appeals	\$1,283	\$1,360	\$77
Appellate Tax Board	\$7,000	\$11,422	\$4,422
Bureau of State Office Buildings	\$727,855	\$81,999	(\$645,856)
Civil Service Commission	\$2,591	\$2,656	\$65
Department of Revenue	\$281,492	\$470,493	\$189,001
Disabled Persons Protection Commission	\$36,735	\$31,541	(\$5,194)
Division of Capital Asset Management	\$156,904	\$385,319	\$228,415
Executive Office of Administration and Finance	\$68,861	\$98,200	\$29,339
George Fingold Library	\$179,547	\$3,654	(\$175,893)
Group Insurance Commission	\$238,554	\$31,354	(\$207,200)
Human Resource Division	\$19,127	\$6,380	(\$12,747)
Information Technology Division	\$1,372,965	\$1,633,045	\$260,080
Massachusetts Developmental Disabilities Council	\$7,826	\$6,111	(\$1,715)
Massachusetts Office on Disability	\$7,348	\$4,087	(\$3,261)
Operational Services Division	\$36,222	\$104,837	\$68,615
Public Employee Retirement Adm. Comm.	\$20,000	\$24,932	\$4,932
Teacher's Retirement Board	\$497,500	\$495,492	(\$2,008)
TOTAL	\$3,661,810	\$3,392,882	(\$268,928)

EXECUTIVE OFFICE OF ADMINISTRATION AND FINANCE	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Administrative Law Appeals	\$4,248	\$1,710	(\$2,538)
Appellate Tax Board	\$5,000	\$11,796	\$6796
Bureau of State Office Buildings	\$764,125	\$219,923	(\$544,202)
Civil Service Commission	\$1,835	\$2,655	\$820
Department of Revenue	\$323,874	\$470,173	\$146299
Disabled Persons Protection Commission	\$37,513	\$31,541	(\$5,972)
Division of Capital Asset Management	\$1,094,365	\$2,072,948	\$978583
Executive Office of Administration and Finance	\$426,849	\$3,086,298	\$2,659,449
George Fingold Library	\$81,163	\$5,690	(\$75,473)
Group Insurance Commission	\$516,301	\$415,597	(\$100,704)
Human Resource Division	\$291,385	\$345,832	\$54,447
Information Technology Division	\$3,849,882	\$1,607,894	(\$2,241,988)
Massachusetts Development Disabilities Council	\$90,922	\$6,111	(\$84,811)
Massachusetts Office of Disability	\$16,914	\$18,740	\$1,826
Operational Services Division	\$77,823	\$477,622	\$399,799
Public Employee Retirement Adm. Comm.	\$200,926	\$204,561	\$3,635
Teacher's Retirement Board	\$645,800	\$344,556	(\$301,244)
TOTAL	\$8,428,925	\$9,323,647	\$894,722

Executive Office for Administration and Finance (ANF)

- The Executive Office for Administration and Finance exceeded both its MBE and WBE benchmarks in FY2011. It is fortunate that there is a considerable base of SDO certified contractors and subcontractors available to utilize.
- ANF surpassed our FY2011, MBE benchmarks by \$29,339. This was accomplished by purchasing off of existing Statewide Contracts that enable us to choose MBE certified vendors.
- ANF also exceeded our FY2011, WBE benchmarks by \$2.8M. This was accomplished almost in whole by IT contracting services purchased off of existing Statewide Contracts.
- The Executive Office of Administration and Finance is committed to the Supplier Diversity Program and contributing to its success.

Bureau of State Office Buildings (BSB)

- In FY2011, the Bureau of State Office Buildings expended \$466,169 with UNICCO Service Company who in turn subcontracted \$90,793 to Long Bay Services/Vanguard General Services, an M/WBE. In FY2011, overall expenditures to M/WBE subcontractors were approximately 15% of the amount expended in the prior year. BSB was able to achieve approximately 11% of its MBE and 29% of its WBE FY2011, Benchmarks respectively.

Department of Revenue (DOR)

- The Department of Revenue exceeded both its MBE and WBE benchmarks in FY2011, exceeding the MBE benchmark by \$189,001 and the WBE benchmark by \$146,299. DOR has been fortunate that there is a considerable base of SDO certified contractors and subcontractors available to utilize.
- DOR initiated a Growth and Development program that has successfully promoted the participation of SDO certified vendors at STAR for the past 2 years and FY2011, was no exception. With the help of the grant/sponsorship of two of our prime contractors (First Data & RevQ/Columbia Ultimate), we were able to offer one vendor the ability to attend STAR 2011, at the Platinum Level, sponsored by FDGS and multiple (regular) booths were presented to vendors which were sponsored by RevQ/Columbia Ultimate.

State Library of Massachusetts (LIB)

- The State Library of Massachusetts has continued to purchase items from M/WBEs when possible and will continue to buy from the same companies when they are able to meet our needs. Most of the purchases that we make are not very large and are for office supplies and library materials.
- The Department Supplier Diversity Officer looks to purchase items when possible from M/WBE's. Unfortunately many of the items that we purchase are for specialized library supplies and we are limited in the companies that we can purchase these products from.
- The State Library of Massachusetts will continue to do business with its current vendors and will try to increase vendor capacity by looking to expand the number of vendors that we use.
- The State Library projects that our spending is likely to remain around the same level.

Massachusetts Developmental Disabilities Council (ADD)

- ADD continues to partner with and work with staff in procurements with New England Office Supply (NEOS), a minority and woman-owned business entity.
- Our Supplier Diversity Officer regularly communicates procurement information on woman-owned and minority-owned business entities.
- ADD, an independent agency, created by federal law and 100% federally funded, projects less purchasing over the next year-year plan. The Council has used the State Surplus Property list as a first opportunity for consumables and other office items.

Human Resources Division (HRD)

- The Human Resources Division is a participant and proud supporter of the Commonwealth's Supplier Diversity Program. Currently, HRD uses several Minority and Women Business Owned Enterprises for consulting, training, advertising, and other general administrative services.
- For FY2011, HRD did not exceed its MBE benchmark of \$19,127. Currently, much of the MBE vendor spending is geared towards printing and office supplies. Our reliance on these supplies has grown less over time partially due to the difficult budgetary climate and our own combined efforts to leverage technology and to improve internal work efficiencies. Where-ever applicable, HRD will use an MBE vendor should the business need arise and to continue to promote the Commonwealth's Supplier Diversity Program.
- For FY2011, HRD exceeded the WBE benchmark of \$291,385 by nearly 19% to \$345,832. The majority of the WBE spending was put towards consulting services such as investigative, utilization review/health consulting, and information technology. Many of these specialized services rendered are business driven and vendors used provide specialized knowledge in certain areas where we don't have adequate information.
- Spending to a lesser extent was also directed towards office, printing, and other general administrative supplies. Where applicable, HRD will use MBE and WBE vendors should the business need arise and to continue to promote the Commonwealth's Supplier Diversity Program.

Information Technology Division (ITD)

- In FY2011, ITD did not meet its WBE benchmark. ITD spending is primarily through existing Statewide Contracts and most M/WBE spending is achieved through M/WBE vendors on these Statewide Contracts. A large portion of ITD's M/WBE spending is made through the ITS43 Statewide IT Consulting Contracts.
- ITD's internal procurement policy requires requesting quotes from the multiple vendors on Statewide Contracts. The policy requires that all email requests for quotes must include the M/WBE vendors on the contracts that we are using.
- These quoting practices have helped M/WBE vendors to do more and more business competitively with ITD.
- ITD will continue its outreach to M/WBE vendors in hopes of increasing our annual spending with M/WBE vendors.

Massachusetts Office on Disability (MOD)

- MOD did not achieve their FY2011, MBE benchmark. MOD spent 5.6% of FY2011, discretionary funds on MBE's, spending in three areas: printing, office supplies and temporary clerical help. Going forward there is a need, when opportunities arise, to create a better balance of spending between WBE's and MBE's to achieve MBE benchmarks.
- Worked with, for the first time, MBE vendor Total Clerical Services and hope to work with them again in the future.
- MOD is pleased to report that they have exceeded their FY2011, WBE benchmark by 11%. Of particular note is that this accomplishment was made despite a 50% decrease in discretionary funds from FY2010. WBE spending occurred in three areas: printing, office supplies and temporary clerical help, and utilized four different vendors.

Operational Services Division (OSD)

- OSD has two areas of discretionary funds that are focused on using the services of M/WBE businesses which are Temporary Help Services and Office Supplies. In FY2011, New England Office Supply is OSD's primary vendor for all office supplies. OSD also used the services of John Leonard Employment, Rad Employment and CQ Personnel for all its legal administrative and clerical temp help services which are all MBE or WBE vendors.
- The Operational Services Division's Supplier Diversity Office has a DBE Supportive Services program for disadvantaged business enterprises. This program is funded through an Intergovernmental Service Agreement with the Department of Transportation. This program continues to use the services of MBE/WBE businesses such as; The Business Coach, Interise, Royal LLP, and others to achieve its program objectives.

Public Employee Retirement Administration Commission (PERA)

- The Public Employee Retirement Administration Commission exceeded both its projected MBE and WBE benchmarks for FY2011.
- The FY2011, WBE benchmark was exceeded by \$3,635. Most of the spending was due to disability retirement medical panels provided by Scope Medical Services and Kids Terrain Inc.
- The FY2011, MBE benchmark was exceeded by \$4,932. The MBE expenditures were made up of purchases from Statewide Contractors for commodities such as office and administrative supplies, office furnishings, and printing expenses

Massachusetts Teachers' Retirement System (TRB)

- In FY2011, Massachusetts Teacher's' Retirement System (TRB) did not meet its established WBE benchmark.
- TRB successfully continued the M/WBE subcontracting partnership with Resourcesoft, Inc. as part of our New Line of Business System as well as with other prime contractors such as Overture Partners with a total spending of \$75,000.

Office of the Comptroller

OFFICE OF THE STATE COMPTROLLER	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Office of the State Comptroller	\$72,000	\$49,634	(\$22,366)
Total	\$72,000	\$49,634	(\$22,366)

OFFICE OF THE STATE COMPTROLLER	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Office of the State Comptroller	\$254,000	\$385,565	\$131,565
Total	\$254,000	\$385,565	\$131,565

Office of the Comptroller (OSC)

- Our contract for Commonwealth's Statewide Single Audit ensures SDP sub-contractor participation. We were unable to reach our MBE benchmark due to administrative cuts although the Office of the Comptroller made a concerted effort to direct printing, technology, and office supply spending to MBE vendors.
- In FY2011 the OSC exceeded their WBE benchmark by \$131,565 as a result of a joint Cash Management Project with the Treasurer.

Executive Office of Housing and Economic Development

EXECUTIVE OFFICE OF HOUSING & ECONOMIC DEVELOPMENT	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Mass. Office of Business Development	\$4,155	\$23,925	\$19,770
Department of Housing and Community Development	\$8,501,712	\$18,745,357	\$10,243,645
Department of Telecommunications and Cable	\$29,016	\$13,963	(\$15,053)
Division of Banks	\$17,661	\$15,341	(\$2,320)
Division of Insurance	\$68,627	\$26,957	(\$41,670)
Division of Professional Licensure	\$26,431	\$55,284	\$28,853
Division of Standards	\$9,954	\$6,433	(\$3,521)
Executive Office of Housing and Economic Development	\$9,119	\$14,325	\$5,206
Massachusetts Marketing Partnership	\$23,388	\$11,744	(\$11,644)
Office of Consumer Affairs and Business Regulation	\$9,683	\$12,013	\$2,330
TOTAL	\$8,699,746	\$18,925,342	\$10,225,596

EXECUTIVE OFFICE OF HOUSING & ECONOMIC DEVELOPMENT	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Mass. Office of Business Development	\$96,686	\$7,925	(\$88,761)
Department of Housing and Community Development	\$42,027,908	\$47,840,149	\$5,812,241
Department of Telecommunications and Cable	\$40,548	\$8,000	(\$32,548)
Division of Banks	\$148,941	\$129,513	(\$19,428)
Division of Insurance	\$251,761	\$262,403	\$10,642
Division of Professional Licensure	\$150,569	\$232,831	\$82,262
Division of Standards	\$10,036	\$11,307	\$1,271
Executive Office of Housing and Economic Development	\$8,572	\$179,405	\$170,833
Massachusetts Marketing Partnership	\$129,151	\$135,940	\$6,789
Office of Consumer Affairs and Business Regulation	\$10,254	\$9,741	(\$513)
TOTAL	\$42,874,426	\$48,817,214	\$5,942,788

Executive Office of Housing and Economic Development (EED)

- Despite significant budget constraints, EED exceeded its FY2011, MBE benchmark by 57% and its WBE benchmark by 1993% or \$170,833.
- With a small budget, where the majority of spending goes towards payroll and related expenses, EED carefully monitors its discretionary spending to ensure that as much of this spending goes towards M/WBE vendors. We review Statewide Contracts for M/WBE vendors whose goods and services can fulfill our administrative needs.
- Since its inception in FY2004, EED has always exceeded its benchmarks for both MBE and WBE expenditures. EED managers are aware of our SDO goals and are strongly encouraged to contract with M/WBE vendors for their particular program requirements.
- EED's M/WBE spending was concentrated on the areas of office supplies, toner cartridges, instructors, and various IT expenditures for professional services, and for purchase of peripheral equipment.

Massachusetts Office of Business Development (SEA)

- Over the past two fiscal years, there have been reorganizations where certain agencies no longer fall under SEA. The State Office of Minority and Women Business Assistance, through an Article 87 reorganization effective May 1, 2010, was transferred to the Operational Services Division and renamed the Supplier Diversity Office. Under Chapter 240 of the Acts of 2010, which was made effective October 1, 2010, the Mass Office of Travel and Tourism became a part of the MA Marketing Partnership. Therefore, M/WBE spending from those affected agencies will be included with the Operational Services Division (for the Supplier Diversity Office) and with the MA Marketing Partnership (for Mass Office of Travel and Tourism). As such, it was difficult to determine a true benchmark for SEA based on historical data.
- SEA's exclusively used WBE vendors for office supplies, printing supplies, and courier services. In FY12, we hope to expand our efforts to other WBE vendor goods and services.

Department of Housing & Community Development (DHCD)

- The Department of Housing & Community Development is committed to ensuring that minority and women business enterprises are included in the planning and implementation of all programs of the department through spending priorities. We will continue to strive to meet aggressive goals, combined with improved outreach and will continue to award grants and contracts to certified minority and women business enterprises.
- In FY2011, the Department of Housing & Community Development succeeded in exceeding its MBE benchmark of \$8,501,712 by \$10,243,645 for expenditures totaling \$18,745,357. DHCD is very proud to have increased spending with MBE vendors by 120% over the course of the fiscal year. The Department utilized MBE vendors to provide purchased human and social services, office supplies, and temp help services. In FY2011, the Department of Housing & Community Development succeeded in exceeding its WBE benchmark of \$42,027,908 by \$5,812,241 for expenditures totaling \$47,840,149. DHCD is proud to have increased spending with WBE vendors by nearly 14% over the course of the fiscal year. The Department utilized WBE vendors to provide purchased human and social services, office supplies, consultant services, IT-related services, instructors/trainers/lecturers, legal services, and temp help services

Massachusetts Marketing Partnership (MMP)

- The MA Marketing Partnership was established on October 1, 2010, per Chapter 240 of the Acts of 2010, and includes the Mass Office of Travel and Tourism, the Mass Office of International Trade and Investment (both formerly under SEA), and the Commonwealth Marketing Office. FY2011, M/WBE spending for MMP only covers the period October 1, 2010, to June 30, 2011.
- In FY2011, MMP has utilized eleven M/WBE prime and sub-contracted vendors for a diverse selection of goods and services such as office supplies, toner cartridges, catering services, travel services, subscriptions, promotional merchandise, messenger services, printing services, translation services, and video graphing.

Executive Office of Public Safety and Homeland Security

EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Chief Medical Examiner	\$90,671	\$80,887	(\$9,784)
Department of Criminal Justice Information Services	\$8,400	\$6,935	(\$1,465)
Department of Correction	\$2,004,459	\$1,284,455	(\$720,004)
Department of Fire Services	\$154,981	\$38,943	(\$116,038)
Department of Public Safety	\$162,731	\$33,391	(\$129,340)
Department of State Police	\$775,853	\$502,299	(\$273,554)
Executive Office of Public Safety & Security	\$1,919,761	\$1,452,264	(\$467,497)
Massachusetts Emergency Management Agency	\$35,627	\$52,337	\$16,710
Merit Rating Board	\$30,000	\$19,850	(\$10,150)
Military Division	\$144,799	\$143,761	(\$1,038)
Municipal Police Training Committee	\$9,061	\$16,527	\$7,466
Parole Board	\$57,188	\$47,604	(\$9,584)
Sex Offender Registry Board	\$21,599	\$6,879	(\$14,720)
TOTAL	\$5,415,130	\$3,686,132	(\$1,728,998)

EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Chief Medical Examiner	\$62,443	\$57,598	(\$4,845)
Department of Criminal Justice Information Services	\$8,400	\$8,268	(\$132)
Department of Correction	\$2,411,900	\$2,266,833	(\$145,067)
Department of Fire Services	\$273,020	\$271,193	(\$1,827)
Department of Public Safety	\$244,445	\$120,006	(\$124,439)
Department of State Police	\$1,171,007	\$1,162,350	(\$8,657)
Executive Office of Public Safety & Security	\$478,657	\$2,135,901	\$1,657,244
Massachusetts Emergency Management Agency	\$473,918	\$703,841	\$229,923
Merit Rating Board	\$364,586	\$64,975	(\$299,611)
Military Division	\$112,925	\$182,512	\$69,587
Municipal Police Training Committee	\$46,638	\$51,861	\$5,223
Parole Board	\$260,501	\$262,967	\$2,466
Sex Offender Registry Board	\$20,292	\$7,542	(\$12,750)
TOTAL	\$5,928,732	\$7,295,847	\$1,367,115

Massachusetts Department of Correction (DOC)

- Although the Department fell short of its FY2011, M/WBE benchmarks, it should be noted that the Department's discretionary spending is very limited within the context of its overall budget.
- Challenging fiscal realities provide the backdrop for discretionary spending initiatives. During these difficult fiscal times and with limited discretionary spending, the Department has had to make efforts to reduce costs in order to preserve core programs and services to include refraining from purchasing non-essential goods and services. Whenever possible, the Department continues to strive to do business with certified MBE's and WBE's.
- On September 20, 2010, three Department of Correction representatives attended the annual Supplier Diversity Office "Kick Off" event held at the Boston Convention and Exhibition Center. During FY2011, the Department increased its overall MBE Departmental Subcontracting expenditures for contracts having prime contractors subcontracting with MBE's as their Supplier Diversity Program plan. Total DOC FY2011, Departmental Subcontracting MBE expenditures equaled \$1,284,455 compared with \$721,824 in FY2010. This increase of \$562,631 equals an 44% increase in Departmental Subcontracting MBE expenditures.
- One of the Department's vendors on a recently executed new prison door contract, KNE Corporation, uses Essex Newbury North Contracting, Inc., an MBE sub-contractor for their SDP plan and it is projected that the expenditures will reach \$156,000 over the first two year term of the contract.
- During FY2011, the Department executed a new contract with Rapport International LLC, a WBE, on its rolling enrollment solicitation for Public Safety and Security Training, RFR # 09-9050-J50. Through this new contract, the Department intends to utilize Rapport International to provide training for designated DOC staff on foreign (Spanish) language (In-Person) Interpretation skills, tactics, and techniques with a special emphasis on the interpretation of Caribbean dialects. Further initiatives with Rapport through this contract include the development of a Resource Glossary training guide of common terms in Spanish translated into English.
- During FY2011, the Department's Division of Resource Management procured several new contracts resulting in prime contractors subcontracting with M/WBE's as their Supplier Diversity Program plan. These SDP partners include: New Form Building Systems Inc., Grimes Oil Co. Inc., Bowditch & Marinelli Inc., and South Dartmouth Construction Inc. It is expected that the SDP subcontracting expenditures will total \$162,000 over the first year of the contracts.

Massachusetts Parole Board (PAR)

- In FY2011, our agency set a goal of \$260,501 in WBE spending. Actual spending was \$262,967 in WBE, surpassing the FY2011, benchmark by \$2,466 due to utilizing WBE temporary agency to help cover the shortage of staff.
- In FY2011, our agency established the benchmark of \$57,188 in MBE spending. Actual spending was below the benchmark by \$9,584 due to the funding decline. Our FY2011, spending consisted mainly of printing and office supply expenditures.

Executive Office of Energy and Environmental Affairs

EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Department of Agricultural Resources	\$65,000	\$21,962	(\$43,038)
Department of Conservation and Recreation	\$1,359,392	\$2,552,041	\$1,192,649
Department of Fish and Game	\$136,446	\$136,504	\$58
Department of Public Utilities	\$77,937	\$222,463	\$144,526
Division of Energy Resources	\$44,497	\$6,279	(\$38,218)
Environmental Protection	\$1,068,107	\$367,277	(\$700,830)
Executive Office of Energy and Environmental Affairs	\$149,934	\$44,688	(\$105,246)
State Reclamation Board	\$28,000	\$23,684	(\$4,316)
TOTAL	\$2,929,313	\$3,374,898	\$445,585

EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Department of Agricultural Resources	\$170,000	\$126,556	(\$43,444)
Department of Conservation and Recreation	\$5,241,831	\$3,336,064	(\$1,905,767)
Department of Fish and Game	\$699,407	\$351,604	(\$347,803)
Department of Public Utilities	\$181,603	\$336,332	\$154,729
Division of Energy Resources	\$142,880	\$335,568	\$192,688
Environmental Protection	\$1,128,618	\$826,692	(\$301,926)
Executive Office of Energy and Environmental Affairs	\$613,525	\$2,383,909	\$1,770,384
State Reclamation Board	\$41,000	\$30,035	(\$10,965)
TOTAL	\$8,218,864	\$7,726,760	(\$492,104)

Executive Office for Energy and Environmental Affairs (EEA)

- In FY2011, the EEA substantially exceeded our WBE benchmark by over 288.5%.
- For FY2011, EEA fell short of the MBE benchmark. EEA's total MBE FY11 spending of \$44,688 was a substantial decrease from the previous year total spending due to overall reduced spending.

Massachusetts Department of Agricultural Resources (AGR)

- In FY2011, the Massachusetts Department of Agricultural Resources successfully utilized a WBE vendor, Bristol Elder Services Inc., in its food coupon program for low income seniors. This federally funded program provides low income seniors with coupons to use at local farmers markets in order to procure healthy produce. In turn, the procurement of locally grown products helps Massachusetts farmers. DAR was able to further capitalize on this program by utilizing a WBE vendor.

- Similarly in FY2011, when the Massachusetts Department of Agricultural Resources needed to translate flyers advertising its “electronic benefits transfer” or “EBT” program for farmers market, it turned to MBE vendor, Eduardo Bernstein Translations, to forge another new relationship in its food coupon program. Eduardo Bernstein Translations was able to successfully translate the flyers into Spanish.
- The Massachusetts Department of Agricultural Resources uses agency awarded contracts in its land programs. One such program is the Agricultural Preservation Restriction (APR) baseline monitoring inspection program. In FY2011, has continued to build its business with WBE vendor Solana, Inc. to successfully ensure compliance with APR restrictions.

State Reclamation Board (SRB)

- The State Reclamation Board fell short of its FY2011 MBE target due to 1) declining budgets, 2) a significant decrease in the discretionary portion of those budgets, and 3) an overly optimistic increased MBE target. From fiscal year 2010 to fiscal year 2011 the SRB budget declined by 1.3% or \$145,274. More significantly, the discretionary portion of the SRB budget declined by over 28% or \$898,760 in the aforementioned time period. The very significant decrease in the discretionary portion of the budget adversely impacted the agency’s ability to increase MBE spending. Meanwhile, the agency rather than adjusting its MBE FY11 target downwards to reflect the significant drop in its budget and available discretionary funds optimistically increased its MBE target by \$5,000 or almost 18%. The agency missed its MBE target by \$4,316 or -15.4%. If the agency had maintained its MBE target at FY10 levels it would have achieved its target. In FY12 the State Reclamation Board has set a goal to increase MBE spending by 5% above the average MBE expenditures for the previous two fiscal years.
- As mentioned above, the State Reclamation Board fell short of its FY11 WBE target due to 1) declining budgets, 2) a significant decrease in the discretionary portion of those budgets, and 3) an overly optimistic increased WBE target. From fiscal year 2010 to fiscal year 2011 the SRB budget declined by 1.3% or \$145,274. More significantly, the discretionary portion of the SRB budget declined by over 28% or \$898,760 in the aforementioned time period. The very significant decrease in the discretionary portion of the budget adversely impacted the agency’s ability to increase WBE spending. Meanwhile, the agency rather than adjusting its WBE FY11 target downwards to reflect the significant drop in its budget and available discretionary funds optimistically increased its WBE target by \$9,000 or over 28%. The agency missed its WBE target by \$10,965 or roughly -27%. In FY12 the State Reclamation Board has set a goal to increase WBE spending by 5% above the average WBE expenditures for the previous two fiscal years.

Department of Environmental Protection (DEP)

- FY2011, was a difficult one for DEP; it marks the first time in since 2003 in which the department was unable to meet both its MBE and WBE benchmarks. As always, DEP wants to insure that there remain opportunities for M/WBEs to compete for and, where appropriate, to receive contracts as well as subcontracts. And it will continue to be an active participant in all vendor-related events where the agency is able to outreach to M/WBE vendors who are willing, ready and able to do business with the Commonwealth.

Department of Conservation and Recreation (DCR)

- In FY2011, based on our understanding that we could include all M/WBE spending, including construction, we increased our benchmark. The reported FY2011, spending excludes the construction object codes, resulting in the appearance of a significant deficit.
- DCR also notes that in FY2010, we spent \$1,183,982 with Eastern Salt, a WBE. In FY2011, we spent \$5,563 with the same vendor, as the Massachusetts Department of Transportation took over our roads as part of the transportation consolidation effort.

Department of Fish and Game (FWE)

- In an effort to meet the business needs of the Division of Ecological Restoration (DER), and promote prospects for M/WBE vendors, DER has established two new Master Service Agreements (finalized in the fall of FY2011). These MSAs successfully provided a vehicle for increased participation of M/WBE firms during FY2011. In the first year of use for these MSAs, DER was able to more than double expenditures to WBE firms and maintain expenditures for MBE firms. This accomplishment occurred despite a decrease of 40% in discretionary spending.

Department of Public Utilities (DPU)

- The Department of Public Utilities (DPU) continues to work to identify services of M/WBE vendors to meet our business needs. During FY2011, we used various WBEs for temporary help. We continue to have strong partnerships with CAM Office Services (M/WBE) and New England Office Supplies (M/WBE). During FY2011, we teamed up with Office Solutions Plus, LCC (WBE) to deliver records to the Massachusetts Supreme Judicial Court. This was our first project with Office Solutions Plus, LCC and they were a great resource.

Department of Energy Resources (DOER)

- In FY2011, DOER was in the middle of its American Recovery & Reinvestment Act of 2009 (ARRA) effort, deploying over \$77M in federal ARRA funds towards a diverse range of energy-related stimulus projects. As such, DOER was able to increase its MBE and WBE spending significantly over previous fiscal years. The MBE and WBE spending was primarily attributed to contracts involving energy technical assistance consultants.

Executive Office of Health and Human Services

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Department of Elder Affairs	\$40,221,046	\$39,919,793	(\$301,253)
Department of Mental Health	\$12,922,898	\$11,500,252	(\$1,422,646)
Department of Developmental Services (DMR)	\$35,553,140	\$38,608,109	\$3,054,969
Department of Public Health	\$26,762,297	\$25,016,095	(\$1,746,202)
Department of Children and Families (formerly DSS)	\$24,806,637	\$24,483,698	(\$322,939)
Department of Transitional Assistance	\$412,174	\$552,013	\$139,839
Department of Veteran's Services	\$20,000	\$49,683	\$29,683
Department of Youth Services	\$1,241,395	\$2,744,152	\$1,502,757
Division of Health Care Finance and Policy	\$775,674	\$288,068	(\$487,606)
Executive Office of Health and Human Services	\$1,208,838	\$274,924	(\$933,914)
Holyoke's Soldiers Home	\$173,860	\$111,604	(\$62,256)
Mass. Commission for Deaf & Hard of Hearing	\$74,244	\$10,943	(\$63,301)
Mass. Commission for the Blind	\$102,817	\$96,395	(\$6,422)
Mass. Office for Refugees and Immigrants	\$1,989,853	\$537,850	(\$1,452,003)
Mass. Rehabilitation Commission	\$3,464,206	\$3,127,636	(\$336,570)
Soldier's Home in Massachusetts	\$335,512	\$290,422	(\$45,090)
TOTAL	\$150,064,591	\$147,611,637	(\$2,452,954)

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Department of Elder Affairs	\$11,828,290	\$25,539,820	\$13,711,530
Department of Mental Health	\$61,328,395	\$75,428,346	\$14,099,951
Department of Developmental Services (DMR)	\$100,718,082	\$129,034,217	\$28,316,135
Department of Public Health	\$32,018,529	\$40,403,045	\$8,384,516
Department of Children and Families (formerly DSS)	\$43,121,812	\$40,971,712	(\$2,150,100)
Department of Transitional Assistance	\$1,720,677	\$1,628,486	(\$92,191)
Department of Veteran's Services	\$346,125	\$461,132	\$115,007
Department of Youth Services	\$14,345,898	\$13,717,476	(\$628,422)
Division of Health Care Finance and Policy	\$289,441	\$331,000	\$41,559
Executive Office of Health and Human Services	\$8,000,000	\$7,966,124	(\$33,876)
Holyoke's Soldiers Home	\$56,652	\$12,205	(\$44,447)
Mass. Commission for Deaf & Hard of Hearing	\$10,000	\$16,863	\$6,863
Mass. Commission for the Blind	\$1,190,827	\$1,634,267	\$443,440
Mass. Office for Refugees and Immigrants	\$14,500	\$3,594	(\$10,906)
Mass. Rehabilitation Commission	\$6,483,313	\$7,439,737	\$956,424
Soldier's Home in Massachusetts	\$116,960	\$382,000	\$265,040
TOTAL	\$281,589,501	\$344,970,024	\$63,380,523

Executive Office of Health and Human Services – (EHS)

- The Executive Office established a very aggressive FY2011, benchmark and missed the MBE mark by \$933,914 and the WBE by \$33,876. EHS focused resources on IT consolidation and multiagency initiatives in FY2011. EHS has historically relied on its ability to meet fiscal year M/WBE benchmarks by utilizing Statewide Contracts (SWC). .
- Policy/Training: EHS conducted a mandatory training for accounting and procurement staff with, the SDP Director and our SDO Officer. As a result of that training we are now requiring all vendors that respond to our Departmental Master Agreements to submit SDP Plans regardless of the value of the resulting awards. We have also identified several large contracts that are exempt from SDP reporting, due to the object class, that we intend to monitor and report SDP activities for next fiscal year.
- Statewide Contracts: An overwhelming majority of EHS encumbrances reference statewide contracts. While we feel we do a good job utilizing M/WBE firms on those contracts we have identified two statewide contracts in which we would like to increase M/WBE utilization this fiscal year. We intend on soliciting quotes and using an evaluation methodology that recognizes the disparity and awarding an increased level for proposed SDP Plans that commit to a specific subcontracting/ancillary partnership level with SDO certified vendors.

Soldier's Home Chelsea – (CHE)

- For FY2011, the Soldier's' Home in Chelsea was under the MBE spending target by \$45,090 and over our WBE spending target by \$265,040 through our regular appropriation spending. Prior years benefited from maintenance projects funded by our appropriation and DCAM.
- However in FY2011, there was additional spending in WBE of \$242,939 through our use of ISA funds provided by DCAM. The DCAM funded projects were:
 - Daigle Electrical Construction Corp was contracted to upgrade fire alarm master boxes for \$160,500.
 - Daigle Electrical Construction Corp was contracted for fire stop repairs with a contract value of \$82,500.

Department of Mental Health – (DMH)

- In FY2011, the Department of Mental and Health set a goal of \$61.3 Million in WBE spending. Actual spending was over \$75.4 Million, surpassing the benchmark set for FY2011, by \$14.1 Million. DMH encourages its area and facility staff to do business with M/WBE providers whenever possible.
- The Department of Mental Health continues to utilize MBE services whenever applicable. In FY2011 MBE benchmark was \$12.9 Million. DMH encourages its area and facility staff to do business with M/WBE providers whenever possible.

Department of Public Health – (DPH)

- The Department of Public Health spent approximately \$1.7 Million less through MBE expenditures than was originally anticipated through the benchmarking process. The primary loss was in the subcontract amount which decreased from over \$1.4 Million to \$51,818; actual expenditures before subcontractor calculations only decreased by approximately \$29,000 from FY2010 to FY2011. While a number of direct MBE expenditures were higher, the Department had to transfer a few contracts from MBE vendors as the smaller entities could no longer provide contracted services as a result of budget cuts from multiple sources. To the extent possible, the Department worked to find another MBE or a WBE that could continue to provide the same good or service.
- DPH exceeded its FY2011, benchmark for WBEs by over \$8.4 Million dollars. This was a significant accomplishment in light of decreasing resources from state and federal sources. The primary expenditures were through statewide contracts and the Department encourages Bureaus to engage qualified Women and Minority Based organizations that are approved vendors on statewide contracts.
- As part of our procurement planning process, the Department's Purchase of Service Unit works closely with Bureaus to stress the importance of vendors submitting meaningful Supplier Diversity Plans with their proposals. The following language is included in appropriate RFRs: "The PMT requires bidders to make a significant commitment to partner with certified Minority- and Women-Owned Businesses in order to be awarded a contract."
- Vendors that submit complete plans with significant SDP activity receive a higher score for their SDP plans. This is stressed with bidders in the RFR and at Bidders Conferences. This has proven to be particularly effective with direct service and capacity building procurements that focus on outreach to minority groups and subcontracting with minority based entities to increase the availability of services to underserved populations. The DPH Purchase of Service procurement staff oversees this initiative.
- The Department receives federal funding for an initiative termed Culturally and Linguistic Appropriate Services (CLAS). A section on the CLAS initiative is included in appropriate RFR's and vendors complete an assessment form as part of their proposals. As a result of this initiative, DPH has seen an increase in the number of subcontracts with minority based organizations. Deputy Director for the Department's Purchase of Service Office, participates on the CLAS team and is responsible for merging the CLAS initiative into DPH procurements.

Department of Youth Services (DYS)

- The overwhelming majority of the Department's discretionary spending is through Purchase of Service (POS) contracts with the private, not for profit, Human Services provider agencies. Thanks to the work of the Department's POS Director and staff, we have met and exceeded our benchmarks in a difficult economic environment. By working closely with the POS Department, DYS has been able to establish a Request for Response (RFR) template, evaluation and monitoring system that has allowed DYS to better evaluate and score our RFRs in order to provide a better pool of vendors.
- The overwhelming majority of the Department's discretionary spending is through Purchase of Service (POS) contracts with the private, not for profit Human Services provider agencies. Unfortunately, due to the difficult economic environment DYS lost a WBE vendor contract and this accounts for the decrease in meeting our FY2011, WBE Benchmark. DYS continues to look for and work with vendors in order to exceed our benchmarks.
- General initiatives focus on expanding awareness of business opportunities to members of the SDO certified community by our commitment to post ALL solicitations, including those below the \$50,000 benchmark, on Comm-PASS.
- Specific initiatives include strong commitment to further expand MBE and WBE business
- DYS has reached out to both our Purchase of Service vendors and commodities vendors to have them expand their resources and establish new business ventures with M/WBEs.
- Key trends, as noted above, include our ongoing efforts at expanding the base of MBE and WBE businesses we support with our limited dollars. Increases in number of vendors supported, both MBE and WBE, over FY2011, numbers
- The Massachusetts Department of Youth Services remains firmly committed to this very important business development initiative.

Department of Children and Families – (DSS)

- In FY2011, in spite of decreased discretionary budget outlays, DCF continued its successful partnership with a variety of MBEs and WBEs, especially agencies providing human and social services. Selected highlights include: Gandara Mental Health Center increased its expenditures to \$7.6 Million; Henry Lee Willis increased expenditures to \$5.2 Million. WBE agencies Justice Resource Institute and YWCA of Western Mass continued as strong Department service providers, receiving payments of \$13.4 Million and \$3.1 Million respectively.
- From FY2010 to FY2011, the Department's discretionary expenditures decreased by over 6% overall. Due to this decrease in overall funding, the Department did not achieve its aggressive benchmark goals for M'E's and W'E's. However both MBE and WBE spending decreased less than overall spending. MBE spending was relatively strong, decreasing by less than 2%. WBE spending decreased by 4.9%, caused in part by a one-time decrease in Domestic Violence Prevention funds.

Department of Developmental Services – (DMR)

- DMR has increased spending on MBE and WBE vendors for as many years as we have been in the program
- We project to increase participation again for this Fiscal Year.

Elder Affairs (ELD)

- Elder Affairs' continued a high level of MBE expenditures, \$39,919,793 Million in FY11, but did not surpass the benchmark of \$40,221,046, missing it by \$301,253. Part of this is attributable to an infusion of supplemental funds in the Home Care Purchased Services program. This also demonstrates the ongoing importance of minority vendors in the Home Care program and related community-based services for frail elders.
- Elder Affairs reported \$25,539,820 Million in WBE expenditures for FY2011. Surpassing the benchmark by \$13.7 Million. The growth in the WBE vendor expenditures is due to Bristol Elder Services, one of Elder Affairs 27 Aging Services Access Points (ASAP), becoming WBE certified during FY2012.
- Central Boston Elder Services, a minority non-profit organization, is one of the largest of the state's 27 Aging Services Access Points accounting for \$29 Million.
- Through it's ASAP and provider organization network Elder Affairs is able to capture \$65.4 Million in combined MBE/WBE expenditures.

Division of Health Care Finance and Policy (HCF)

- In FY2011, the Division of Health Care Finance and Policy set a goal of \$775,674 in Minority Business Enterprise expenditures. Actual spending in FY2011, was \$288,068, missing the benchmark set by \$487,606. Most of the Division's office supplies and information technology supplies are purchased through MBE vendors. We also selected MBE vendors for two large Information Technology contracts. One contract was to provide Network Service Support to the Division. The other contract was to conduct an Information Technology HIPAA/SAS70 security audit. The Division always considers options to expand its purchasing and business with MBE vendors.
- In FY2011, the original Women Business Enterprise expenditure goal for the Division was \$289,441. Actual WBE spending in FY2011, was \$331,000, surpassing the benchmark set by \$41,559. The Division entered into three Information Technology related contracts in addition to contracting with a WBE vendor to provide temporary help services. We rented audio and video equipment and had our division logo developed from certified WBE vendors in order to help us exceed our FY2011, goal.
- The Division of Health Care Finance and Policy continues to participate in the Supplier Diversity Program by purchasing office supplies, office furnishings, copier and printing supplies and information technology supplies/equipment from M/WBE vendors. The Division also contracts with M/WBE service vendors that perform information technology and management consultant services, training, data entry services, and temporary health services.

Holyoke Soldier's Home (HLY)

- The Soldiers' Home in Holyoke continues to strive to reach and potentially surpass their projected benchmarks.
- The Soldiers' Home in Holyoke has broadened their efforts to increase MBE and WBE spending by making all departments aware of MBE and WBE vendors on Statewide Contracts and also certified WBE and MBE vendors available for incidental purchases.
- The Soldiers' Home in Holyoke is committed to working with local vendors to become state certified WBE'S, MBE'S or Small Businesses. One such business was the awarded vendor of a Free Form Quick Quote that Holyoke published.

Mass Rehabilitation Commission (MRC)

- MRC is committed to the goal and directives outlined by Executive Order 524. We made an effort in FY2011, to deepen the level of diversity in our supplier pool. In FY2011, the MBE/WBE total expenditure increased by about 11% when compared to FY2010, total expenditures. However, discretionary spending only increased by 2.4%.
- MRC surpassed the expenditure benchmark for Women Owned Businesses by about 15% in FY2011. MRC's procurement staff made sure to inform Women Owned Business Enterprises of any opportunities as they became available. MRC increased purchase of services from WBE across object classes.
- MRC underperformed its expenditure benchmark for Minority Owned Business Enterprises by about 10%. The consolidation of several core service areas within the EOHHS has left MRC without control over some previously categorized discretionary spending that is no longer discretionary. These items include rents for 26 locations with annual rents totaling over \$4.9M MRC executed direct purchase of services from temporary help agencies certified as MBEs.
- MRC's procurement staff made sure to inform Minority Owned Business Enterprises of any opportunities as they became available.
- MRC will continue to increase access and opportunities available to M/WBE in all procurements across relevant object classes.
- MRC will provide technical assistance and directives to any business or vendor which we deem could qualify as either a MBE or WBE. MRC will direct the vendor to the appropriate office for certification.
- MRC will increase its enforcement regime to ensure that its vendors have, and do execute an SDP plan.
- MRC will continue to participate in SDP kickoffs or events allowing staff the opportunity to meet, network and contract with certified vendors.

Mass Commission for the Deaf and Hard of Hearing (MCD)

- MCD's FY2011, MBE benchmark was \$74,244 and its FY2011, MBE spending was \$10,943. MCD therefore missed attaining its MBE spending by \$63,301 or about 85% of its calculated benchmark.
- In FY2011, MCD attained its total of MBE spending by purchasing goods and services from five certified vendors. This number contrasts favorably with the one MBE vendor used in FY2010, representing a 400% increase.

- MCD's FY2011, WBE benchmark was \$10,000 and its FY2011, WBE spending was \$16,863. MCD therefore exceeded its WBE benchmark by \$6,863 or 69%.
- In FY2011, MCD attained its total of WBE spending by purchasing goods and services from five certified vendors. This number contrasts favorably with the three WBE vendors used in FY2010, representing a 67% increase.
- MCD continues to encourage certification among vendors our agency purchases goods and services from, especially in commodity areas not currently represented within the ranks of certified MBE and WBE vendors such as providers of communication access services. Where applicable, we also encourage these vendors to sign up for the Small Business Purchasing Program.

Mass Commission for the Blind (MCB)

- MCB established an MBE goal of \$102,817 and fell short of that goal by spending \$96,395 in FY2011, with qualified MBE vendors. The \$6,422 decrease was due to a reduction in administrative staff and needs (for office equipment and office supplies).
- MCB's WBE goal for FY2011, WBE goal was \$1,190,827. This goal was exceeded by \$443,440 (with a total WBE spending of \$1,634,267). The substantial increase in WBE spending for this fiscal period was due to MCB's utilization of WBE vendors to support the MCB's Deaf Blind/Multi Handicapped (Turning 22) Program, and its continued commitment in supporting the SDP.

Office for Refugee and Immigrants (ORI)

- In FY2011, the Office for Refugees and Immigrants fell short of its benchmarks for both MBE and WBE spending. While the department's MBE expenditures came close to the FY2011, benchmark (at 73%), WBE expenditures were significantly below the benchmark (at 25%). FY2011, was a particularly challenging year for ORI overall due largely to staff turnover in the Fiscal Unit which left the department without a Budget Director for most of the fiscal year. Without a Budget Director, administrative expenditures which traditionally drive ORI's WBE spending were down significantly from prior years. Also, ORI underwent a major re-structuring of its appropriation accounts with the Office of the Comptroller (OSC), which caused significant delays in the posting of payments through the State accounting system in FY2011. With a new Budget Director on board (as of September 2011), ORI expects MBE and WBE spending to rebound to targeted benchmarks in FY2012.
- In FY2011, the Office for Refugees and Immigrants (ORI) spent approximately 22% of its available discretionary budget with MBE vendors, despite a significant decrease in the department's discretionary administrative budget. The majority of ORI's MBE spending continued to be in the area of refugee human and social services provided by a handful of certified MBE's within ORI's network of refugee service providers.
- In FY2011, ORI continued to work with several excellent WBE providers of language and interpretation services as a strategy to increase WBE spending levels (traditionally concentrated in the area of printing and office supply purchasing).
- ORI provided technical assistance to many prospective contractors in the development and submission of Supplier Diversity Program (SDP) plans, and encouraged their participation in the training and technical assistance resources available through the Supplier Diversity Office.

Department of Transitional Assistance – (DTA)

- In FY2011, the Department Transitional Assistance (DTA) set a goal of \$412,174 in MBE spending. Actual spending was a little more than \$552,000, surpassing the benchmark by 34%. DTA will continue in its efforts to seek options for spending discretionary funds with MBE vendors.
- A significant percentage of the Department of Transitional Assistance MBE spending comes from the purchase of office supplies and printer/copier toner. These purchases will remain directed toward the MBE vendors that benefit from the Department's needs for these commodities.
- Several Department of Transitional Assistance awarded contracts have gone to certified WBE's which accounts for almost half of our \$1.6 Million in spending for FY2011.
- DTA will continue in its efforts to seek options for spending discretionary funds with WBE vendors.

Department of Veteran Services – (VET)

- In FY2011, the Department of Veterans' Services continued to contract with WBE vendor Veterans Hospice Homestead Inc. for \$304,124. For FY2012, the contract has been increased by \$30,413, making the total of the FY2012, contract \$334,538.
- WBE IT vendor Chameleon Consulting was selected to design a database for our Federal Grants (veterans homeless and outreach). The amount expended to Chameleon Consulting in FY2011, was \$9,357.
- The Department of Veterans services expended \$81,642, with Temporary Services vendor CQ Personal for administrative temps in both our Agawam and Winchendon Veterans cemeteries. We have also selected a new WBE temporary services vendor, Travis Associates, to assist with our federal grants. The amount expended with Travis Associates in FY2011, was \$7,733. M/WBE vendor CAM office was selected to provide toner to satisfy the departments printing needs. The total amount expended in FY2011, was \$14,664.
- In FY2011, the Department expended \$6,421 with PJ Systems Incorporated (IT Equipment) MBE vendor.
- The Department expended \$21,754, in FY2011, with New England Office Supply MBE/WBE vendor.

Executive Office of Housing & Economic Development

EXECUTIVE OFFICE OF HOUSING & ECONOMIC DEVELOPMENT	FY11 MBE Benchmark	Total FY11 Expenditures	Variance
Department of Business and Technology	\$4,155	\$23,925	\$19,770
Department of Housing and Community Development	\$8,501,712	\$18,745,357	\$10,243,645
Department of Telecommunications and Cable	\$29,016	\$13,963	(\$15,053)
Division of Banks	\$17,661	\$15,341	(\$2,320)
Division of Insurance	\$68,627	\$26,957	(\$41,670)
Division of Professional Licensure	\$26,431	\$55,284	\$28,853
Division of Standards	\$9,954	\$6,433	(\$3,521)
Executive Office of Housing and Economic Development	\$9,119	\$14,325	\$5,206
Massachusetts Marketing Partnership	\$23,388	\$11,744	(\$11,644)
Office of Consumer Affairs and Business Regulation	\$9,683	\$12,013	\$2,330
TOTAL	\$8,699,746	\$18,925,342	\$10,225,596

EXECUTIVE OFFICE OF HOUSING & ECONOMIC DEVELOPMENT	FY11 WBE Benchmark	Total FY11 Expenditures	Variance
Department of Business & Technology	\$96,686	\$7,925	(\$88,761)
Department of Housing and Community Development	\$42,027,908	\$47,840,149	\$5,812,241
Department of Telecommunications and Cable	\$40,548	\$8,000	(\$32,548)
Division of Banks	\$148,941	\$129,513	(\$19,428)
Division of Insurance	\$251,761	\$262,403	\$10,642
Division of Professional Licensure	\$150,569	\$232,831	\$82,262
Division of Standards	\$10,036	\$11,307	\$1,271
Executive Office of Housing and Economic Development	\$8,572	\$179,405	\$170,833
Massachusetts Marketing Partnership	\$129,151	\$135,940	\$6,789
Office of Consumer Affairs and Business Regulation	\$10,254	\$9,741	(\$513)
TOTAL	\$42,874,425	\$48,817,214	\$5,942,789

Office of Consumer Affairs and Business Regulation (SCA)

- As a central business office, our administrative staff works closely with our agencies to identify opportunities to contract with MBE and WBE vendors. We have a standing policy of purchasing all of our supplies from M/WBE vendors and are striving to utilize M/WBE vendors in other services whenever possible.
- The Office of Consumer Affairs and Business Regulation and its agencies continue to participate in the Supplier Diversity Program by way of its purchase of printing and office supplies as well as temporary staffing and other services that can be procured through M/WBE vendors.
- FY2011, was a difficult year for the Consumer Affairs Agencies as the Directorate was unable to meet its FY2011, MBE benchmark and only slightly (6.8%) surpassed its WBE benchmark. Despite this, the Directorate is committed to utilizing M/WBE vendors whenever possible.
- Although SCA has a small budget, in FY2011, it exceeded its MBE benchmark by 24% and was just slightly below its WBE benchmark. SCA spending consisted of printing and office supplies.

Division of Standards (DOS)

- The DOS did not meet its established MBE spending benchmark for FY2011, but exceeded its WBE benchmark by a slight amount. The Division of Standards is a small agency with a limited budget and has reduced spending on administrative and office supplies which make up the bulk of their M/WBE expenses.

Division of Banks (DOB)

- The DOB was unable to meet both its WBE and MBE benchmarks for FY2011. Although the DOB was unable to meet its benchmarks, it will continue its efforts to promote the use of M/WBE vendors. DOB spending was made up of administrative and printing supplies, temporary help and travel.
- DOB is committed to the SDP program and uses M/WBE vendors whenever possible.

Division of Insurance (DOI)

- In FY2011, the DOI missed its MBE bench mark by \$41K. However, it exceeded its WBE benchmark by \$10K. FY2011, spending consisted of administrative and printing supplies, temporary help and travel management services. Like all agencies under Consumer Affairs DOI is committed to utilizing M/WBE vendors whenever possible.

Division of Professional Licensure (REG)

- The Division of Professional Licensure is pleased to report that it was able to exceed its FY2011, MBE and WBE benchmarks by \$28,853 and \$82,262 respectively. This was accomplished through the use of temporary staffing, printing and office supplies and onetime IT equipment purchase.

Department of Telecommunications and Cable (TAC)

- TAC expenditures were below its established MBE and WBE benchmarks for FY2011. This was primarily due to a one-time expenditure in FY2010, which reflected in the FY2011, benchmarks. TAC is committed to the Supplier Diversity Program and will use M/WBE vendors whenever possible.

Executive Office of Labor and Workforce Development

EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
Department of Industrial Accidents	\$20,000	\$51,744	\$31,744
Executive Office of Labor and Workforce Development	\$18,337	\$40,273	\$21,936
Department Workforce Development	\$744,930	\$1,128,890	\$383,960
Division of Labor Relations	\$10,618	\$5,030	(\$5,588)
Division of Occupational Safety	\$49,367	\$56,108	\$6,741
TOTAL	\$843,252	\$1,282,045	\$438,793

EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
Department of Industrial Accidents	\$20,000	\$130,729	\$110,729
Executive Office of Labor and Workforce Development	\$13,688	\$118,788	\$105,100
Department Workforce Development	\$2,218,551	\$2,484,040	\$265,489
Division of Labor Relations	\$9,945	\$23,827	\$13,882
Division of Occupational Safety	\$28,094	\$8,805	(\$19,289)
TOTAL	\$2,290,278	\$2,766,189	\$475,911

Executive Office of Labor and Workforce Development (EOL)⁵

- EOL is pleased to report that it surpassed both MBE and WBE spending goals established for FY2011.
- In FY2011, reduced unemployment in the Commonwealth resulted in a reduction in some unemployment-related services provided through EOL. This resulted in a decrease in M/WBE spending in the areas of office supplies and IT consumables. However, also in FY2011, EOL required additional IT services. EOL contracted with several M/WBE vendors for these IT services which offset the reduction in M/WBE spending in other areas.
- In FY2011, EOL entered into new business relationships with MBE vendors Fairfax Data Systems Inc. and M&R Consultants Corporation and WBE vendor Peopleserve, resulting in new M/WBE spending of \$721,463 for IT services.
- EOL's FY2011, WBE expenditures of \$2,484,040 surpassed its WBE spending goal of \$2,218,511 by \$265,489.

⁵ This Secretariat consistent of five departments during FY2011 and merged into one in FY2012.

MassHousing

MASSHOUSING	FY2011 MBE Benchmark	Total MBE FY2011 Expenditures	MBE Variance
MassHousing	\$791,827	\$1,009,831	\$218,004
TOTAL	\$791,827	\$1,009,831	\$218,004

MASSHOUSING	FY2011 WBE Benchmark	Total WBE FY2011 Expenditures	WBE Variance
MassHousing	\$276,490	\$396,396	\$119,906
TOTAL	\$276,490	\$396,396	\$119,906

- MassHousing established a benchmark of \$791,827 in its self-funded administrative budget for Minority Business Enterprise (MBE) participation in FY2011. MassHousing exceeded its benchmark by expending \$1,009,831 or 128% of the projected goal with SDO-certified MBE vendors.
- For Women Business Enterprises (WBE), MassHousing established a FY2011, benchmark of \$276,490. The Agency exceeded its benchmark by expending \$396,396 with SDO-certified WBE vendors or 143% of the year's benchmark goal. This achievement signifies a notable increase over the previous year's achievement of 89% of the benchmark and is attributable to increased dollars expended with WBE vendors across goods and services categories.
- In FY2011, MassHousing conducted its 21st Annual Statewide MBE/WBE Trade Fair. The Trade Fair provided approximately over 125 M/WBEs from across the Commonwealth with the opportunity to network and market their businesses to more than 500 management company executives, property managers and general contractors in attendance.
- MassHousing conducted an additional trade fair in the western part of the state. An M/WBE Trade Fair in Springfield was held with 50 M/WBEs and about 150 management company representatives and general contractors in attendance.
- The Agency sponsored a Pre-Trade Fair Vendor Workshop for approximately 60 MBEs and WBEs planning to exhibit at the Trade Fair to learn how to market their goods and services, develop business opportunities, and better manage their businesses.
- The Agency held ten Regional Management Company Meetings across the state to connect available M/WBE companies with management companies having difficulty meeting their M/WBE utilization goals.
- The Agency provided eight Small Business Capacity-Building Workshops. These workshops were designed to help M/WBEs to:
 - Gain access to capital and credit;
 - Develop a business plan;
 - Obtain SDO Certification;
 - Develop bidding and estimating capabilities;
 - Become more knowledgeable of business insurance needs; and

- Market their businesses more effectively to MassHousing-financed developments.
- The Agency provided a quarterly online Contracting Opportunity listing for MBEs and WBEs that shows available goods and services business opportunities at MassHousing-financed developments across the state.

*Please note: Minority Women Owned Business dollars awarded and/or expended are counted in both the MBE and WBE achievement categories.

APPENDIX A

SUPPLIER DIVERSITY PROGRAM BUSINESS ADVISORY BOARD

FY2011

SUPPLIER DIVERSITY PROGRAM BUSINESS ADVISORY BOARD

Historical Background:

The Supplier Diversity Program (SDP), was established in September of 2010, through Executive Order 524 as signed by Governor Patrick "Establishing a Supplier Diversity Program in Public Contracting". It establishes a policy to promote the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs).

In establishing Executive Order 524 the "Commonwealth has affirmed responsibility to develop and maintain equitable practices and policies in the public marketplace." The hearings and investigations that both the Massachusetts Commission Against Discrimination and the Executive Office of Transportation and Construction conducted produced the documentation necessary to demonstrate the purpose for Executive Order 524. Therefore all executive offices, agencies, departments, boards, and commissions of the Commonwealth are directed to implement the narrowly tailored Supplier Diversity Program.

Subject to the approval of the Secretary of Administration and Finance or his/her designee all participating state agencies and authorities set annual benchmarks for spending with certified minority and women-owned businesses. A diverse business community strengthens the economy and is beneficial to all of the citizens of the Commonwealth of Massachusetts.

Mission:

To assist the Commonwealth, and its SDP participating entities in maintaining the objectives of Executive Order 524. In doing so, the SDP Business Advisory Board would be responsible for providing input, which would represent the interests of SDO certified vendors. Board involvement would include, but is not limited to, feedback and input in an advisory capacity and through participation in quarterly meetings or as needed.

Purpose:

The Business Advisory Board will make contributions to the program for the purpose of improving performance of SDP targets by the certified vendor community and state entities. The Business Advisory Board will serve the program directors by advising, informing and cultivating a partnership to maximize participation of minority- and women-owned businesses in the state contracting system.

Criteria for Selection:

The Secretary for Administration and Finance, the State Procurement Agent and the Supplier Diversity Program Director will nominate potential members of the Board. Business Advisory Board members will be those minority- and women-owned, state-certified businesses participating in the Supplier Diversity Program, community based programs whose mission includes the concerns of minority- and women-owned businesses, or other entities that represent the interests of minority- and women-owned businesses. All participants should be familiar with the Supplier Diversity Program, Executive Order 524, and the state procurement process.

State certified businesses should maintain in good standing their certification status as mandated by EO 524 and meet all compliance of their certification requirements.

Responsibilities:

All qualified participants will be requested to commit to a one-year membership to the Board to be extended at the discretion of the Executive Director. Board members must commit to:

- Attend quarterly meetings and any other meetings set by program director.
- Perform in the best interest of the SDP.
- Use discretion on matters discussed at meetings.
- Partner with program Executive Directors to assist in SDP agenda and objectives.
- Provide resources, information and advice to SDP directors.
- Maintain knowledge of current procurement regulations and procedures.
- Maintain state certification status, if applicable.
- Perform assigned tasks.

SUPPLIER DIVERSITY PROGRAM ADVISORY BOARD FY2011

Janet Santa Anna, President, The Resource Connection, Inc.
Indira B. Patel, President, New England Office Supply
Patricia Vacca, Corporate Accounts Manager, New England Office Supply
Michael Kaye, President, The Business Coach
Robin Cohen, President, Chameleon Consulting, Inc.
Swapan Roy, PE, Stellar Corporation
Shirley Young, President, Global Advanced Technology, Inc.
Loretta DeGrazia, President & CEO, East Coast Petroleum
Vincent Meglio, Executive V.P., East Coast Petroleum
John R. Monteiro, President, ASEC Corporation
Joni Lee Rossi, CEO, CQ Personnel, Inc.
Kelley Chunn, Principal, Kelley Chunn & Associates
Mayda Chaprazian, Arvest Press

APPENDIX B

SUPPLIER DIVERSITY PROGRAM (SDP) PLAN FORM



OPERATIONAL SERVICES DIVISION

Supplier Diversity Program (SDP) Plan Form

Instructions: Completing all parts of this form is mandatory. Please read instructions in the SDP section of the solicitation.

Complete one form for each Supplier Diversity Office (SDO) Certified M/WBE Partner Business.

For a complete list of certified vendors please go to http://www.somwba.state.ma.us/BusinessDirectory/BusinessDirectory.aspx .

Part I Bidder/Contractor Information

Help with Part I

Business Name:

Full Address: number, street, and apt. or suite no., city, state, zip

Contact Name:

Phone # () - x

Email address:

Check one of the following if applicable:

MBE WBE M/WBE M/W Non-Profit

Certification Expiration Date If Applicable (copy of the SDO certification letter must be attached):

Part II SDP Partner (Cannot be the same company as the Bidder/Contractor or an affiliate)

Help with Part II

M/WBE Business Name:

Full Address: number, street, and apt. or suite no., city, state, zip

Contact Name:

Phone # () - x

Email address:

Check one of the following if applicable:

MBE WBE M/WBE M/W Non-Profit

Certification Expiration Date If Applicable (copy of the SDO certification letter must be attached):

Part III Description of Business Relationship

Help with Part III

Check a minimum of one of these options that best describe the business relationship between Bidder/Contractor and SDP Partner:

- Subcontract: include a copy of the written agreement between the Bidder and Subcontractor.
Ancillary: include a copy of the written agreement between the Bidder and Ancillary Partner.
Growth & Development: enclose plan for education, training, sponsorship, mentoring, resource sharing, and/or other

Briefly describe the products and/or services the SDP Partner will provide your business:

Part IV Financial Commitment

Help with Part IV

Provide information on the committed amount (as a percentage of Bidder/Contractor gross revenue derived from this contract or as an exact dollar figure) to be spent with the certified SDP Partner as part of this relationship.

Table with 7 columns: Annual Amount or Percentage, or separately for each contract year, Year 1 Amount or, Year 2 Amount or Percentage, Year 3 Amount or, Year 4 Amount or, Year 5 Amount or Percentage.

Part V Past Performance

Help with Part V

Have you had past relationships/spending with this SDP partner Yes No

If yes, please provide total spending in previous two years \$

Contract/RFR Document Number:

Sign Here: Print Name Title Authorized Signature Date

Supplier Diversity Program (SDP) Plan Form Instructions

Part I

Bidder/Contractor Information: Business name, full address, contact name, phone #, email address and your SDO certification status, if you have one, i.e. if you are SDO certified, please put in the expiration date of your certification. Please be aware you will not received additional points based on your certification status. Submit a copy of your SDO certification, if applicable.

Part II

SDP Partner must be a Women Owned (WBE), Minority Owned (MBE) or Minority and Woman Owned (M/WBE) Business Enterprise or Woman Nonprofit (WNP) or Minority Nonprofit (MNP) certified by the State Office of Minority and Women Business Assistance (SOWMBA). You must include the partner's business name, full address, contact name, phone #, email address and SDO certification status. You must also submit a copy of the partner's SDO certification or check the applicable box stating that they have applied for Certification. For a complete list of SDO certified vendors please visit their website at www.mass.gov/SDO . Please note that if you are a SDO certified vendor you cannot put yourself as the SDP partner or an affiliate but will be required to partner with another SDO certified business. SDO certified vendors responding to Requests for Response (RFR) are not exempt from this requirement.

Part III

Description of Business Relationship: In this section the prime Bidder/Contractor must provide a description of the business relationship with the SDP Partner. Please refer to the SDP section of the solicitation (RFR) to determine if any of these options are required in your response and to determine how many options you can use for your SDP plan. For example, unless the RFR requires otherwise, you can select Subcontracting and Growth and Development or you can select Ancillary Services and Growth and Development. However, you must select at least one business relationship and provide a description of the services rendered.

- 1) Subcontracting: submit SDP Plan form, a partnership agreement and SDP partner's certification.
- 2) Ancillary: submit SDP Plan form, a partnership agreement (if available) and SDP partner's certification.
- 3) Growth and Development: submit SDP Plan form, growth and development plan (please use a separate sheet) and SDP partner's certification.

Definitions and examples of the three components can be found at:

<http://www.mass.gov/Eoaf/docs/osd/sdp/subcontracting.doc>

The Supplier Diversity Program offers training on the SDP Plan requirements. The dates of upcoming trainings are located on the SDP website at www.mass.gov/SDP .

Part IV

Financial Commitment: provide the minimum amount you will spend with the SDP partners as a percentage of the gross revenue derived from the contract or an exact dollar amount. If you select the same percentage or dollar amount for each contract year, please input this information in the Annual Amount or Percentage field(s). If the committed amount is different each contract year, input the percentage or dollar amount in the field that corresponds with the appropriate contract year.

Part V Past Performance: Historical spending with the SDP partner. If you have a previous relationship with this partner provide the total for the past two years

Resources available to assist Prime Bidders in finding potential M/WBE partners can be found at:

<http://www.mass.gov/Eoaf/docs/osd/sdp/20guidance.doc>

EXECUTIVE ORDER 524

*"ESTABLISHING THE MASSACHUSETTS
SUPPLIER DIVERSITY PROGRAM"*

By His Excellency

**DEVAL L. PATRICK
GOVERNOR**

EXECUTIVE ORDER NO. 524

**ESTABLISHING THE MASSACHUSETTS
SUPPLIER DIVERSITY PROGRAM**

(Revoking and Superseding Executive Order No. 390)

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, pursuant to Section 57 of Chapter 7 of the General Laws, it is the policy of the Commonwealth to promote and facilitate the fullest possible participation by all citizens in the affairs of the Commonwealth;

WHEREAS, various public and private programs have been initiated to assist minority and women business enterprises, where applicable, to achieve economic viability, and that state government, as the largest business in the Commonwealth of Massachusetts, has a special responsibility to see that all available services and programs are put to the best use;

WHEREAS, the steps set forth in this Executive Order are necessary to guarantee the fullest participation by all citizens of the Commonwealth in the economy of the state and to guarantee the fullest benefits to citizens of programs and services available for assistance.

WHEREAS, pursuant to Section 57 of Chapter 7 of the General Laws, effective May 1, 2010, the Supplier Diversity Office (SDO), the successor agency to the State Office of Minority and Women Business Assistance (SOMWBA), is located within the Operational Services Division (OSD) within the Executive Office for Administration and Finance (ANF) of the Commonwealth; and

WHEREAS, Executive Order 519, issued on January 28, 2010, established an Office of Access and Opportunity within ANF, the purpose of which is to promote non-discrimination and equal opportunity in all aspects of state government, including but not limited to, employment, procurement, and policy relative to state programs, services, and activities.

NOW, THEREFORE, I, Deval L. Patrick, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution, Part 2, c. 2, § 1, Art. I, do hereby revoke Executive Order 390 and order as follows:

Section 1. Declaration of Policy

It is the policy of the Commonwealth to promote equity of opportunity in state contracting; and, to that end, encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

Section 2. Supplier Diversity Program

There is hereby established a Supplier Diversity Program (SDP) within the Supplier Diversity Office (SDO) of OSD for the purpose of meeting the goals set forth in Section 1, Declaration of Policy.

Subject to the approval and direction of the State Purchasing Agent, or his/her designee, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the SDP set forth in this Executive Order which shall include and reflect narrowly tailored race and gender conscious goals, which pursue equality in public procurement and contracting between minority owned businesses or women owned businesses and other business entities in the Commonwealth of Massachusetts.

For purposes of this Executive Order, Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE) shall have the same meaning as defined in section 58 of chapter 7 of the General Laws.

Goals for MBE and WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available MBEs and WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. The Supplier Diversity Office (SDO), created pursuant to section 58 of chapter 7 of the General Laws and formerly known as SOMWBA, or its successor, shall maintain a current directory of certified MBEs and WBEs which will serve as one source of information in determining the pool of available MBEs and WBEs. Goals shall be established by the State Purchasing Agent, or his/her designee, in consultation with the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts.

The State Purchasing Agent, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for MBE and WBE participation based upon the results of a disparity study, which shall include an analysis of the actual availability and utilization of minority- and/or women-owned businesses, documented evidence of racial and/or gender discrimination that created the disparity, a narrowly tailored plan aimed at addressing the discrimination, geographic location, the contractual scope of work, and other relevant factors.

The State Purchasing Agent, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract; provided that, the waiver procedure shall be developed in consultation with the Secretary of Administration and Finance or his/her designee.

Recognizing the importance of joint ventures and partnerships involving MBEs and WBEs in increasing the participation of MBEs and WBEs in state contracting, the State Purchasing Agent, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth. Such guidelines shall be developed in consultation with the Secretary of Administration and Finance or his/her designee.

Section 3. Capacity Development

SDO, or its successor, is hereby designated the state office responsible for providing a capacity development program to MBEs and WBEs. The capacity development program shall include technical assistance, training, outreach and mentoring to the minority- and women-owned business community and shall include, but not be limited to, the following core areas of business development: strategic planning, financial management planning, human resource management and planning, information technology access and

management, and marketing. SDO, as necessary, will work closely with agencies within the Executive Office for Housing and Economic Development, or its successor, to coordinate and expand such efforts within the MBE and WBE community.

Contracting Agencies of the Commonwealth may supplement the capacity development program provided by SDO with industry specific assistance, technical assistance, training, mentoring, education, and procurement information. In addition, SDO will collaborate with other public and private sector entities and include the results of these collaborative efforts in their annual report to the Secretary of Administration and Finance, or his/her designee, and the State Purchasing Agent.

Section 4. Program Oversight and Enforcement

The Operational Services Division shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. The Director of SDO shall be designated within OSD for program development, coordination, monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with the State Purchasing Agent, or his/her designee, and the Secretary of Administration and Finance, or his/her designee.

Each Secretary and Agency head shall designate a highly placed individual to serve as the Supplier Diversity Officer, who shall be charged with management of the Supplier Diversity Program within the Secretariat/Agency. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring, and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the OSD, provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the SDP be incorporated into the fabric of general management in state government.

Section 5. Reporting Requirements

Each Secretariat and Agency shall report annually on the prior fiscal year's activities by no later than the last Friday in November to the Director of SDO on the effectiveness of the program, including a report of the total dollar amounts, including prime contracting and subcontracting, for vertical and horizontal construction and commodities and services, both awarded and actually paid to MBEs and WBEs in all areas of state contracting.

The Director of SDO shall report annually on the prior fiscal year's activities by no later than March 15th to the Governor, Secretary of Administration and Finance, or his/her designee, the State Purchasing Agent and the SDO Advisory Board, which is established by this Executive Order, on its progress in assisting minority- and women-owned businesses, including a review and, where necessary, modification of its certification process to ensure that it operates effectively. This report shall also include the progress of Secretariats and Agencies in meeting the requirements of the SDO program.

Additionally, the Supplier Diversity Office shall prepare quarterly reports regarding the progress of secretariats and agencies in meeting the requirements of the SDO program.

Section 6. Supplier Diversity Office Advisory Board

The Executive Director of SDO, with the approval of the State Purchasing Agent, shall make recommendations to the Secretary of Administration and Finance, or his/her designee, who shall appoint an SDO Advisory Board, not to exceed 20 members, which shall assist the SDO in the implementation of this Executive Order. In addition, the Advisory Board shall be responsible for ensuring that the mission of the SDP, which is to promote the award of state contracts in a manner that develops and strengthens certified MBEs and WBEs, is carried out in a responsible manner and for assisting the Executive Director in the development, implementation and promotion of the program.

Advisory Board members shall serve for two-year terms, except that in the initial appointments, one half shall be appointed to one-year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three full two-year terms. Current members of the Affirmative Market Program (AMP) Business Advisory Board, created pursuant to Executive Order 390, may remain in their current capacity for a period not to exceed one year from the effective date of this Executive Order.

Section 7. Other Commonwealth Public Entities

Independent authorities, public institutions of higher education, elected officials, constitutional officers, the legislature and judiciary are encouraged to adopt MBE and WBE policies and programs consistent with this Executive Order.

Section 8. Effective Date

This Executive Order shall take effect immediately and shall continue in effect until amended, superseded, or revoked by subsequent Executive Order.

Given at the Executive Chamber in Boston this 15th day of September in the year of our Lord two thousand and ten, and of the Independence of the United States of America two hundred and thirty-four.

DEVAL L. PATRICK
GOVERNOR
Commonwealth of Massachusetts

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS