



OPERATIONAL SERVICES DIVISION
SUPPLIER DIVERSITY OFFICE

SERVING PUBLIC BUYERS AND VENDORS OF THE COMMONWEALTH OF MASSACHUSETTS



Operational Services Division

Supplier Diversity Office
Comprehensive Annual Report
Fiscal Year 2017



OPERATIONAL SERVICES DIVISION

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To: Governor Baker, Lieutenant Governor Polito, Members of the General Court, Cabinet Secretaries, Agency Heads, Secretariat and Agency Supplier Diversity Officers

From: William M. McAvoy, Deputy Assistant Secretary for Supplier Diversity

Date: January 17, 2018

I am pleased to present the Supplier Diversity Office's (SDO) Comprehensive Annual Report for Fiscal Year 2017 (FY2017). This is the sixth successive year that we have presented all SDO programs in one report, including: Certification Programs, Supplier Diversity Program (SDP) ([Executive Order 565](#)), Small Business Purchasing Program (SBPP) ([Executive Order 523](#)), and Affirmative Marketing/Construction Reform Program ([MGL c. 7, § 61](#) and [MGL c. 7C, § 6](#)). In addition, for the first time, this report includes narrative descriptions of supplier diversity programs and/or results from eight Commonwealth quasi-public organizations.

The Supplier Diversity Office is proud of the successes we have achieved in implementing [Executive Order 565](#), *Reaffirming and Expanding the Massachusetts Supplier Diversity Program*, which was signed by Governor Baker on November 3, 2015. These efforts have resulted in increased opportunities for Minority (MBE), Women (WBE), Veteran (VBE), Service-Disabled Veteran (SDVOBE), Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) owned businesses. In FY2017, the SDO continued its efforts to reform, expand, innovate, collaborate, and improve the experience and opportunities for our diverse and small business customers. During FY2017, the Supplier Diversity Office accomplished the following:

- Collaborated with the Governor's Office, the Executive Office for Administration and Finance, the Massachusetts Office on Disability, and other interested parties in developing goals for the inclusion of persons with disabilities in state procurements and contracts pursuant to MGL c. 7, s. 61(s).
- Worked with the Governor's Office of Access, Opportunity and Community Affairs to conduct outreach to more than 20 independent agencies and quasi-public organizations, organize collaborative efforts, and offer a range of shared services, including participation in this annual report.
- Adopted a more comprehensive approach to increasing vendor performance and diversity spending in FY2017 focusing policy, process, communication, and training efforts on three key program areas:
 1. Program Recruitment, including the development of a new Certification Self-Assessment online tool to help interested firms assess whether they may be eligible for certification or small business registration and programs, and partnering with more public and private organizations to co-sponsor and attend events;
 2. Retention and Engagement, including streamlined three-year certification renewals, conducting "virtual site visits" for certification applicants located in remote areas, updated training materials and webcasts, expanded email outreach, and measuring small and diverse vendor engagement in COMMBUYS; and
 3. Increased Program Spending, including simplified goal-setting for departments, revamped SDP Help Desk, and broader collaboration with quasi-public organizations.
- Conducted extensive engagement of our constituents, including convening, co-sponsoring, or providing resources at 58 events across the state, and hosting the Supplier Diversity Office's Annual Awards Ceremony to recognize secretariats, agencies, businesses, and certification partners for their supplier diversity efforts.
- Unveiled upgrades to the certification tracking system, CerTrak, including enabling diverse businesses to apply for certification and upload supporting documents online, electronic certification letter generation, enhanced searching capabilities in support of new certification categories (VBE, DOBE and LGBTBE), among other features.
- Created a blueprint for a streamlined SBPP registration process, for implementation in FY2018, simplifying the program qualification questions and reducing their number from 16 to 6.

- Maintained business certifications of 2,918 state-certified diverse for-profit and nonprofit firms (an increase from 2,866 in FY2016) as well as 1,186 federally certified disadvantaged business enterprises (increased from 1,160 in FY2016), continued to conduct pre-certification workshops, and processed new certification applications, renewals, and changes to existing certification profiles.
- Maintained third-party certified business certifications of: 136 DOBEs (up from 96 in FY2016; includes SDVOBEs), 148 VBEs (up from 101 in FY2016; includes SDVOBEs), and 81 LGBTBEs (up from 75 in FY2016).

The goal of the SDO is to ensure that diverse and small businesses participate in the Commonwealth's discretionary spending. In FY2017, the SDO began expanding the number and range of organizations participating in this annual report. We welcome the Massachusetts Convention Center Authority, which has fully adopted the SDO reporting methodology and is fully integrated into this report. In addition, seven other quasi-public organizations submitted program narratives, which are incorporated into the SDO's annual report as part of a special new chapter.

Through all of SDO's programs, certified minority, women, veteran, service-disabled veteran, disability, and LGBT-owned businesses and COMMBUYS-verified small businesses earned a combined \$1.05 billion in direct business with the Commonwealth during FY2017 (an 8.4% increase over FY2016 spending of \$969,205,410) spent with 1,000 MBEs, WBEs, SDVOBEs, VBEs and small businesses. In addition, diverse businesses earned \$337 million through partnerships (indirect spending) with prime contractors in FY2017 (a 13% increase over FY2016 spending of \$298 million) with 1,003 minority, women, veteran, and service-disabled veteran-owned businesses. Finally, state-funded municipal construction diversity spending increased by 19.3%, from over \$60 million to over \$72 million. Analyzed by individual business category, spending with MBEs increased by 1.5%, WBEs increased by 7.6%, Veterans (VBEs/SDVOBEs) increased by 587%, DOBEs increased by 81%, LGBTBEs decreased by 77%, and SBPPs increased by 15.4% when compared to FY2016. **Total program-related spending, including direct and indirect spending, was \$1,460,284,834.**

As first reported in FY2016, the SDO has continued to track non-discretionary opportunities that were achieved by diverse and small businesses, including grants, pension-related, insurance, and other payments that were outside of the Commonwealth's supplier diversity and small business programs. These non-discretionary spending opportunities totaled \$496,803,059 in FY2017 (a 13% increase over \$439,091,657, which took place in FY2016). **When combining the SDO program-related direct and indirect spending of \$1,460,284,834 with the non-program, non-discretionary spending of \$496,803,059, the Commonwealth spent \$1.96 billion with diverse and small businesses in FY2017.**

Consistent with previous SDO reports, this comprehensive report also views the combined achievements of all Commonwealth supplier diversity programs through the lens of departmental SDP and SBPP benchmarks organized by business category – MBE, WBE, Veterans, and SBPP. In FY2017, the Commonwealth executive departments experienced a slight reduction in discretionary spending, from \$4,731,085,311 to \$4,658,241,234, or approximately \$73 million less, when compared to the prior fiscal year. Despite this slight reduction, program participants exceeded three benchmarks and continued progress to meet the fourth benchmark, veteran business spending goal. The MBE benchmark was exceeded by 32%, the WBE benchmark was surpassed by 39%, and the Small Business Benchmark also was exceeded by 21%. While program participants have not been able to meet the overall veteran-owned business spending goal, veteran spending has grown by 587% compared to FY2016; and one secretariat exceeded the benchmark.

As you will read in this FY2017 Annual Report, the Commonwealth has achieved tremendous results in expanding the certification and business programs that provide access and opportunity to diverse and small businesses. In FY2018, we look to further expand upon these opportunities by increasing the numbers of certified diverse and registered small firms and, more importantly, increasing the percentage of the total Commonwealth discretionary spend that they receive.

For more information about the SDO's current initiatives, please visit www.mass.gov/sdo or email us at wdo@state.ma.us.

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Supplier Diversity Office Overview

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

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

Certification: State and Unified Certification Programs

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

The SDO's Unified Certification Program (UCP) also certifies Disadvantaged Business Enterprises (DBE) for participation in federally funded transportation and highway construction programs.² SDO certification is a marketing tool used to enhance a firm's ability to do business in public markets. Although certification does not guarantee a contract award, Commonwealth departments are more likely to engage or order from a certified business, if awarded a contract.

Supplier Diversity Program (SDP)

The Supplier Diversity Program (SDP) was reaffirmed through [Executive Order 565](#) to promote equity of opportunity in state government. The SDP applies to all executive department procurements for goods and services exceeding \$150,000.00. The program institutes policies to encourage participating organizations and their contractors to use SDO-certified MBEs, WBEs, and VBEs, as well as third-party certified MBEs, WBEs, VBEs, and SDVOBEs. In addition, the program is committed to promoting and building the base of DOBEs and LGBTBEs available for contracting by executive departments and partnerships with their contractors.

¹ In this report, spending with prime (statewide and departmental) contractors is referred to as direct spending. Spending by prime contractors with their business partners is referred to as indirect spending. While this report captures both direct and indirect spending, the indirect spending figures for goods and services procurements recognize a wide range of business relationships formed with prime contractors, including subcontracting and the use of diverse businesses to supply products and services for general business needs. For construction and design, the indirect spending figures only reflect subcontracting relationships.

² Effective July 1, 2017, the Unified Certification Program (UCP), which certifies Disadvantaged Business Enterprises (DBEs), was transferred from OSD to MassDOT, which is the primary UCP funding agency and which houses the UCP. MassDOT and SDO will continue to work closely in coordinating their respective federal and state certification programs.

Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)³ was established in 2010 through [Executive Order 523](#) to direct state spending for non-construction goods and services to participating Massachusetts small businesses. This program applies to executive department procurements with total values equal to or less than \$150,000.00.

Municipal Affirmative Marketing/Construction Reform Program

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

In addition, [MGL c. 7C, § 6](#) charges DCAMM and the SDO with establishing MBE and WBE participation goals for capital facility projects under DCAMM's control. The goals for FY2017 were the same as those stated above for municipal contracts. DCAMM manages and reports separately on the requirements of this law for their construction projects. The SDO Annual Report includes spending data for DCAMM's construction projects available at the time of the report's publication. Final information on DCAMM's Affirmative Marketing Program efforts will be published as a separate report by DCAMM's [Office of Access and Opportunity](#).

During FY2016 and FY2017, DCAMM retained NERA Economic Consulting, a nationally recognized economic research firm, to gather, analyze and report on the complex economic and statistical data as well as anecdotal evidence that constitute a Disparity Study for DCAMM's construction and design activities. On December 29, 2017, DCAMM posted notice of the report entitled *Business Disparities in the DCAMM Construction and Design Market Area*, prepared for DCAMM by NERA.

Program Innovation, Outreach, and Collaboration Results

In FY2017, the SDO continued to utilize an innovative approach to provide certification and training services as well as access to opportunities for diverse and small businesses.

Upgrades and improvements to SDOs certification tracking system, CerTrak, were kicked-off during FY2016 and completed and unveiled during FY2017. These upgrades were part of SDO's Business Process Redesign approach aimed at improving the customer experience for new certification applicants and currently certified businesses. The improvements to CerTrak include: enabling diverse businesses to apply for certification and upload supporting documents online; electronic certification letter generation; enhanced searching capabilities in support of new certification categories (VBE, DOBE and LGBTBE); and the development of new trainings and job aids for certification applicants.

In addition, the SDO developed a blueprint, to be implemented in FY2018, for a more streamlined registration and renewal process for participants in the Small Business Purchasing Program (SBPP). This improved process will cut the number of questions from 16 to 6 that are required to be answered by those registering and renewing their registration in COMMBUYS for the SBPP.

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

During FY2017, the SDO, in consultation with the Massachusetts Office on Disability, was directed by Section 4 of Chapter 219 of the Acts of 2016 to establish goals for participation of individuals with disabilities in all areas of state procurement contracting. In response, the SDO collaborated with the Governor's Office, the Executive Office of Administration and Finance, the Massachusetts Office on Disability, and other interested parties in developing goals for the inclusion of persons with disabilities in state procurements and contracts.⁴

In addition, the SDO adopted a more comprehensive approach to increasing vendor performance and diversity spending in FY2017. The new approach reflected the SDO's belief that, for diverse and small companies, success in doing business with the Commonwealth is a journey where certification or small business registration is only the beginning. As a result, the SDO made a significant effort to create resources, host training sessions, and establish measures of effectiveness along the pathway – from the recruitment of new diverse and small businesses to realizing departmental spending goals. As a result, policy, process, communication, and training efforts were organized around three key program areas: (1) Recruitment, (2) Retention and Engagement, and (3) Increasing Spending.

Program Recruitment

Historically, the SDO relied on networking events and pre-certification workshop registrations to identify and recruit new candidates for certification. In FY2017, following the expansion of the range of available certifications and the creation of new, expedited pathways to certification, the SDO designed and implemented a new online tool to help interested firms assess whether they are eligible for certification or small business registration. The SDO's Certification Self-Assessment tool asks businesses a series of questions and, based on their responses, provides customized instructions on programs for which they may be eligible and the specific steps and pathways toward participation in those programs.

The SDO, supported by OSD's Marketing, Communications, and Events and Training Units, also significantly expanded its recruitment event efforts. Following the successful Regional Series of events held across the Commonwealth in FY2016, the SDO made a decision to hold two stand-alone regional events and co-host several other events with public and private partner organizations. This strategy allowed the SDO to be present at 58 gatherings of different sizes in all corners of the Commonwealth over the course of the year.

This new strategy also allowed the SDO to support regional partnerships and use other organizations' networks and audiences to increase its outreach to diverse and small businesses. During each event, the SDO discussed certification opportunities, helped businesses sign up for pre-certification workshops and register in COMMBUYS, and answered questions about the Commonwealth's supplier diversity initiatives.

The SDO continued to collaborate with local and regional organizations certifying MBE and WBE (the City of Boston, the Center for Women and Enterprise and the Greater New England Minority Supplier Development Council) to promote certification cross-application opportunities. In addition to outreach, the SDO continued to work with these organizations on aligning certification standards and procedures with the goal of the SDO fully recognizing MBE and WBE certifications issued by these organizations. The SDO also promoted certification recognition opportunities for businesses certified as VBE/SDVOBE by the U.S. Department of Veterans Affairs, SDVOBE/DOBE by the U.S. Business Leadership Network, and LGBTBE by the National LGBT Chamber of Commerce, formerly known as the National Gay and Lesbian Chamber of Commerce (NGLCC).

⁴ The SDO issued these goals on October 31, 2017 in a report submitted to the legislature entitled *Supplier Diversity Office Fiscal Year 2017 Report to the Legislature on the Expansion of Opportunities for Individuals with Disabilities in State Procurement and Contracting*.

Program Retention and Engagement

One of the most significant areas of activity for the SDO in FY2017 was the heightened focus on vendor retention and engagement as the bridge between certification and increased spending. The SDO identified and implemented a number of measures to assist vendors in keeping their certifications active and helping them to identify and react to new business opportunities:

- **Streamlined certification renewals.** In FY2017, the SDO changed the frequency of certification renewals from once every two years to once every three years and revised the renewal packages to clarify renewal requirements. These changes have increased the quality of renewal packages submitted, expedited renewal processing, and, over time, will allow the SDO to devote more resources to recruitment and certification of new firms.
- **Updated training materials and webcasts.** In FY2017, the SDO worked with the OSD Training unit to update training materials and create webcasts on the Supplier Diversity Program and the Small Business Purchasing Program. The updates focused on helping certified firms identify and compete for Commonwealth business opportunities as well as establish effective supplier diversity partnerships with existing statewide and departmental contractors.
- **Expanded email outreach.** In FY2017, the SDO expanded its email outreach to the certified vendor community. In addition to outreach related to networking events, the SDO piloted a new outreach initiative with the goal of increasing certified vendor engagement in COMMBUYS, the Commonwealth's online market center for the procurement of goods and services. Over the course of the year, on a weekly basis, SDO staff analyzed executive department bid solicitations posted on COMMBUYS and identified opportunities suitable for certified vendors. Email notifications were sent to certified firms whose business profiles matched the focus of the bid solicitation. These reminders were in addition to automatic notifications generated by COMMBUYS to all vendors registered in the system based on their commodity code selections. Overall, the SDO sent out 62 bid solicitation reminders to certified firms in FY2017.
- **Measuring small and diverse vendor engagement in COMMBUYS.** In FY2017, the SDO worked with the COMMBUYS Operations unit to identify a set of measurements that would create a baseline and help track the level of engagement of small and diverse businesses – how often they review new business opportunities, how often they submit proposals, how often they receive bid awards, and others. While this set of measures likely will continue to evolve, the current results show that the participation of small and diverse vendors in COMMBUYS is growing approximately at the same pace as the expansion and increase in use of the system by all vendors. It should be noted that there are many other factors affecting vendor participation in COMMBUYS, including the evolution of COMMBUYS functionality, automatic notification messages sent out by COMMBUYS, the growth in the level of departmental and vendor expertise in the use of COMMBUYS, and other factors. As a result, the statistics below are the result of all of these interrelated programs and factors and should not be construed as the results of the SDO's work alone.

Transaction Type	Measure	FY2016	FY2017	% Change
Bids	Total number of bids posted in COMMBUYS	2,620	2,845	8.59%
	Number of bids viewed or acknowledged by at least one certified or small vendor	2,006	2,178	8.57%
Quotes	Total number of quotes submitted in COMMBUYS	6,637	10,154	52.99%
	Number of quotes submitted by certified or small vendors	1,708	2,862	67.56%
	Number of certified or small vendors who submitted at least one quote	347	573	65.13%
Bid Awards	Total bid awards made in COMMBUYS	803	820	2.12%

Transaction Type	Measure	FY2016	FY2017	% Change
	Number of awards made to certified or small vendors	242	239	-1.24%
	Number of certified or small vendors with at least one award	115	109	-5.22%
Purchase Orders	Total number of POs issued in COMMBUYS	2,325	4,786	105.85%
	Number of POs sent to certified or small vendors	165	615	272.73%
	Number of certified or small vendors sent at least one PO	26	40	53.85%

Increasing Program Spending

In FY2017, the SDO made several changes related to helping program participants increase supplier diversity spending.

- Simplified goal-setting for departments.** The Supplier Diversity Program and the Small Business Purchasing Program goals are based on the discretionary budgets of each participating department or organization. Historically, these calculations were based on projected spending plans, which presented several challenges: 1) The spending plans were manual calculations often developed over the course of months, which made it more difficult for the SDO to gauge current program performance; 2) it shifted focus on goal setting rather than program activity; and 3) due to changes in actual spending, made the goals less meaningful and accurate at the end of the year. Beginning in FY2016, the SDO undertook a comprehensive revision of the goal-setting methodology, which set a more consistent definition of discretionary spending and tied it to actual spending. While this measure had no bearing on how much departments spent with small and diverse businesses, it allowed the SDO to communicate with departments early in the year, changing their focus from setting goals to program activities aimed at growing spending.
- Revamped SDP Help Desk.** Through communication with departments, the SDO found that one of the most significant challenges in the administration of statewide and departmental contracts is associated with helping individual prime contractors create and maintain effective business partnerships with diverse businesses. In addition to creating more comprehensive training classes and webcasts on this issue for both prime contractors and diverse businesses interested in partnerships, the SDO began offering SDP Help Desk services to OSD's Strategic Sourcing Services unit, which is responsible for issuing statewide contracts, and to individual departments.
- Broader collaboration with quasi-public organizations.** In FY2017, the SDO, in collaboration with the Governor's Office of Access, Opportunity and Community Affairs, undertook a broad effort to learn about and establish a framework for collaboration with more than two dozen quasi-public and higher education organizations across the Commonwealth. As part of this effort, representatives of the SDO and the Governor's Office of Access, Opportunity and Community Affairs held individual meetings with each organization. These meetings were followed by two large meetings that convened all interested quasi-public organizations and these larger group meetings continue in the current fiscal year (FY2018). As part of these meetings, the SDO developed the following set of collaboration options available to all quasi-public organizations in the Commonwealth.

Collaboration Options	FY2017 Participating Quasi-Public Organizations
Data sharing to validate vendor lists and spending	<ul style="list-style-type: none"> MassHousing The Massachusetts Bay Transportation Authority (MBTA) The Massachusetts Convention Center Authority (MCCA) The Massachusetts Gaming Commission University of Massachusetts (UMass)
Joint marketing, outreach, and training	<ul style="list-style-type: none"> Massport MBTA

Collaboration Options	FY2017 Participating Quasi-Public Organizations
	<ul style="list-style-type: none"> • Procurement Assistance Center • The Massachusetts Gaming Commission • The Massachusetts Growth Capital Corporation • The Massachusetts Water Resources Authority (MWRA) • UMass
Inclusion in the SDO's Annual Report with full financial results or narrative program summary	<ul style="list-style-type: none"> • MassDevelopment • MassHousing • Massport • MCCA • MWRA • The Massachusetts Gaming Commission • The Massachusetts State College Building Authority • UMass

Certification Program Results

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

State Certification Program

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

Each week, new businesses are certified, some businesses are decertified, and some withdraw their applications. Therefore, the exact number of certified businesses fluctuates. At the end of FY2017, there was a total of 2,918 certified businesses (2,758 for-profit and 160 nonprofit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO).

As of the end of FY2017, the 2,758 certified for-profit businesses fell into the following groups:

Certification Type	FY2015	FY2016	FY2017
Minority-Owned Business Enterprise (MBE)	711	758	779
Women-Owned Business Enterprise (WBE)	1,507	1,534	1,530
Minority and Women-Owned Business Enterprise (M/WBE)	305	304	325
Portuguese-Owned Business Enterprise (PBE)	83	86	78
Women-Owned Portuguese Business Enterprise (W/PBE)	19	20	24
Veteran-Owned Business Enterprise (VBE)	0	0	8
Minority and Veteran-Owned Business Enterprise (M/VBE)	0	0	11
Minority, Women and Veteran-Owned Business Enterprise (M/W/VBE)	0	0	1
Women and Veteran-Owned Business Enterprise (W/VBE)	0	0	2
Total	2,625	2,702	2,758

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

Ethnicity/Minority	FY2015	FY2016	FY2017
African American, Black	422	450	477
Asian American (Pacific)	176	168	171
Asian American (Subcontinent)	127	134	141
Cape Verdean	35	37	34
Caucasian	1,507	1,534	1,540
Eskimo/Aleut	0	0	0
Hispanic/Latino	241	257	275
Native American	15	16	18
Portuguese	102	106	102
Total	2,625	2,702	2,758

The 160 certified nonprofit businesses fell into the following groups:

Certification Type	FY2015	FY2016	FY2017
Minority Nonprofit Organization (M/NPO)	69	62	62
Women Nonprofit Organization (W/NPO)	87	89	87
Minority and Women Nonprofit Organization (M/W/NPO)	13	13	11
Total	169	164	160

Unified Certification Program (UCP)

Federal regulation [49 CFR Part 26](#), Participation by Disadvantaged Business Enterprises (DBEs) in U.S. Department of Transportation (DOT) Financial Assistance Programs, requires Massachusetts public agencies and authorities receiving U.S. DOT funding or managing federally funded projects to establish DBE programs. The goal of these programs is to ensure that DBEs have an equal opportunity to receive and participate in DOT-assisted contracts.

A DBE is a for-profit small business concern that is at least 51% owned by one or more individuals who are socially and economically disadvantaged, or, in the case of a corporation, at least 51% of the stock of which is owned by one or more such individuals; and the management and daily business operations of such businesses are controlled by one or more of the socially and economically disadvantaged individuals who own it.

The UCP Unit within SDO reviews and investigates applications by businesses seeking DBE certification. Similar to the state certification program, the number of certified businesses fluctuates due to approvals of new applications, decertifications, and other changes. At the end of FY2017, a total of 1,186 businesses were certified as DBE, 927 of which also were state-certified as minority-, women- and/or VBE- owned.

Certification Type	FY2015	FY2016	FY2017
Disadvantaged Business Enterprise/Minority-Owned (DBE/M)	399	444	451
Disadvantaged Business Enterprise/Women-Owned (DBE/W)	560	571	565
Disadvantaged Business Enterprise/Minority Women-Owned (DBE/M/W)	147	145	170
Total	1,106	1,160	1,186

The breakdown of those businesses, by ethnicity, is as follows:

Ethnicity/Minority	FY2015	FY2016	FY2017
African American, Black	230	255	269
Asian American (Pacific)	80	86	85
Asian American (Subcontinent)	51	56	56

Ethnicity/Minority	FY2015	FY2016	FY2017
Cape Verdean	19	19	19
Caucasian (includes women)	558	557	563
Eskimo/Aleut	0	0	0
Hispanic/Latino	108	122	130
Native American	8	7	7
Portuguese	51	56	55
Socially/Economic Disadvantaged (White Male)	1	2	2
Total	1,106	1,160	1,186

Third-Party Certification

During FY2017, the SDO saw an increase in the number of third-party certifications across all certifying partner organizations.

Certification Type	FY2015	FY2016	FY2017
Disability-Owned Business Enterprise (DOBE) certified by the U.S. Business Leadership Network (USBLN)	0	34	36
LGBT-Owned Business Enterprise (LGBTBE) certified by the National Gay and Lesbian Chamber of Commerce (NGLCC)	0	75	81
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) certified by the VetBiz/U.S. Department of Veterans Affairs	15	59	88
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) certified by the USBLN	0	3	12
Veteran-Owned Business Enterprise (VBE) certified by the VetBiz/U.S. Department of Veterans Affairs	0	39	48

Small Business Verification

In FY2017, COMMBUYS continued to provide automated verification for Massachusetts-based small businesses using an interface with the Massachusetts Department of Revenue. At the end of FY2017, there were 1,494 small businesses verified in COMMBUYS. The number of COMMBUYS-verified Massachusetts small businesses increased by 30.36%.

Certification Type	FY2015	FY2016	FY2017
COMMBUYS-verified Massachusetts Small Businesses	1,345	1,146	1,494

State Pre-Certification Workshops Offered by SDO and OSD

In FY2017, the SDO provided training on the benefits and process of certification to more than 1,800 individuals both within the state's borders and nationwide. Every year, the SDO partners with OSD's Training unit and Marketing, Communications, and Events Unit to offer pre-certification workshops to businesses interested in applying for state and federal certification. These workshops introduce SDO certification, discuss certification criteria and processes, review application forms, provide information about business opportunities with the Commonwealth, and explain the marketing benefits of certification. Attendance at the pre-certification workshop is a requirement for all in-state businesses that wish to become certified.

In FY2017, OSD offered 20 pre-certification workshops throughout the Commonwealth (one more than last year) at the locations listed below. On average, each workshop drew approximately 28 attendees for a total of 596 (7 less than in FY2016).

The Certification Overview webcast, first launched in FY2013 to make certification information accessible to businesses nationwide, continued to draw attention with 1,268 views, an 11.82% decrease from FY2016. With

the webcast views and instructor-led workshop attendance combined, 1,864 individuals received pre-certification information.

Date	Location	Attended
July 11, 2016	Springfield	26
July 28, 2016	Worcester	36
August 10, 2016	Quincy	37
September 14, 2016	Framingham	20
October 11, 2016	Brockton	12
October 13, 2016	Charlestown	18
October 24, 2016	Boston	41
November 3, 2016	Charlestown	29
November 14, 2016	Springfield	11
November 15, 2016	Fitchburg	20
November 29, 2016	Lynn	29
December 19, 2016	Boston	35
January 24, 2017	Worcester	24
February 6, 2017	Boston	40
February 8, 2017	Whitinsville	33
March 16, 2017	Brockton	28
March 30, 2017	Boston	70
May 2, 2017	Lawrence	25
May 16, 2017	Cambridge	29
June 12, 2017	Springfield	33
Total		596

Combined State and Federal Activities

In FY2017, the State Certification Unit and the UCP Unit processed new applications and conducted Annual Updates and Triannual Renewals, including conducting Administrative and Recertification reviews.

New Applications: The SDO reviewed a total of 389 new applications in FY2017 (267 state and 122 federal). Compared to the previous year, this represents a 17.84% decrease in MBE/WBE and Nonprofit applications (325 in FY2016), and a 31.46% decrease in DBE applications (178 in FY2016).

Certification Renewals: SDO certifications renew according to the following schedule:

- State (MBE/WBE and Nonprofit) – every three years (Triannual Renewal)⁵
- Federal (DBE) – every year (Annual Update)

Review of certified entities for Annual Updates and Triannual Renewals results in continued certification, decertification, or withdrawal of a certification by the business entity. In addition, for DBE-certified entities, it could mean a graduation from the program. For example, if a DBE's three-year average revenues exceed the disadvantaged size cap or if the personal net worth of the eligible owner exceeds the size cap of \$1.32 million, their DBE certification ends. In FY2017, the SDO conducted 1,094 State Renewals and 947 Federal Annual Updates.

Program	FY2015	FY2016	FY2017
State	1,116	1,063	1,094
Federal	862	959	947

⁵ As mentioned in the section on Program Innovation, Outreach, and Collaboration Results, in an effort to streamline the certification process, the SDO transitioned to performing renewals every three years.

Administrative Reviews: The SDO also conducts Administrative Reviews when a certified company changes its business structure, name, scope of products/services offered, or if other material changes take place. FY2017 saw an increase in the number of state and federal administrative reviews over the previous year.

Program	FY2015	FY2016	FY2017
State	110	126	130
Federal	68	104	160

Appeals: Applicants who receive letters of denial or decertification have the opportunity to appeal the decisions to an independent SDO Appeal Board for state applications, to a UCP Appeal Board for the denial of existing DBE certifications, or to the federal government for the denial of new DBE certification applications. FY2017 saw four tentative initial denials of applications, of which two were state and two were federal. One request for a hearing was received by the state program in FY2017. Two requests for a hearing were received by the UCP in FY2017, which are pending before the UCP Appeal Board.

Supplier Diversity Office Program Spending Results

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

Supplier Diversity Program (SDP)

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

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

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

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

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

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

- **Direct spending** with MBE, WBE, or Veteran-owned prime contractors, and

- **Indirect spending** resulting from business partnerships between the organizations' contractors and MBE, WBE, or Veteran-owned vendors used in the contractors' operations. This includes subcontracting, as well as other types of business-to-business relationships.

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

In FY2016, the Supplier Diversity Office undertook a comprehensive review and revision of its reporting methodology, which resulted in several significant changes that went into effect in FY2017:

- **Department Benchmarks Established by SDO:** Prior to FY2017, departments calculated their discretionary budgets manually, based on spending projections for the year. FY2017 was the first year that the Supplier Diversity Office began setting benchmarks for departments using an automated process grounded in actual spending. The change created a more consistent, timely, and accurate method of monitoring and reporting departmental spending.
- **Greater Transparency:** The change in the goal-setting methodology also has resulted in a clearer delineation between discretionary spending, which is creditable toward meeting departments' benchmarks, and non-discretionary spending with small and diverse businesses, which does not count toward meeting benchmarks. Whenever this distinction is relevant in this report, it was reflected in the text or footnoted. All spending with small and diverse businesses that was not credited toward meeting departmental benchmarks is shown in the section titled "Non-Discretionary Spending with Small and Diverse Businesses."
- **Increased Inclusivity of Quasi-Public Spending:** FY2017 is the first year that the Massachusetts Convention Center Authority (MCCA) participated in the annual report. In addition, the spending data submitted by the MCCA and MassHousing have allowed for their inclusion in the charts that historically only reflected the efforts of executive branch departments.
- **Narrative Reports from Quasi-Public Organizations:** Finally, in addition to the results shown in this section, eight non-executive and quasi-public organizations submitted narrative reports summarizing their supplier diversity efforts in FY2017.

The SDP maintains communication with all program participants, provides quarterly and annual tracking reports to show progress toward established benchmarks, and recognizes organizations especially successful in utilizing diverse businesses as suppliers.

Minority-Owned Business Enterprise (MBE) Spending

In FY2017, overall MBE spending by program participants increased by 1.5% compared to the prior year thanks to the efforts of non-executive, independent and quasi-public organizations. Within the Commonwealth executive branch, overall MBE spending decreased by approximately 0.5% compared to FY2016. This decrease is attributable largely to the 1.5% reduction in the overall discretionary budget compared to FY2016, and to the change in classification of Portuguese-owned Business Enterprises (PBEs), which no longer were classified as MBEs as of April 12, 2016.⁶ Consistent with DCAMM reporting practices, only direct and indirect

⁶ Effective April 12, 2016, pursuant to an order issued by the Superior Court of the Commonwealth of Massachusetts, all firms previously certified as Minority Business Enterprises (MBE), based on the owner being of Portuguese origin, shall no longer be considered MBEs but shall be considered Portuguese Business Enterprises (PBEs). PBEs shall be eligible for participation in

construction spending with PBEs that resulted from contracts awarded prior to April 12, 2016, was included in this report. This practice is consistent with reporting practices of DCAMM.

Expenditures with Minority Business Enterprises (MBE)⁷

	FY2015	FY2016	FY2017
Administration and Finance	\$59,483,608	\$51,586,295	\$37,607,968
Economic Development	\$22,003,311	\$20,247,549	\$25,207,267
Education	\$23,127,050	\$23,621,642	\$27,000,605
Energy and Environmental Affairs	\$3,089,675	\$5,638,822	\$7,236,275
Health and Human Services	\$186,891,400	\$190,385,239	\$200,506,817
Labor and Workforce Development	\$3,074,334	\$2,001,903	\$1,614,717
Public Safety and Security	\$8,600,239	\$7,737,595	\$12,888,072
Transportation	\$78,679,002	\$125,163,089	\$110,315,497
Executive Department Subtotal	\$384,948,619	\$426,382,134	\$422,377,219
Commission Against Discrimination	\$59,333	\$134,755	\$88,881
Disabled Persons Protection Commission	\$56,543	\$36,913	\$46,297
Massachusetts Gaming Commission	\$556,299	\$594,380	\$768,586
Office of the Governor	\$24,417	\$54,000	\$34,089
Non-Executive Department Subtotal	\$696,592	\$820,048	\$937,852
Massachusetts Convention Center Authority	N/A	N/A	\$9,172,195
MassHousing	\$570,986	\$485,483	\$1,610,290
Quasi-Public Entity Subtotal	\$570,986	\$485,483	\$10,782,485
TOTAL	\$386,216,197	\$427,687,665	\$434,097,556

The FY2017 benchmark for MBE spending, set at 7% of discretionary spending, was exceeded by nearly 32%. In other words, program participants spent 9.2% of their discretionary budgets with MBEs.

MBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$398,599,625	\$27,901,974	\$37,607,968	134.79%
Economic Development	\$152,298,591	\$10,660,901	\$25,207,267	236.45%
Education	\$213,336,897	\$14,933,583	\$27,000,605	180.80%
Energy and Environmental Affairs	\$100,807,133	\$7,056,499	\$7,236,275	102.55%
Health and Human Services	\$2,554,008,641	\$178,780,605	\$200,506,817	112.15%
Labor and Workforce Development	\$10,725,895	\$750,813	\$1,614,717	215.06%
Public Safety and Security	\$90,376,704	\$6,326,369	\$12,888,072	203.72%
Transportation	\$1,138,087,747	\$79,666,142	\$110,315,497	138.47%
Executive Department Subtotal	\$4,658,241,234	\$326,076,886	\$422,377,219	129.53%
Commission Against Discrimination	\$273,828	\$19,168	\$88,881	463.69%
Disabled Persons Protection Commission	\$150,283	\$10,520	\$46,297	440.09%
Massachusetts Gaming Commission	\$4,658,974	\$326,128	\$768,586	235.67%
Office of the Governor	\$126,019	\$8,821	\$34,089	386.43%
Non-Executive Department Subtotal	\$5,209,105	\$364,637	\$937,852	257.20%

programs funded by state transportation bond statutes which include such persons as eligible participants. A listing of PBEs can be found on the [SDO Directory of Certified Businesses](#).

⁷ Effective FY2017, healthcare-related indirect spending for the Group Insurance Commission (GIC) and indirect spending associated with non-MMARS transactions for the Department of Correction (DOC) are reported as non-discretionary transactions in the section on Non-Discretionary Spending with Small and Diverse Businesses. For comparison purposes, the same rule was applied to FY2015 and FY2016 statistics for the same agencies in this table.

Massachusetts Convention Center Authority	\$26,978,442	\$1,888,491	\$9,172,195	485.69%
MassHousing	\$14,003,630	\$980,254	\$1,610,290	164.27%
Quasi-Public Entity Subtotal	\$40,982,072	\$2,868,745	\$10,782,485	375.86%
TOTAL	\$4,704,432,411	\$329,310,269	\$434,097,556	131.82%

Women-Owned Business Enterprise (WBE) Spending

In FY2017, the Commonwealth exceeded its 13% women-owned business spending benchmark and spending with WBEs grew by 7.64% over the previous year. In the executive branch, six secretariats reported increased spending with WBEs.

Expenditures with Women Business Enterprises (WBE)⁸

	FY2015	FY2016	FY2017
Administration and Finance	\$42,295,268	\$51,766,471	\$60,417,285
Economic Development	\$80,408,063	\$28,597,167	\$34,169,591
Education	\$33,915,406	\$35,164,404	\$39,364,471
Energy and Environmental Affairs	\$9,833,970	\$12,466,990	\$19,523,875
Health and Human Services	\$457,126,757	\$474,478,238	\$509,290,185
Labor and Workforce Development	\$3,523,372	\$2,928,719	\$2,024,870
Public Safety and Security	\$11,254,879	\$11,514,047	\$10,361,801
Transportation	\$113,333,014	\$170,197,530	\$171,736,530
Executive Department Subtotal	\$751,690,729	\$787,113,566	\$846,888,607
Commission Against Discrimination	\$64,044	\$48,780	\$63,022
Disabled Persons Protection Commission	\$56,029	\$38,692	\$46,416
Massachusetts Gaming Commission	\$1,896,231	\$1,208,168	\$328,343
Office of the Governor	\$38,102	\$12,355	\$35,801
Non-Executive Department Subtotal	\$2,054,406	\$1,307,995	\$473,582
Massachusetts Convention Center Authority	N/A	N/A	\$1,597,534
MassHousing	\$617,736	\$794,884	\$577,559
Quasi-Public Entity Subtotal	\$617,736	\$794,884	\$2,175,093
TOTAL	\$754,362,871	\$789,216,445	\$849,537,282

Total spending with WBEs in FY2017 exceeded the benchmark of 13% of discretionary spending by nearly 39%. In other words, program participants spent 18% of their discretionary budgets with women-owned businesses.

WBE Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$398,599,625	\$51,817,951	\$60,417,285	116.60%
Economic Development	\$152,298,591	\$19,798,817	\$34,169,591	172.58%
Education	\$213,336,897	\$27,733,797	\$39,364,471	141.94%
Energy and Environmental Affairs	\$100,807,133	\$13,104,927	\$19,523,875	148.98%
Health and Human Services	\$2,554,008,641	\$332,021,123	\$509,290,185	153.39%

⁸ Effective FY2017, healthcare-related indirect spending for the GIC and indirect spending associated with non-MMARS transactions for the DOC are reported as non-discretionary transactions in the section on Non-Discretionary Spending with Small and Diverse Businesses. For comparison purposes, the same rule was applied to FY2015 and FY2016 statistics for the same agencies in this table.

Labor and Workforce Development	\$10,725,895	\$1,394,366	\$2,024,870	145.22%
Public Safety and Security	\$90,376,704	\$11,748,972	\$10,361,801	88.19%
Transportation	\$1,138,087,747	\$147,951,407	\$171,736,530	116.08%
Executive Department Subtotal	\$4,658,241,234	\$605,571,360	\$846,888,607	139.85%
Commission Against Discrimination	\$273,828	\$35,598	\$63,022	177.04%
Disabled Persons Protection Commission	\$150,283	\$19,537	\$46,416	237.58%
Massachusetts Gaming Commission	\$4,658,974	\$605,667	\$328,343	54.21%
Office of the Governor	\$126,019	\$16,382	\$35,801	218.53%
Non-Executive Department Subtotal	\$5,209,105	\$677,184	\$473,582	69.93%
Massachusetts Convention Center Authority	\$26,978,442	\$3,507,198	\$1,597,534	45.55%
MassHousing	\$14,003,630	\$1,820,472	\$577,559	31.73%
Quasi-Public Entity Subtotal	\$40,982,072	\$5,327,669	\$2,175,093	40.83%
TOTAL	\$4,704,432,411	\$611,576,213	\$849,537,282	138.91%

Combined Veteran-Owned Business Spending

In FY2017, the Commonwealth continued to make progress in increasing spending with veteran-owned businesses (combined VBE and SDVOBE spending). Through joint outreach efforts of the SDO; the Governor's Office for Access, Opportunity and Community Affairs; the Massachusetts Department of Veterans' Services; and the U.S. Department of Veterans Affairs, veteran spending increased by 587%.

Expenditures with Veteran (VBE) and Service-Disabled Veteran-Owned (SDVOBE) Business Enterprises

FY2015	FY2016	FY2017
\$33,621	\$2,166,802	\$14,877,414

FY2017 is the first year that at least one of the Commonwealth's secretariats, the Executive Office for Public Safety and Security, met the veteran spending benchmark of 3%. However, even though the participating organizations spent more than 440 times more with veteran businesses compared to FY2016, spending is at 10% of the goal overall.

Combined Veteran Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$398,599,625	\$11,957,989	\$3,289,835	27.51%
Economic Development	\$152,298,591	\$4,568,958	\$116,505	2.55%
Education	\$213,336,897	\$6,400,107	\$285,057	4.45%
Energy and Environmental Affairs	\$100,807,133	\$3,024,214	\$832,171	27.52%
Health and Human Services	\$2,554,008,641	\$76,620,259	\$3,868,999	5.05%
Labor and Workforce Development	\$10,725,895	\$321,777	\$141,931	44.11%
Public Safety and Security	\$90,376,704	\$2,711,301	\$3,104,297	114.49%
Transportation	\$1,138,087,747	\$34,142,632	\$3,210,389	9.40%
Executive Department Subtotal	\$4,658,241,234	\$139,747,237	\$14,849,184	10.63%
Commission Against Discrimination	\$273,828	\$8,215	\$5,558	67.66%
Disabled Persons Protection Commission	\$150,283	\$4,508	\$1,016	22.54%
Massachusetts Gaming Commission	\$4,658,974	\$139,769	\$15,555	11.13%
Office of the Governor	\$126,019	\$3,781	\$2,229	58.95%
Non-Executive Department Subtotal	\$5,209,105	\$156,273	\$24,358	15.59%
Massachusetts Convention Center Authority	\$26,978,442	\$809,353	\$0	0.00%
MassHousing	\$14,003,630	\$420,109	\$3,871	0.92%

Quasi-Public Entity Subtotal	\$40,982,072	\$1,229,462	\$3,871	0.31%
TOTAL	\$4,704,432,411	\$141,132,972	\$14,877,414	10.54%

Disability-Owned (DOBE) and LGBT-Owned (LGBTBE) Spending

FY2017 was the first full year of the SDO working to increase the availability of disability and LGBT-owned businesses, the newest categories to be included in the Supplier Diversity Program. In partnership with the U.S. Business Leadership Network and its local chapter, the Massachusetts Business Leadership Network, and the National LGBT Chamber of Commerce, the SDO conducted outreach to invite new businesses to participate in public contracting opportunities. In FY2017, spending with disability-owned businesses reached \$2,943,738 through the utilization of SDVOBEs, but no spending took place with companies certified as DOBE.

In an effort to increase DOBE utilization, SDO implemented policies and goals that were issued subsequent to the end of FY2017 but prior to the issuance of this report.⁹ These goals include increased outreach to businesses owned by individuals with disabilities to encourage their: Applying for free DOBE certification by USBLN; Attending relevant accessible trainings about business opportunities with the Commonwealth; and Registering in the Commonwealth's online procurement platform, COMMBUYS, and for the Small Business Purchasing Program (SBPP) (if applicable). Two LGBT-owned businesses received \$81,645 in payments in FY2017.

Small Business Purchasing Program (SBPP)

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

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

Overall SBPP Spending Trend

In FY2017, program participants' expenditures with SBPP increased by 15.35% over the prior year thanks to spending increases achieved by five secretariats.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

	FY2015	FY2016	FY2017
Administration and Finance	\$9,842,026	\$8,002,060	\$9,847,587
Economic Development	\$6,979,885	\$21,921,111	\$23,194,101
Education	\$13,379,607	\$16,991,334	\$19,453,389
Energy and Environmental Affairs	\$9,221,650	\$10,664,818	\$12,163,421
Health and Human Services	\$66,164,280	\$71,417,791	\$94,508,885
Labor and Workforce Development	\$1,237,430	\$541,482	\$674,075
Public Safety and Security	\$12,995,760	\$8,567,665	\$8,346,557
Transportation	\$15,867,967	\$22,571,712	\$17,245,042
Executive Department Subtotal	\$135,688,605	\$160,677,973	\$185,433,057
Commission Against Discrimination	\$21,407	\$6,389	\$675
Disabled Persons Protection Commission	\$1,871	\$0	\$0
Massachusetts Gaming Commission	\$531,723	\$824,519	\$857,883
Office of the Governor	\$32,505	\$12,355	\$26,559

⁹ SDO October 31, 2017 report entitled: *Supplier Diversity Office Fiscal Year 2017 Report to the Legislature on the Expansion of Opportunities for Individuals with Disabilities in State Procurement and Contracting.*

Non-Executive Department Subtotal	\$587,506	\$843,263	\$885,118
Massachusetts Convention Center Authority	N/A	N/A	N/A
MassHousing	N/A	N/A	N/A
Quasi-Public Entity Subtotal	N/A	N/A	N/A
TOTAL	\$136,276,111	\$161,521,236	\$186,318,175

Benchmark Attainment

Total SBPP spending in FY2017 exceeded the benchmark of 3.3% of discretionary spending by more than 21%. In other words, program participants spent approximately 4% of their discretionary budgets with COMMBUYS-verified small businesses.

SBPP Benchmark Attainment

	Discretionary Budget	Benchmark	Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$294,713,454	\$9,725,544	\$9,847,587	74.87%
Economic Development	\$152,298,591	\$5,025,854	\$23,194,101	461.50%
Education	\$213,336,897	\$7,040,118	\$19,453,389	276.32%
Energy and Environmental Affairs	\$100,807,133	\$3,326,635	\$12,163,421	365.64%
Health and Human Services	\$2,554,008,641	\$84,282,285	\$94,508,885	112.13%
Labor and Workforce Development	\$10,725,895	\$353,955	\$674,075	190.44%
Public Safety and Security	\$90,376,704	\$2,982,431	\$8,346,557	279.86%
Transportation	\$1,138,087,747	\$37,556,896	\$17,245,042	45.92%
Executive Department Subtotal	\$4,658,241,234	\$153,721,961	\$185,433,057	120.63%
Commission Against Discrimination	\$273,828	\$9,036	\$675	7.47%
Disabled Persons Protection Commission	\$150,283	\$4,959	\$0	0.00%
Massachusetts Gaming Commission	\$4,658,974	\$153,746	\$857,883	557.99%
Office of the Governor	\$126,019	\$4,159	\$26,559	638.66%
Non-Executive Department Subtotal	\$5,209,105	\$171,900	\$885,118	514.90%
Massachusetts Convention Center Authority	\$26,978,442	N/A	N/A	N/A
MassHousing	\$14,003,630	N/A	N/A	N/A
Quasi-Public Entity Subtotal	\$40,982,072	N/A	N/A	N/A
Total	\$4,704,432,411	\$153,893,861	\$186,318,175	121.07%

SDO's Municipal Affirmative Marketing/Construction Reform Program

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

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

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (MSBA) funds nearly 100% of the projects that fall under the Construction Reform Law. As a result, the SDO tracks their projects exclusively. The chart below compares FY2016 and FY2017 MBE/WBE spending on MSBA projects. The total combined MBE/WBE spending in FY2017

equaled \$72,498,056, an increase of more than \$12 million when compared to the prior year. The combined MBE/WBE participation goal of 10.4% was exceeded in FY2016 and FY2017. Similar to FY2016, there was no direct spending through the program and all diverse companies were engaged as subcontractors. Fifty-three firms (17 MBE and 36 WBE) were engaged as subcontractors on construction projects under the program.

FY	Total Municipal Spend	Total MBE Spend	MBE %	Total WBE Spend	WBE %	Total MBE/WBE Spend	Combined MBE/WBE %
2017	\$575,707,670	\$10,018,701	1.7%	\$62,479,355	10.9%	\$72,498,056	12.6%
2016	\$484,996,681	\$45,392,007	9.4%	\$15,392,435	3.2%	\$60,784,442	12.5%

Schools of Construction

The most innovative SDO Construction Reform Program initiative is the partnership with M/WBE construction training programs established by two of the nation's largest construction companies: the Gilbane M/WBE Contractor Training Program and the Suffolk Trades Partnership Series. Over the last eight years, over 200 SDO-certified companies have graduated from these programs and have been awarded more than \$40 million in contracts.

Outreach

The Municipal Affirmative Marketing Program also assists quasi-public and private organizations in their outreach to minority, woman, and veteran-owned businesses in construction with the goal of identifying and contracting potential minority and woman-owned subcontractors for large construction projects. In FY2017, the program worked with municipalities on MSBA public sector projects, with the Massachusetts Gaming Commission, and with the Wynn and MGM casinos on their private-sector projects. These efforts helped these organizations meet, and in some cases exceed, their MBE and WBE goals.

New Private Sector Partnership

Millennium Partners, the developers for the \$1 billion Boston Winthrop Square high-rise scheduled to break ground in the spring of 2018, contacted the SDO with a request for advice in implementing their MBE and WBE supplier diversity plan for the project. The SDO conducted email outreach for the first recruitment event associated with the project, spoke at the event, and provided information on best practices in implementing supplier diversity in construction projects.

Overall Procurement Program Results

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

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

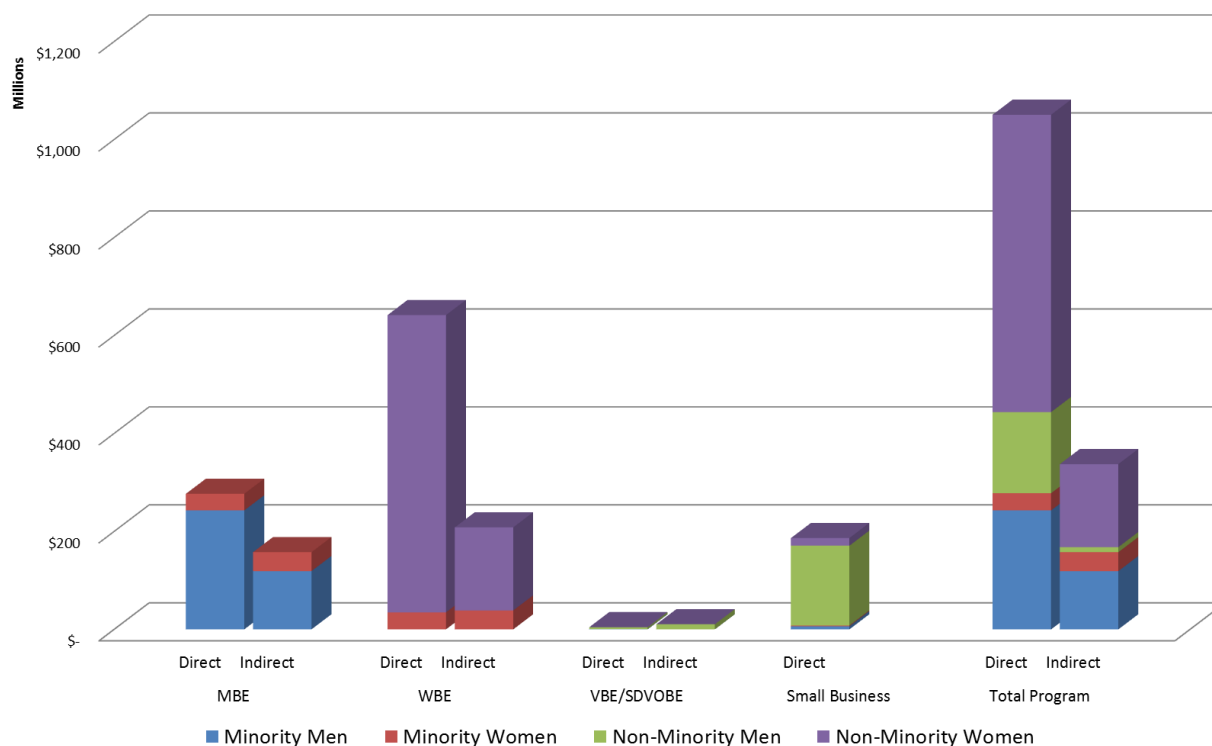
Estimating the Total Program Spending

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

The **total direct** program impact of SDP activities by all participating organizations exceeded \$1.05 billion spent with 1,000 companies, representing approximately 22% of the program participants' discretionary budgets. The chart data represented as a table below highlights the overlaps among the diverse types of businesses served by the SDP. The Total Program Spending line represents the sum of expenditures with businesses that fall into each eligible owner group (e.g. Minority Men, Minority Women, etc.). This measure is approximately 5% less than the sum of direct expenditures attributed to individual benchmarks.

Among the 1,000¹⁰ companies participating in the program directly, each business fell into one or more of the following groups: 176 MBEs and 346 WBEs (50 M/WBE businesses), 26 VBE/SDVOBEs (13 VBEs and 13 SDVOBEs), and 626 COMMBUYS-verified small businesses. It should be noted that the gender and minority information of the eligible owner is inferred (i.e., companies that were not certified as women-owned were assumed to be owned by men, and companies that were not certified as minority-owned were assumed to be owned by non-minority individuals). The MBE direct spending total includes construction spending with 8 PBEs whose contracts were awarded prior to April 12, 2016.¹¹ Based on legal addresses, 966 out of the 1,000, or nearly 97% of the businesses that participated in the program directly, were located in Massachusetts.

Total Program Spending by State Agencies in FY2017



¹⁰ The total number of businesses presented here and further in this section accounts for the same businesses falling into multiple certification categories.

¹¹ See Footnote 6.

Total Program Spending by State Agencies in FY2017 Table

Category	MBE	WBE	Veteran	Small Business	Program Total¹²
Minority Men	\$242,798,053	-	\$529,399	\$6,279,834	\$242,807,055
Minority Women	\$33,804,113	\$34,687,930	\$0	\$1,633,214	\$35,135,580
Non-Minority Men	-	-	\$3,838,782	\$162,874,229	\$165,514,005
Non-Minority Women	-	\$606,737,202	\$0	\$15,530,899	\$607,045,336
Direct Spending Total	\$276,602,166	\$641,425,132	\$4,368,181	\$186,318,175	\$1,050,501,977
Number of Prime Contractors	176	346	26	626	1,000
Minority Men	\$118,867,380	-	\$142,025	N/A	\$118,867,380
Minority Women	\$38,628,010	\$38,628,010	\$0	N/A	\$38,628,010
Non-Minority Men	-	-	\$10,305,271	N/A	\$10,305,271
Non-Minority Women	-	\$169,484,139	\$61,936	N/A	\$169,484,139
Indirect Spending Total	\$157,495,390	\$208,112,150	\$10,509,233	N/A	\$337,284,801
Number of Indirect Contractors	328	689	30	N/A	1,003

Total indirect spending reached \$337,284,801, representing an additional 7% of the program participants' combined discretionary budgets. Among the 1,003 companies that were engaged by contractors as SDP partners, each business fell into one or more of the following groups: 328 MBEs and 689 WBEs (91 M/WBE businesses), and 30 VBE/SDVOBEs (7 VBEs and 23 SDVOBEs). The SBPP does not include an indirect spending component. The MBE indirect spending figures include construction subcontracting spending with 39 PBEs, whose contracts were awarded prior to April 12, 2016.¹³ Based on legal addresses, 859 of the 1,003 SDP partners, or approximately 86%, were located in Massachusetts.

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

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

Spending Contribution from Goods and Services

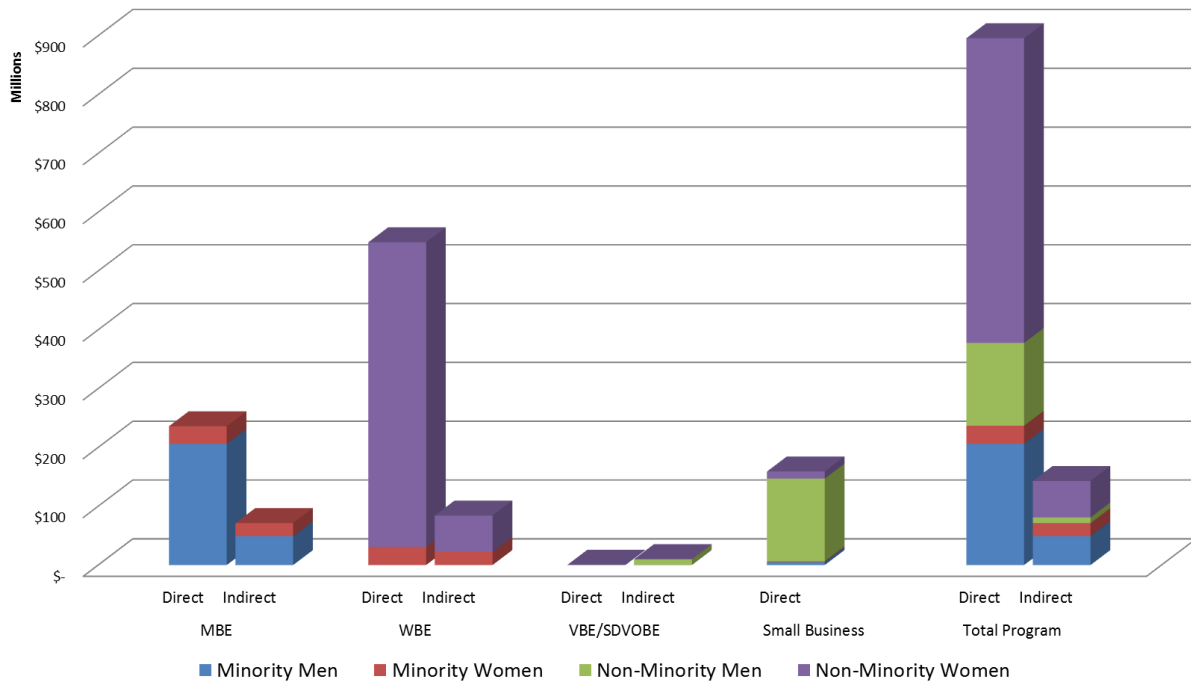
In FY2017, **direct** goods and services spending by all program participants equaled \$895,614,523, which was spent with 735 companies. Each company fell into one or more of the following groups: 130 were MBEs and 258 were WBEs (43 M/WBE businesses), 8 were VBE/SDVOBEs (7 VBEs and 1 SDVOBE), and 471 were COMMBUYS-verified small businesses. This represented more than 19% of the program participants' combined discretionary budgets.

In **indirect** spending, goods and services contractors engaged 775 diverse businesses as SDP partners. Those diverse companies fell into one or more of the following groups: 264 MBEs and 553 WBEs (76 M/WBE businesses), and 27 VBE/SDVOBEs (7 VBEs and 20 SDVOBEs). Total indirect spending on goods and services equaled \$142,949,043, representing approximately 3% of the program participants' combined discretionary budgets. Spending with PBEs, direct or indirect, was not included in the analysis regarding goods and services spending.

¹² This column accounts for vendors that fall into more than one certification category and is not a sum of the columns to the left.

¹³ See Footnote 6.

Goods and Services Share of the Total Program Spending by State Agencies in FY2017



Goods and Services Share of the Total Program Spending by State Agencies in FY2017 Table

Category	MBE	WBE	Veteran	Small Business	Program Total ¹⁴
Minority Men	\$206,125,012	-	\$522,506	\$4,912,266	\$206,134,014
Minority Women	\$29,877,281	\$30,766,522	\$0	\$1,421,989	\$30,772,190
Non-Minority Men	-	-	\$110,047	\$140,643,765	\$140,666,027
Non-Minority Women	-	\$517,934,112	\$0	\$12,050,905	\$518,042,292
Direct Spending Total	\$236,002,294	\$548,700,634	\$632,554	\$159,028,926	\$895,614,523
Number of Prime Contractors	130	258	8	471	735
Minority Men	\$49,068,394	-	\$142,025	N/A	\$49,068,394
Minority Women	\$22,184,112	\$22,184,112	\$0	N/A	\$22,184,112
Non-Minority Men	-	-	\$9,694,095	N/A	\$9,694,095
Non-Minority Women	-	\$62,002,441	\$61,936	N/A	\$62,002,441
Indirect Spending Total	\$71,252,507	\$84,186,553	\$9,898,057	N/A	\$142,949,043
Number of Indirect Contractors	264	553	27	N/A	767

Spending Contribution from Horizontal and Vertical Construction

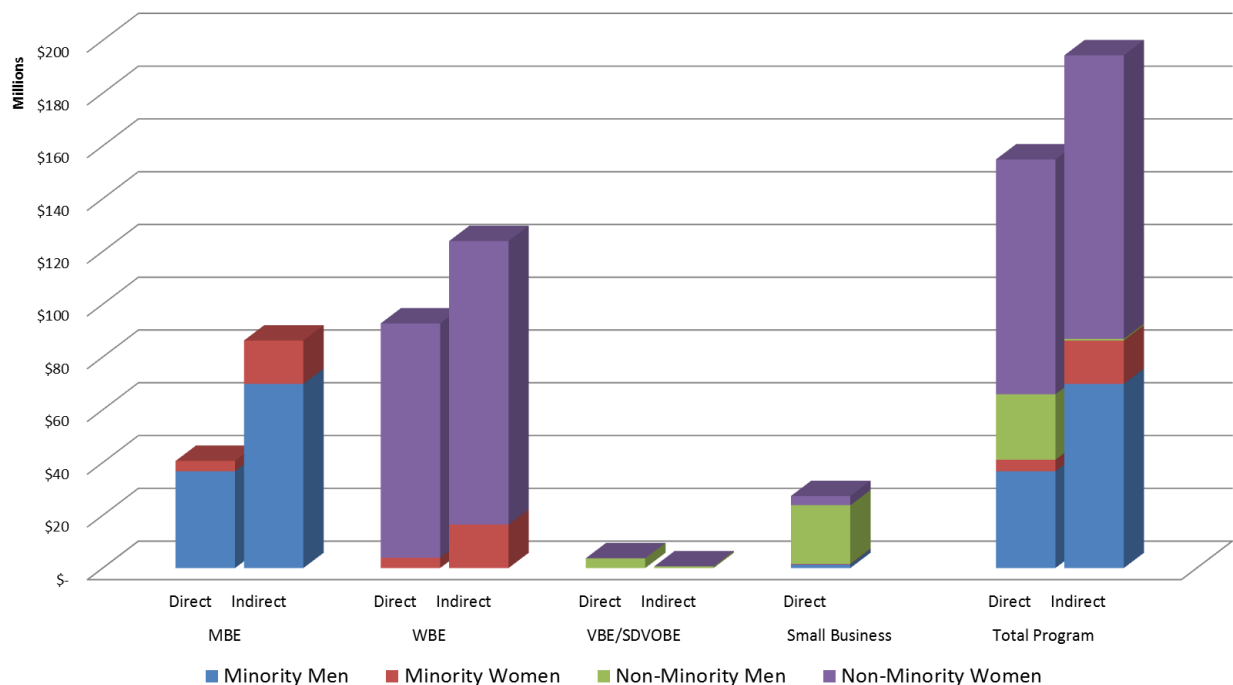
Most of the construction-related expenditures documented in this report are attributable to the efforts of DCAMM, the Massachusetts Department of Transportation (MassDOT), and the Department of Conservation and Recreation (DCR). Direct expenditures of these departments account for more than 90% of departmental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

¹⁴ This column accounts for vendors that fall into more than one certification category and is not a sum of the columns to the left.

In FY2017, **direct** design and construction-related spending by program participants equaled \$155,362,160, representing 3.3% of the organizations' combined discretionary budgets. Construction-related projects involved 367 diverse and small contractors, each of which fell into one or more of the following groups: 57 were MBEs and 121 were WBEs (both groups include 11 M/WBE businesses), 20 were VBE/SDVOBE (8 VBE and 12 SDVOBE), and 223 were COMMBUYS-verified small businesses. As noted above, the MBE direct spending total includes construction spending with 8 PBEs whose contracts were awarded prior to April 12, 2016.¹⁵ While information on veteran and small business spending is included, it should be noted that the SBPP does not apply to construction procurements and there was no formally issued veteran construction goal in FY2017.

In **indirect** spending, among the 303 subcontractors engaged on design and construction projects, 136 were MBE firms, 182 were WBE companies (both groups including 18 M/WBE businesses), and 3 were SDVOBEs. Total indirect spending on design and construction in FY2017 equaled \$194,335,758, which represented approximately 4% of the program participants' combined discretionary budgets. As noted above, the MBE indirect spending total includes construction subcontracting spending with 39 PBEs, whose contracts were awarded prior to April 12, 2016.¹⁶

Construction Share of the Total Direct Program Spending by State Agencies in FY2017



Construction Share of the Total Direct Program Spending by State Agencies in FY2017 Table

Category	MBE	WBE	Veteran	Small Business	Program Total ¹⁷
Minority Men	\$36,673,040	-	\$6,892	\$1,367,568	\$36,673,040
Minority Women	\$3,926,832	\$3,921,408	\$0	\$211,224	\$3,926,832
Non-Minority Men	-	-	\$3,728,735	\$22,230,463	\$25,959,198
Non-Minority Women	-	\$88,803,090	\$0	\$3,479,994	\$88,803,090
Direct Spending Total	\$40,599,872	\$92,724,498	\$3,735,627	\$27,289,249	\$155,362,160

¹⁵ See Footnote 6.

¹⁶ Id.

¹⁷ This column accounts for vendors that fall into more than one certification category and is not a sum of the columns to the left.

Category	MBE	WBE	Veteran	Small Business	Program Total ¹⁷
Number of Prime Contractors	57	121	20	223	367
Minority Men	\$69,798,985	-	\$0	N/A	\$69,798,985
Minority Women	\$16,443,898	\$16,443,898	\$0	N/A	\$16,443,898
Non-Minority Men	-	-	\$611,176	N/A	\$611,176
Non-Minority Women	-	\$107,481,699	\$0	N/A	\$107,481,699
Indirect Spending Total	\$86,242,883	\$123,925,597	\$611,176	N/A	\$194,335,758
Number of Indirect Contractors	136	182	3	N/A	303

Narrative Reports by Quasi-Public Organizations

In FY2017, the Supplier Diversity Office, in collaboration with the Governor's Office of Access, Opportunity and Community Affairs, launched an effort to coordinate supplier diversity activities among more than two dozen quasi-public organizations across the state. In addition to regular meetings, resources, and best practices, participants of this effort were offered an opportunity to report their supplier diversity program results through the SDO Annual Report. This chapter contains eight quasi-public organizations that submitted such narrative reports, including two organizations included in the quantitative sections of this report (the Massachusetts Convention Center Authority and MassHousing).

Massachusetts Convention Center Authority (MCCA)

The Massachusetts Convention Center Authority (MCCA) historically has measured its spending on diverse businesses, notably minority and woman-owned businesses, from its annual discretionary expenses, whether from operating or capital budgets. Direct expenses are tracked by the MCCA at the vendor level, while indirect expenses (typically subcontractors of a selected vendor) were tracked and reported by the prime contractors to the MCCA on a quarterly basis.

The MCCA has adopted the Administration's methodology and procedures for measuring diverse business spending, beginning with its FY2017 reporting. While it has not tracked additional categories for diverse business types in the past, the Authority now is asking vendors regarding their status with respect to certification among a broader set of business categories (e.g., veteran-owned, LGBT-owned).

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

Massachusetts Development Finance Agency (MassDevelopment)

Massachusetts Development Finance Agency's (MassDevelopment) Board of Directors (Board) voted at its June 8, 2017, Board of Directors Meeting to adopt a Diverse Business Participation Program (Program) for MassDevelopment's direct contracting. This Program encourages parties seeking contracts with MassDevelopment to use good faith efforts to include Minority-Owned Business Enterprises, Women-Owned Business Enterprises, Veteran-Owned Business Enterprises and Service-Disabled Veteran-Owned Business Enterprises. The foregoing four categories are referred to as Diverse Business Enterprises (DBEs).

The two main principles of MassDevelopment's Program are to encourage DBE participation and measure such participation for yearly reports to the Board. MassDevelopment staff will encourage DBE participation by providing all contracts obtained by Request for Proposal, Request for Qualifications, or Invitations of Bid to the Operational Services Division's Supplier Diversity Office, Greater New England Minority Supplier Development

Council, and Center for Women & Enterprise of these contracting opportunities for dissemination to DBEs. MassDevelopment is working to roll out the Program and has determined that it currently has 79 DBEs under contract.

Massachusetts Gaming Commission

The Massachusetts Gaming Commission (MGC) has elected to follow 801 CMR 21.00 which covers the acquisition of all commodities and services by departments of state government. As a result, the MGC also follows the OSD guidelines regarding diversity spending. Since FY2015, the MGC has been participating in the SDO Benchmark program. Currently, MGC presents benchmark goals quarterly to the Commission in their public meetings and reports diversity spending to SDO on an annual basis. In FY2017, MGC achieved spending goals for both the MBE and SBPP categories.

In addition to the direct purchasing by MGC, gaming licensees awarded contracts in FY2017 totaling \$1.47 billion in design and construction and \$3 million in goods and services. MGC is working with licensees, their contractors, vendors, and community leaders to ensure that the state's new, expanded gaming industry is inclusive and provides opportunities that reflect the diversity of the Commonwealth. Gaming Licensees regularly host and participate in vendor fairs and outreach through the Supplier Diversity Office and other diversity affinity groups. Potential vendors need to sign up on each casino's vendor webpage to be notified of procurement opportunities.

MGC continuously monitors the licensees' progress in this area with a full-time project oversight manager, procedures to ensure licensee compliance, and quarterly reports (including information on supplier diversity results for design, construction, and operations) to the Commission at the public Commission meetings and the MGC monthly Access and Opportunity Meetings.

FY2017 Licensee Progress: MGM Springfield ([More Information](#))

Category	Total Awards		Goal	Awarded Contracts	Percentage of Total Awards
Design & Consulting	\$42,260,000	MBE	5%	\$ 5,380,000	12.7%
		WBE	10%	\$ 6,990,000	16.5%
		VBE	2%	\$ 2,990,000	7.1%
Construction	\$371,900,000	MBE	5%	\$ 31,280,000	8.4%
		WBE	10%	\$ 73,900,000	19.9%
		VBE	2%	\$ 28,620,000	7.7%

FY2017 Licensee Progress: Wynn Boston Harbor ([More Information](#))

Category	Total Awards		Goal	Awarded Contracts	Percentage of Total Awards
Design & Consulting	\$57,300,000	MBE	7.9%	\$ 5,010,000	8.7%
		WBE	10%	\$ 2,960,000	5.2%
		VBE	1%	\$ 4,060,000	7.1%
Construction	\$1,100,000,000	MBE	5%	\$ 49,080,000	4.8%
		WBE	5.4%	\$ 99,190,000	9.8%
		VBE	1%	\$ 26,460,000	2.6%

FY2017 Licensee Progress: Plainridge Park Casino ([More Information](#))

Category	Total Awards		Goal	Awarded Contracts	Percentage of Total Awards
Goods & Services	\$3,000,000	MBE	6%	\$ 105,230	3.5%
		WBE	12%	\$ 466,021	15.5%

Category	Total Awards		Goal	Awarded Contracts	Percentage of Total Awards
		VBE	3%	\$ 135,296	4.5%

Massachusetts Housing Finance Agency (MassHousing)

The Massachusetts Housing Finance Agency (MassHousing), for many decades, has worked to provide economic opportunities to MBEs and WBEs. The Agency not only leverages its own budget for goods and services, but it also works closely with developers, contractors, and rental housing property management companies to set and achieve goals related to MBE and WBE utilization. In November 2015, MassHousing adopted the expansion of business categories in conjunction with Executive Order 565.

The Agency negotiates and manages Equal Opportunity Construction Contracts with general contractors to establish MBE/WBE/VBE contracting opportunities. Developers utilizing MassHousing financing to construct affordable housing must make good-faith efforts to hire MBEs, WBEs, and VBEs, as well as minority and women workers. MassHousing partners with property management companies to ensure MBE/WBE/VBE vendor utilization goals are being met and Fair Housing Marketing Plans are implemented.

MassHousing offers two annual trade fairs which allow MBEs/WBEs/VBEs to showcase their goods and services to management companies, developers, general contractors, state procurement officers, housing-related businesses, and MassHousing staff. MassHousing also offers Small Business Capacity Building Workshops to enhance the operational capabilities of MBEs/WBEs/VBEs.

The Agency provides semi-annual Business Opportunity Reports, which list potential work opportunities at various developments throughout the Commonwealth. The Construction Contract Financing Program provides MBE/WBE/VBE construction contractors with access to working capital to competitively participate as subcontractors.

Massachusetts Port Authority (Massport)

The Massachusetts Port Authority (Massport) is an independent public authority and is self-supporting. A recent economic impact report estimates that Massport contributes \$15 billion a year in total economic impact. Massport is governed by a seven-member Board appointed by the Governor. Six board members serve staggered seven-year terms, and one ex officio member is the state Secretary of Transportation.

During March 2017, Massport launched a pilot Supplier Diversity Program. The program objectives are to increase participation of certified minority-owned business enterprises (MBE); women-owned business enterprises (WBE); and the first-time certification expansion of veteran-owned business enterprises; disability-owned business enterprises; and lesbian, gay, bisexual, and transgender-owned business enterprises.

Massport conducted the pilot during Calendar Year 2017. While a goal had been formulated, the primary focus during the pilot was to implement the new diverse supplier purchasing protocols and assess progress. Each calendar year thereafter, a goal will be established and socialized.

To build awareness of the program, Massport implemented an outreach campaign which included senior management briefings, presentations at regional summits, targeted town hall sessions tailored to diverse suppliers, and expanded and improved the diverse supplier database. Please visit the Massport [Bids & Opportunities](#) webpage for information on upcoming Request for Proposals and Bid Opportunities.

Massachusetts State College Building Authority

The Massachusetts State College Building Authority (MSCBA) has adopted the diversity goals of DCAMM for design and construction contracts and has been tracking business ownership for design and construction contracts for all major projects. When Equal Employment Opportunity goals for workforce diversity were

added, it became apparent that projects could be impacted in real time. Monthly tracking provided the opportunity to improve outreach during the project, bringing more talent to the workforce, and creating increased exposure to opportunities in public construction.

The MSCBA has enhanced its vendor database capabilities to track certifications for all SDO categories. Opportunities exist for Designers, Contractors, Legal Firms, Financial Consultants, Engineering Consultants, Owner Project Managers, and suppliers of goods and services. Twice annually, a web-based trade contractor prequalification process is opened up for all current projects. Notification of this opportunity is posted in the Central Register and on the [MSCBA's website](#).

The [Authority's Annual Report](#) may be viewed online, and additional information about MSCBA may be found at www.mscba.org.

Massachusetts Water Resources Authority

The Massachusetts Water Resources Authority's (MWRA) MBE/WBE/DBE Program ensures the equitable participation of Minority/Women/Disadvantaged Business Enterprises in the award of all contracts, including contracts for construction, goods/non-professional services, and professional services. The Authority communicates with appropriate advocacy groups and representatives, such as SDO, the Greater New England Minority Supplier Development Council, and Massachusetts Minority Contractors, to develop new sources of supply, discuss the M/W/DBE program, and develop initiatives designed to enhance the Affirmative Action Plan's effectiveness.

A quarterly report is generated on spending for MBE/WBE/DBEs, which includes construction, goods/non-professional services, and professional services contracts. These expenditures are presented to the MWRA's Board of Directors in the quarterly report on Key Indicators of MWRA Performance. The [4th Quarter FY2017 Report](#) with MBE/WBE spending statistics is available.

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

University of Massachusetts (UMass)

In FY2014, UMass expanded its Supplier Diversity Program (SDP) to include system-wide metrics. The resulting report is updated quarterly and meets the federal requirements for diversity metrics. For FY2014-FY2017, UMass had average annual expenditures for goods and services of:

- Minority-Owned Business Enterprises (MBE): \$17.5 million
- Veteran-Owned Business Enterprises (VBE): \$3 million
- Women-Owned Business Enterprises (WBE): \$28.2 million

In contrast with the SDO methodology, UMass currently reports only direct expenses for goods and services and does not include subcontractors.

In support of Executive Order 565, UMass intends to broaden its policy relating to the support of diverse business owners to include Disability-Owned Business Enterprises and LGBT-Owned Business Enterprises.

In FY2017, UMass was proud to be recognized with a Governor's Citation as one of the Quasi-Public Organization of the Year for outstanding participation in the Commonwealth's Supplier Diversity Program. Efforts included serving on the state's Steering Committee and the Quasi-Public Agencies Diversity Committee;

presenting the UMass Supplier Diversity Program to the Governor's Office for Access, Opportunity and Community Affairs Steering Committee; hosting a supplier diversity event at the UMass Springfield Satellite Center; and working closely with the SDO on common methodologies and best practices. Please visit the [University Procurement](#) webpage to access UMass bid postings.

Overall Impact of Supplier Diversity Programs

Total Discretionary Spending with Small and Diverse Businesses

Using the total direct and indirect spending information that accounts for overlaps between program categories, it is possible to estimate the full program impact, even though smaller spending components may include some business type overlap. The total FY2017 direct spending by program participants with MBEs, WBEs, VBEs, SDVOBEs, and COMMBUYS-verified small businesses was \$1,050,501,977, an 8.4% increase compared to FY2016.¹⁸ Indirect spending through utilization of MBEs, WBEs, VBEs, and SDVOBEs by contractors was \$409,782,857, approximately a 14.2% increase compared to the prior year.¹⁹ **Combined discretionary supplier diversity spending totaled \$1,460,284,834, a 10% increase compared to FY2016.**

Estimated Total Program Expenditures²⁰

Type of Expenditure	FY2016	FY2017
Total Direct Spending by All Program Participants	\$969,205,410	\$1,050,501,977
Total Direct Construction Spending through the SDO's Municipal Affirmative Marketing/Construction Reform Program	\$0	\$0
Total Direct Spending	\$969,205,410	\$1,050,501,977
Total Indirect Spending by All Program Participants	\$298,079,909	\$337,284,801
Total Indirect Construction Spending through the SDO's Municipal Affirmative Marketing/Construction Reform Program	\$60,784,442	\$72,498,056
Total Indirect Spending	\$358,864,351	\$409,782,857
TOTAL	\$1,328,069,761	\$1,460,284,834

Non-Discretionary Spending with Small and Diverse Businesses

In addition to goods, services, design, and construction, which typically are considered areas of discretionary spending, the Commonwealth makes pension and insurance-related expenditures, awards grants and subsidies, manages entitlement programs, and maintains loans and special payments. While the Commonwealth's supplier diversity programs do not apply to these non-discretionary areas of spending, small and diverse businesses are part of that marketplace. In FY2017, combined non-discretionary (non-program) direct expenditures totaled \$457,407,306, a 20% increase compared to the prior year.

¹⁸ The inclusion of the MCCA in this report contributed \$7,104,864 to the FY2017 total direct spending, an equivalent of a 0.7% increase compared to FY2016.

¹⁹ The inclusion of the MCCA in this report contributed \$3,261,396 to the FY2017 total indirect spending, an equivalent of a 0.9% increase compared to FY2016.

²⁰ Effective FY2017, healthcare-related indirect spending for the GIC and indirect spending associated with non-MMARS transactions for the DOC are reported as non-discretionary transactions in the section on Non-Discretionary Spending with Small and Diverse Businesses. For comparison purposes, the same rule was applied to the FY2016 Total Indirect Spending data in this table, and the applicable DOC and GIC indirect spending amounts for FY2016 appear in the Non-Discretionary Expenditures with Small and Diverse Businesses table.

In addition, two state agencies voluntarily include supplier diversity provisions into contracts that result in expenditures in those categories. Indirect spending through Department of Correction (DOC) contracts for the provision of health services, commissary items, and secure calling for inmates resulted in combined MBE and WBE spending of \$5,717,928. In addition, the Group Insurance Commission (GIC) continued its efforts to support supplier diversity on the Commonwealth's health services contracts, which resulted in \$43,331,355 in combined MBE and WBE indirect spending. Combined, these indirect expenditures totaled \$39,395,753, which is 32% less than in FY2016.

Overall, total non-discretionary spending by the Commonwealth has increased by 13%, from \$439,091,657 in FY2016 to \$496,803,059 in FY2017.

Non-Discretionary Expenditures with Small and Diverse Businesses²¹

Type of Expenditure	FY2016	FY2017
Minority Business Enterprises (MBE)	\$205,867,157	\$219,196,336
Woman Business Enterprises (WBE)	\$201,523,134	\$211,028,098
Veteran Businesses (VBE/SDVOBE)	\$2,970	\$18,311
Disability-Owned Business Enterprises (DOBE)	\$0	\$0
LGBT-Owned Business Enterprises (LGBTBE)	\$408,913	\$443,034
COMMBUYS-Verified Small Businesses	\$52,067,023	\$71,950,587
Total Direct Spending²²	\$381,319,760	\$457,407,306
Minority Business Enterprises (MBE)	\$22,813,748	\$18,376,644
Woman Business Enterprises (WBE)	\$34,958,149	\$25,568,872
Total Indirect Spending²³	\$57,771,897	\$39,395,753
TOTAL	\$439,091,657	\$496,803,059

²¹ See Footnote 20.

²² This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

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

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

Secretariat Code	Secretariat / Entity Name	Discretionary Budget	MBE			WBE			Veteran			Small Business		
			Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met
A&F	ADMINISTRATION AND FINANCE	\$398,599,625	\$27,901,974	\$37,607,968	134.79%	\$51,817,951	\$60,417,285	116.60%	\$11,957,989	\$3,289,835	27.51%	\$13,153,788	\$9,847,587	74.87%
EED	ECONOMIC DEVELOPMENT	\$152,298,591	\$10,660,901	\$25,207,267	236.45%	\$19,798,817	\$34,169,591	172.58%	\$4,568,958	\$116,505	2.55%	\$5,025,854	\$23,194,101	461.50%
EDU	EDUCATION	\$213,336,897	\$14,933,583	\$27,000,605	180.80%	\$27,733,797	\$39,364,471	141.94%	\$6,400,107	\$285,057	4.45%	\$7,040,118	\$19,453,389	276.32%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	\$100,807,133	\$7,056,499	\$7,236,275	102.55%	\$13,104,927	\$19,523,875	148.98%	\$3,024,214	\$832,171	27.52%	\$3,326,635	\$12,163,421	365.64%
EHS	HEALTH AND HUMAN SERVICES	\$2,554,008,641	\$178,780,605	\$200,506,817	112.15%	\$332,021,123	\$509,290,185	153.39%	\$76,620,259	\$3,868,999	5.05%	\$84,282,285	\$94,508,885	112.13%
EOL	LABOR AND WORKFORCE DEVELOPMENT	\$10,725,895	\$750,813	\$1,614,717	215.06%	\$1,394,366	\$2,024,870	145.22%	\$321,777	\$141,931	44.11%	\$353,955	\$674,075	190.44%
EPS	PUBLIC SAFETY & SECURITY	\$90,376,704	\$6,326,369	\$12,888,072	203.72%	\$11,748,972	\$10,361,801	88.19%	\$2,711,301	\$3,104,297	114.49%	\$2,982,431	\$8,346,557	279.86%
DOT	TRANSPORTATION	\$1,138,087,747	\$79,666,142	\$110,315,497	138.47%	\$147,951,407	\$171,736,530	116.08%	\$34,142,632	\$3,210,389	9.40%	\$37,556,896	\$17,245,042	45.92%
	Executive Subtotal	\$4,658,241,234	\$326,076,886	\$422,377,219	129.53%	\$605,571,360	\$846,888,607	139.85%	\$139,747,237	\$14,849,184	10.63%	\$153,721,961	\$185,433,057	120.63%
CAD	COMMISSION AGAINST DISCRIMINATION	\$273,828	\$19,168	\$88,881	463.69%	\$35,598	\$63,022	177.04%	\$8,215	\$5,558	67.66%	\$9,036	\$675	7.47%
DAC	DISABLED PERSONS PROTECTION COMMISSION	\$150,283	\$10,520	\$46,297	440.09%	\$19,537	\$46,416	237.58%	\$4,508	\$1,016	22.54%	\$4,959	\$0	0.00%
MGC	MASSACHUSETTS GAMING COMMISSION	\$4,658,974	\$326,128	\$768,586	235.67%	\$605,667	\$328,343	54.21%	\$139,769	\$15,555	11.13%	\$153,746	\$857,883	557.99%
GOV	OFFICE OF THE GOVERNOR	\$126,019	\$8,821	\$34,089	386.43%	\$16,382	\$35,801	218.53%	\$3,781	\$2,229	58.95%	\$4,159	\$26,559	638.66%
	Non-Executive and Constitutional Subtotal	\$5,209,105	\$364,637	\$937,852	257.20%	\$677,184	\$473,582	69.93%	\$156,273	\$24,358	15.59%	\$171,900	\$885,118	514.90%
MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$26,978,442	\$1,888,491	\$9,172,195	485.69%	\$3,507,198	\$1,597,534	45.55%	\$809,353	\$0	0.00%	\$890,289	\$0	0.00%
MHA	MASS HOUSING	\$14,003,630	\$980,254	\$1,610,290	164.27%	\$1,820,472	\$577,559	31.73%	\$420,109	\$3,871	0.92%	\$462,120	\$0	0.00%
	Quasi-Public Subtotal	\$40,982,072	\$2,868,745	\$10,782,485	375.86%	\$5,327,669	\$2,175,093	40.83%	\$1,229,462	\$3,871	0.31%	\$1,352,408	\$0	0.00%
	TOTAL	\$4,704,432,411	\$329,310,269	\$434,097,556	131.82%	\$611,576,213	\$849,537,282	138.91%	\$141,132,972	\$14,877,414	10.54%	\$155,246,270	\$186,318,175	120.01%

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

Appendix B: MBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
A&F	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$11,067	\$775	\$485	\$419	\$904	116.75%	\$130
A&F	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$105,378	\$7,376	\$71,326	\$457	\$71,783	973.14%	\$64,407
A&F	A&F	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$19,729,494	\$1,381,065	\$3,180,894	\$868,460	\$4,049,355	293.21%	\$2,668,290
A&F	ATB	APPELLATE TAX BOARD	\$3,151	\$221	\$1,850	\$153	\$2,003	908.37%	\$1,783
A&F	BSB	BUREAU OF THE STATE HOUSE	\$1,060,540	\$74,238	\$0	\$19,557	\$19,557	26.34%	(\$54,681)
A&F	CSC	CIVIL SERVICE COMMISSION	\$4,521	\$316	\$855	\$223	\$1,078	340.54%	\$761
A&F	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$251,001,684	\$17,570,118	\$2,328,049	\$16,616,621	\$18,944,670	107.82%	\$1,374,552
A&F	DOR	DEPARTMENT OF REVENUE	\$12,892,017	\$902,441	\$652,000	\$1,528,074	\$2,180,074	241.58%	\$1,277,633
A&F	GIC	GROUP INSURANCE COMMISSION	\$2,082,638	\$145,785	\$15,196	\$20,472	\$35,668	24.47%	(\$110,116)
A&F	HRD	HUMAN RESOURCES DIVISION	\$805,813	\$56,407	\$7,581	\$14,781	\$22,362	39.64%	(\$34,045)
A&F	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$103,886,171	\$7,272,032	\$9,199,977	\$2,476,746	\$11,676,723	160.57%	\$4,404,691
A&F	LIB	GEORGE FINGOLD LIBRARY	\$6,286	\$440	\$610	\$391	\$1,001	227.46%	\$561
A&F	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$52,352	\$3,665	\$7,043	\$876	\$7,918	216.08%	\$4,254
A&F	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,811,950	\$196,837	\$1,884	\$168,111	\$169,994	86.36%	(\$26,842)
A&F	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,904,943	\$133,346	\$105,340	\$95,522	\$200,863	150.63%	\$67,517
A&F	TRB	TEACHERS RETIREMENT BOARD	\$2,241,622	\$156,914	\$176,878	\$47,137	\$224,015	142.76%	\$67,101
TOTAL			\$398,599,625	\$27,901,974	\$15,749,967	\$21,858,001	\$37,607,968	134.79%	\$9,705,995
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$273,828	\$19,168	\$74,367	\$14,514	\$88,881	463.69%	\$69,713
TOTAL			\$273,828	\$19,168	\$74,367	\$14,514	\$88,881	463.69%	\$69,713
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$150,283	\$10,520	\$43,643	\$2,654	\$46,297	440.09%	\$35,777
TOTAL			\$150,283	\$10,520	\$43,643	\$2,654	\$46,297	440.09%	\$35,777
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,138,087,747	\$79,666,142	\$38,357,739	\$71,957,758	\$110,315,497	138.47%	\$30,649,354
TOTAL			\$1,138,087,747	\$79,666,142	\$38,357,739	\$71,957,758	\$110,315,497	138.47%	\$30,649,354
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$53,013,256	\$3,710,928	\$396,260	\$88,250	\$484,510	13.06%	(\$3,226,418)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$10,701,739	\$749,122	\$3,297,854	\$567,133	\$3,864,986	515.94%	\$3,115,864
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$144,795,810	\$10,135,707	\$16,708,145	\$5,925,158	\$22,633,303	223.30%	\$12,497,596
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,826,093	\$337,826	\$14,206	\$3,600	\$17,806	5.27%	(\$320,020)
TOTAL			\$213,336,897	\$14,933,583	\$20,416,465	\$6,584,141	\$27,000,605	180.80%	\$12,067,022
EED	DOB	DIVISION OF BANKS	\$203,117	\$14,218	\$20,280	\$15,294	\$35,574	250.20%	\$21,355
EED	DOI	DIVISION OF INSURANCE	\$744,067	\$52,085	\$380,985	\$12,047	\$393,032	754.60%	\$340,947
EED	DOS	DIVISION OF STANDARDS	\$15,323	\$1,073	\$4,865	\$1,737	\$6,603	615.57%	\$5,530
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,869,520	\$130,866	\$131,829	\$138,753	\$270,582	206.76%	\$139,716
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$862,023	\$60,342	\$8,700	\$10,833	\$19,533	32.37%	(\$40,808)
EED	QCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$147,545,396	\$10,328,178	\$17,898,528	\$6,128,664	\$24,027,192	232.64%	\$13,699,015
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$909,806	\$63,686	\$322,484	\$53,280	\$375,764	590.02%	\$312,078
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$67,513	\$4,726	\$20,174	\$3,354	\$23,528	497.85%	\$18,802
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$22,502	\$1,575	\$10,539	\$984	\$11,523	731.58%	\$9,948
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$59,323	\$4,153	\$40,304	\$3,631	\$43,935	1058.00%	\$39,782
TOTAL			\$152,298,591	\$10,660,901	\$18,838,689	\$6,368,578	\$25,207,267	236.45%	\$14,546,365
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,201,860	\$154,130	\$60,397	\$118,845	\$179,242	116.29%	\$25,112
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$327,300,568	\$22,911,040	\$10,032,862	\$2,145,392	\$12,178,254	53.15%	(\$10,732,786)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$985,987,465	\$69,019,123	\$58,142,828	\$8,923,628	\$67,066,456	97.17%	(\$1,952,667)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$278,808,169	\$19,516,572	\$26,024,466	\$5,791,883	\$31,816,349	163.02%	\$12,299,777
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,026,955	\$21,631,887	\$23,463,475	\$2,960,984	\$26,424,459	122.16%	\$4,792,573
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$70,924,762	\$4,964,733	\$3,257,453	\$418,957	\$3,676,409	74.05%	(\$1,288,324)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$142,975,661	\$10,008,296	\$5,767,081	\$4,017,865	\$9,784,946	97.77%	(\$223,350)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$332,111,638	\$23,247,815	\$31,269,449	\$11,880,930	\$43,150,379	185.61%	\$19,902,564
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,169,881	\$81,892	\$44,645	\$80,886	\$125,531	153.29%	\$43,640
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,572,584	\$810,081	\$77,097	\$350,452	\$427,549	52.78%	(\$382,532)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,526,017	\$106,821	\$5,825	\$368,592	\$374,418	350.51%	\$267,597
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$58,434,952	\$4,090,447	\$3,238,659	\$370,691	\$3,609,350	88.24%	(\$481,097)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,027,431	\$211,920	\$211,715	\$6,600	\$218,315	103.02%	\$6,395
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$5,933,790	\$415,365	\$392,964	\$380,088	\$773,052	186.11%	\$357,687
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,006,908	\$1,610,484	\$403,865	\$298,242	\$702,107	43.60%	(\$908,377)
TOTAL			\$2,554,008,641	\$178,780,605	\$162,392,781	\$38,114,036	\$200,506,817	112.15%	\$21,726,213
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$662,586	\$46,381	\$15,976	\$12,958	\$28,933	62.38%	(\$17,448)

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$74,080,783	\$5,185,655	\$403,989	\$5,002,019	\$5,406,008	104.25%	\$220,354
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$957,063	\$66,994	\$32,315	\$51,007	\$83,322	124.37%	\$16,328
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$1,636,176	\$114,532	\$8,113	\$59,545	\$67,658	59.07%	(\$46,874)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$9,440,039	\$660,803	\$643,029	\$446,359	\$1,089,387	164.86%	\$428,585
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,901,228	\$483,086	\$291,132	\$106,531	\$397,663	82.32%	(\$85,423)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$5,964,917	\$417,544	\$16,620	\$53,028	\$69,648	16.68%	(\$347,896)
ENV	SRB	STATE RECLAMATION BOARD	\$1,164,341	\$81,504	\$66,721	\$26,934	\$93,655	114.91%	\$12,151
TOTAL			\$100,807,133	\$7,056,499	\$1,477,894	\$5,758,381	\$7,236,275	102.55%	\$179,776
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$10,725,895	\$750,813	\$1,269,764	\$344,953	\$1,614,717	215.06%	\$863,904
TOTAL			\$10,725,895	\$750,813	\$1,269,764	\$344,953	\$1,614,717	215.06%	\$863,904
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$435,335	\$30,473	\$16,290	\$15,142	\$31,432	103.15%	\$959
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$83,000	\$5,810	\$239	\$11,454	\$11,694	201.27%	\$5,884
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$1,237,524	\$86,627	\$77,556	\$11,935	\$89,491	103.31%	\$2,864
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,163,017	\$81,411	\$60,078	\$26,313	\$86,391	106.12%	\$4,980
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,208,650	\$224,605	\$19,266	\$127,168	\$146,433	65.20%	(\$78,172)
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,449,581	\$2,061,471	\$568,558	\$1,370,905	\$1,939,463	94.08%	(\$122,008)
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$65,321	\$4,572	\$5,338	\$4,719	\$10,056	219.93%	\$5,484
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$19,358,335	\$1,355,083	\$7,552,607	\$983,814	\$8,536,421	629.96%	\$7,181,338
EPS	MIL	MILITARY DIVISION	\$13,943,661	\$976,056	\$794,400	\$145,684	\$940,085	96.31%	(\$35,972)
EPS	PAR	PAROLE BOARD	\$561,827	\$39,328	\$9,114	\$19,084	\$28,198	71.70%	(\$11,130)
EPS	POL	DEPARTMENT OF STATE POLICE	\$20,800,924	\$1,456,065	\$374,746	\$688,476	\$1,063,222	73.02%	(\$392,843)
EPS	SOR	SEX OFFENDER REGISTRY	\$69,529	\$4,867	\$3,100	\$2,086	\$5,186	106.55%	\$319
TOTAL			\$90,376,704	\$6,326,369	\$9,481,292	\$3,406,780	\$12,888,072	203.72%	\$6,561,702
GOV	GOV	GOVERNORS OFFICE	\$126,019	\$8,821	\$8,269	\$5,820	\$34,089	386.43%	\$25,267
TOTAL			\$126,019	\$8,821	\$8,269	\$5,820	\$34,089	386.43%	\$25,267
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$26,978,442	\$1,888,491	\$6,215,720	\$2,956,475	\$9,172,195	485.69%	\$7,283,704
TOTAL			\$26,978,442	\$1,888,491	\$6,215,720	\$2,956,475	\$9,172,195	485.69%	\$7,283,704
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,658,974	\$326,128	\$727,966	\$40,620	\$768,586	235.67%	\$442,458
TOTAL			\$4,658,974	\$326,128	\$727,966	\$40,620	\$768,586	235.67%	\$442,458
MHA	MHA	MASSHOUSING	\$14,003,630	\$980,254	\$1,527,610	\$82,680	\$1,610,290	164.27%	\$630,036
TOTAL			\$14,003,630	\$980,254	\$1,527,610	\$82,680	\$1,610,290	164.27%	\$630,036
YEAR TO DATE GRAND TOTAL			\$4,704,432,411	\$329,310,269	\$276,602,166	\$157,495,390	\$434,097,556	131.82%	\$104,787,287

Appendix C: WBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
A&F	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$11,067	\$1,439	\$6,290	\$430	\$6,720	467.10%	\$5,281
A&F	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$105,378	\$13,699	\$72,367	\$469	\$72,836	531.68%	\$59,137
A&F	A&F	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$19,729,494	\$2,564,834	\$3,307,044	\$891,239	\$4,198,283	163.69%	\$1,633,449
A&F	ATB	APPELLATE TAX BOARD	\$3,151	\$410	\$1,850	\$157	\$2,007	490.11%	\$1,598
A&F	BSB	BUREAU OF THE STATE HOUSE	\$1,060,540	\$137,870	\$23,313	\$85,100	\$108,413	78.63%	(\$29,457)
A&F	CSC	CIVIL SERVICE COMMISSION	\$4,521	\$588	\$855	\$229	\$1,084	184.36%	\$496
A&F	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$251,001,684	\$32,630,219	\$9,398,550	\$34,484,522	\$43,883,072	134.49%	\$11,252,853
A&F	DOR	DEPARTMENT OF REVENUE	\$12,892,017	\$1,675,962	\$1,318,418	\$1,556,242	\$2,874,660	171.52%	\$1,198,698
A&F	GIC	GROUP INSURANCE COMMISSION	\$2,082,638	\$270,743	\$463,403	\$21,009	\$484,412	178.92%	\$213,669
A&F	HRD	HUMAN RESOURCES DIVISION	\$805,813	\$104,756	\$432,983	\$15,169	\$448,152	427.81%	\$343,397
A&F	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$103,886,171	\$13,505,202	\$4,772,769	\$2,541,708	\$7,314,476	54.16%	(\$6,190,726)
A&F	LIB	GEORGE FINGOLD LIBRARY	\$6,286	\$817	\$402	\$401	\$804	98.35%	(\$13)
A&F	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$52,352	\$6,806	\$3,888	\$899	\$4,786	70.33%	(\$2,019)
A&F	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,811,950	\$365,554	\$224,539	\$172,520	\$397,059	108.62%	\$31,505
A&F	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,904,943	\$247,643	\$115,377	\$98,028	\$213,404	86.17%	(\$34,238)
A&F	TRB	TEACHERS RETIREMENT BOARD	\$2,241,622	\$291,411	\$359,278	\$47,839	\$407,116	139.71%	\$115,706
TOTAL			\$398,599,625	\$51,817,951	\$20,501,325	\$39,915,960	\$60,417,285	116.60%	\$8,599,333
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$273,828	\$35,598	\$48,128	\$14,894	\$63,022	177.04%	\$27,425
TOTAL			\$273,828	\$35,598	\$48,128	\$14,894	\$63,022	177.04%	\$27,425
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$150,283	\$19,537	\$43,693	\$2,723	\$46,416	237.58%	\$26,879
TOTAL			\$150,283	\$19,537	\$43,693	\$2,723	\$46,416	237.58%	\$26,879

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,138,087,747	\$147,951,407	\$78,272,468	\$93,464,061	\$171,736,530	116.08%	\$23,785,123
TOTAL			\$1,138,087,747	\$147,951,407	\$78,272,468	\$93,464,061	\$171,736,530	116.08%	\$23,785,123
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$53,013,256	\$6,891,723	\$1,747,934	\$127,310	\$1,875,244	27.21%	(\$5,016,480)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$10,701,739	\$1,391,226	\$3,218,161	\$582,008	\$3,800,169	273.15%	\$2,408,943
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$144,795,810	\$18,823,455	\$26,563,589	\$7,100,145	\$33,663,735	178.84%	\$14,840,279
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,826,093	\$627,392	\$21,628	\$3,695	\$25,323	4.04%	(\$602,069)
TOTAL			\$213,336,897	\$27,733,797	\$31,551,313	\$7,813,158	\$39,364,471	141.94%	\$11,630,674
EED	DOB	DIVISION OF BANKS	\$203,117	\$26,405	\$6,475	\$15,695	\$22,170	83.96%	(\$4,235)
EED	DOI	DIVISION OF INSURANCE	\$744,067	\$96,729	\$386,714	\$12,363	\$399,077	412.57%	\$302,348
EED	DOS	DIVISION OF STANDARDS	\$15,323	\$1,992	\$5,073	\$1,783	\$6,855	344.15%	\$4,863
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,869,520	\$243,038	\$169,673	\$142,392	\$312,065	128.40%	\$69,027
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$862,023	\$112,063	\$51,417	\$11,118	\$62,534	55.80%	(\$49,529)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$147,545,396	\$19,180,902	\$29,740,563	\$2,955,376	\$32,695,939	170.46%	\$13,515,038
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$909,806	\$118,275	\$513,060	\$54,678	\$567,738	480.02%	\$449,463
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$67,513	\$8,777	\$48,706	\$3,442	\$52,148	594.16%	\$43,371
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$22,502	\$2,925	\$12,201	\$1,010	\$13,211	451.62%	\$10,285
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$59,323	\$7,712	\$34,128	\$3,726	\$37,854	490.84%	\$30,142
TOTAL			\$152,298,591	\$19,798,817	\$30,968,009	\$3,201,582	\$34,169,591	172.58%	\$14,370,774
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,201,860	\$286,242	\$273,711	\$121,962	\$395,674	138.23%	\$109,432
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$327,300,568	\$42,549,074	\$91,089,968	\$2,180,155	\$93,270,123	219.21%	\$50,721,049
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$985,987,465	\$128,178,370	\$184,247,184	\$11,911,473	\$196,158,657	153.04%	\$67,980,287
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$278,808,169	\$36,245,062	\$62,251,825	\$6,020,008	\$68,271,833	188.36%	\$32,026,771
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,026,955	\$40,173,504	\$53,356,893	\$3,777,264	\$57,134,157	142.22%	\$16,960,653
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$70,924,762	\$9,220,219	\$18,161,827	\$426,111	\$18,587,938	201.60%	\$9,367,719
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$142,975,661	\$18,586,836	\$15,278,308	\$4,142,813	\$19,421,121	104.49%	\$834,285
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$332,111,638	\$43,174,513	\$20,304,900	\$22,561,858	\$42,866,758	99.29%	(\$307,755)
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,169,881	\$152,085	\$199,677	\$83,008	\$282,685	185.87%	\$130,600
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,572,584	\$1,504,436	\$1,188,539	\$281,614	\$1,470,153	97.72%	(\$34,283)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,526,017	\$198,382	\$45,883	\$351,919	\$397,802	200.52%	\$199,419
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$58,434,952	\$7,596,544	\$7,306,065	\$1,042,712	\$8,348,777	109.90%	\$752,233
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,027,431	\$393,566	\$42,193	\$64,044	\$106,237	26.99%	(\$287,329)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$5,933,790	\$771,393	\$289,572	\$353,256	\$642,828	83.33%	(\$128,565)
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,006,908	\$2,990,898	\$1,585,810	\$349,633	\$1,935,443	64.71%	(\$1,055,455)
TOTAL			\$2,554,008,641	\$332,021,123	\$455,622,354	\$53,667,831	\$509,290,185	153.39%	\$177,269,061
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$662,586	\$86,136	\$40,629	\$13,297	\$53,927	62.61%	(\$32,209)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$74,080,783	\$9,630,502	\$11,019,761	\$4,208,257	\$15,228,018	158.12%	\$5,597,516
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$957,063	\$124,418	\$169,706	\$52,345	\$222,051	178.47%	\$97,633
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$1,636,176	\$212,703	\$11,825	\$61,107	\$72,932	34.29%	(\$139,770)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$9,440,039	\$1,227,205	\$2,406,799	\$458,066	\$2,864,865	233.45%	\$1,637,660
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,901,228	\$897,160	\$137,227	\$109,325	\$246,552	27.48%	(\$650,608)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$5,964,917	\$775,439	\$712,200	\$73,192	\$785,392	101.28%	\$9,952
ENV	SRB	STATE RECLAMATION BOARD	\$1,164,341	\$151,364	\$22,497	\$27,641	\$50,138	33.12%	(\$101,226)
TOTAL			\$100,807,133	\$13,104,927	\$14,520,645	\$5,003,230	\$19,523,875	148.98%	\$6,418,948
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$10,725,895	\$1,394,366	\$1,447,150	\$577,720	\$2,024,870	145.22%	\$630,504
TOTAL			\$10,725,895	\$1,394,366	\$1,447,150	\$577,720	\$2,024,870	145.22%	\$630,504
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$435,335	\$56,594	\$16,086	\$15,539	\$31,625	55.88%	(\$24,969)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$83,000	\$10,790	\$33,619	\$11,755	\$45,374	420.52%	\$34,584
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$1,237,524	\$160,878	\$41,189	\$12,248	\$53,437	33.22%	(\$107,441)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,163,017	\$151,192	\$34,683	\$27,003	\$61,687	40.80%	(\$89,506)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,208,650	\$417,124	\$141,684	\$221,813	\$363,497	87.14%	(\$53,628)
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,449,581	\$3,828,446	\$2,557,698	\$1,448,843	\$4,006,542	104.65%	\$178,096
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$65,321	\$8,492	\$26,612	\$4,842	\$31,454	370.41%	\$22,962
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$19,358,335	\$2,516,584	\$1,832,675	\$1,014,558	\$2,847,233	113.14%	\$330,650
EPS	MIL	MILITARY DIVISION	\$13,943,661	\$1,812,676	\$1,058,582	\$149,505	\$1,208,087	66.65%	(\$604,589)
EPS	PAR	PAROLE BOARD	\$561,827	\$73,037	\$97,637	\$19,681	\$117,317	160.63%	\$44,280
EPS	POL	DEPARTMENT OF STATE POLICE	\$20,800,924	\$2,704,120	\$659,732	\$929,729	\$1,589,461	58.78%	(\$1,114,659)
EPS	SOR	SEX OFFENDER REGISTRY	\$69,529	\$9,039	\$3,948	\$2,140	\$6,088	67.35%	(\$2,951)
TOTAL			\$90,376,704	\$11,748,972	\$6,504,145	\$3,857,657	\$10,361,801	88.19%	(\$1,387,170)
GOV	GOV	GOVERNORS OFFICE	\$126,019	\$16,382	\$29,828	\$5,973	\$35,801	218.53%	\$19,418
TOTAL			\$126,019	\$16,382	\$29,828	\$5,973	\$35,801	218.53%	\$19,418
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$26,978,442	\$3,507,198	\$1,051,859	\$545,675	\$1,597,534	45.55%	(\$1,909,664)

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
		TOTAL	\$26,978,442	\$3,507,198	\$1,051,859	\$545,675	\$1,597,534	45.55%	(\$1,909,664)
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,658,974	\$605,667	\$286,658	\$41,685	\$328,343	54.21%	(\$277,323)
		TOTAL	\$4,658,974	\$605,667	\$286,658	\$41,685	\$328,343	54.21%	(\$277,323)
MHA	MHA	MASSHOUSING	\$14,003,630	\$1,820,472	\$577,559	\$0	\$577,559	31.73%	(\$1,242,913)
		TOTAL	\$14,003,630	\$1,820,472	\$577,559	\$0	\$577,559	31.73%	(\$1,242,913)
		YEAR TO DATE GRAND TOTAL	\$4,704,432,411	\$611,576,213	\$641,425,132	\$208,112,150	\$849,537,282	138.91%	\$237,961,069

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

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
A&F	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$11,067	\$332	\$0	\$161	\$161	48.38%	(\$171)
A&F	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$105,378	\$3,161	\$0	\$175	\$175	5.53%	(\$2,986)
A&F	A&F	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$19,729,494	\$591,885	\$0	\$332,570	\$332,570	56.19%	(\$259,314)
A&F	ATB	APPELLATE TAX BOARD	\$3,151	\$95	\$0	\$59	\$59	62.18%	(\$36)
A&F	BSB	BUREAU OF THE STATE HOUSE	\$1,060,540	\$31,816	\$0	\$3,645	\$3,645	11.46%	(\$28,171)
A&F	CSC	CIVIL SERVICE COMMISSION	\$4,521	\$136	\$0	\$85	\$85	62.94%	(\$50)
A&F	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$251,001,684	\$7,530,051	\$1,425,913	\$284,331	\$1,710,244	22.71%	(\$5,819,807)
A&F	DOR	DEPARTMENT OF REVENUE	\$12,892,017	\$386,760	\$11,587	\$136,475	\$148,062	38.28%	(\$238,698)
A&F	GIC	GROUP INSURANCE COMMISSION	\$2,082,638	\$62,479	\$0	\$7,840	\$7,840	12.55%	(\$54,640)
A&F	HRD	HUMAN RESOURCES DIVISION	\$805,813	\$24,174	\$13,590	\$5,660	\$19,250	79.63%	(\$4,924)
A&F	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$103,886,171	\$3,116,585	\$0	\$948,451	\$948,451	30.43%	(\$2,168,134)
A&F	LIB	GEORGE FINGOLD LIBRARY	\$6,286	\$189	\$0	\$150	\$150	79.40%	(\$39)
A&F	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$52,352	\$1,571	\$0	\$335	\$335	21.35%	(\$1,235)
A&F	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,811,950	\$84,359	\$0	\$64,377	\$64,377	76.31%	(\$19,982)
A&F	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,904,943	\$57,148	\$0	\$36,580	\$36,580	64.01%	(\$20,569)
A&F	TRB	TEACHERS RETIREMENT BOARD	\$2,241,622	\$67,249	\$0	\$17,851	\$17,851	26.55%	(\$49,397)
		TOTAL	\$398,599,625	\$11,957,989	\$1,451,090	\$1,838,745	\$3,289,835	27.51%	(\$8,668,154)
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$273,828	\$8,215	\$0	\$5,558	\$5,558	67.66%	(\$2,657)
		TOTAL	\$273,828	\$8,215	\$0	\$5,558	\$5,558	67.66%	(\$2,657)
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$150,283	\$4,508	\$0	\$1,016	\$1,016	22.54%	(\$3,492)
		TOTAL	\$150,283	\$4,508	\$0	\$1,016	\$1,016	22.54%	(\$3,492)
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,138,087,747	\$34,142,632	\$598,162	\$2,612,228	\$3,210,389	9.40%	(\$30,932,243)
		TOTAL	\$1,138,087,747	\$34,142,632	\$598,162	\$2,612,228	\$3,210,389	9.40%	(\$30,932,243)
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$53,013,256	\$1,590,398	\$0	\$33,795	\$33,795	2.12%	(\$1,556,603)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$10,701,739	\$321,052	\$0	\$217,179	\$217,179	67.65%	(\$103,873)
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$144,795,810	\$4,343,874	\$0	\$32,704	\$32,704	0.75%	(\$4,311,170)
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,826,093	\$144,783	\$0	\$1,379	\$1,379	0.95%	(\$143,404)
		TOTAL	\$213,336,897	\$6,400,107	\$0	\$285,057	\$285,057	4.45%	(\$6,115,050)
EED	DOB	DIVISION OF BANKS	\$203,117	\$6,094	\$0	\$5,857	\$5,857	96.11%	(\$237)
EED	DOI	DIVISION OF INSURANCE	\$744,067	\$22,322	\$0	\$4,613	\$4,613	20.67%	(\$17,709)
EED	DOS	DIVISION OF STANDARDS	\$15,323	\$460	\$0	\$665	\$665	144.71%	\$206
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,869,520	\$56,086	\$0	\$53,134	\$53,134	94.74%	(\$2,951)
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$862,023	\$25,861	\$0	\$4,149	\$4,149	16.04%	(\$21,712)
EED	ODC	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$147,545,396	\$4,426,362	\$0	\$24,632	\$24,632	0.56%	(\$4,401,730)
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$909,806	\$27,294	\$0	\$20,403	\$20,403	74.75%	(\$6,891)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$67,513	\$2,025	\$0	\$1,284	\$1,284	63.41%	(\$741)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$22,502	\$675	\$0	\$377	\$377	55.84%	(\$298)
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$59,323	\$1,780	\$0	\$1,390	\$1,390	78.13%	(\$389)
		TOTAL	\$152,298,591	\$4,568,958	\$0	\$116,505	\$116,505	2.55%	(\$4,452,453)
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,201,860	\$66,056	\$15,067	\$45,511	\$60,578	91.71%	(\$5,478)
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$327,300,568	\$9,819,017	\$105,665	\$197,492	\$303,156	3.09%	(\$9,515,861)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$985,987,465	\$29,579,624	\$91,898	\$261,309	\$353,207	1.19%	(\$29,226,417)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$278,808,169	\$8,364,245	\$88,137	\$1,204,215	\$1,292,352	15.45%	(\$7,071,893)
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,026,955	\$9,270,809	\$0	\$62,517	\$62,517	0.67%	(\$9,208,292)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$70,924,762	\$2,127,743	\$21,207	\$72,227	\$93,434	4.39%	(\$2,034,309)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$142,975,661	\$4,289,270	\$0	\$1,491,605	\$1,491,605	34.78%	(\$2,797,665)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$332,111,638	\$9,963,349	\$0	\$983	\$983	0.01%	(\$9,962,366)
EHS	HLV	SOLDIERS' HOME IN HOLYOKE	\$1,169,881	\$35,096	\$1,074	\$30,975	\$32,048	91.32%	(\$3,048)
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,572,584	\$347,178	\$0	\$23,017	\$23,017	6.63%	(\$324,161)

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,526,017	\$45,781	\$0	\$800	\$800	1.75%	(\$44,980)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$58,434,952	\$1,753,049	\$0	\$49,347	\$49,347	2.81%	(\$1,703,702)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,027,431	\$90,823	\$0	\$713	\$713	0.78%	(\$90,110)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$5,933,790	\$178,014	\$0	\$4,924	\$4,924	2.77%	(\$173,090)
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,006,908	\$690,207	\$0	\$100,318	\$100,318	14.53%	(\$589,889)
TOTAL			\$2,554,008,641	\$76,620,259	\$323,047	\$3,545,952	\$3,868,999	5.05%	(\$72,751,260)
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$662,586	\$19,878	\$0	\$4,962	\$4,962	24.96%	(\$14,916)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$74,080,783	\$2,222,423	\$82,047	\$360,906	\$442,953	19.93%	(\$1,779,471)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$957,063	\$28,712	\$0	\$19,533	\$19,533	68.03%	(\$9,179)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$1,636,176	\$49,085	\$0	\$22,802	\$22,802	46.45%	(\$26,283)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$9,440,039	\$283,201	\$4,707	\$170,930	\$175,637	62.02%	(\$107,565)
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,901,228	\$207,037	\$12,100	\$40,795	\$52,895	25.55%	(\$154,142)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$5,964,917	\$178,948	\$82,767	\$20,307	\$103,074	57.60%	(\$75,873)
ENV	SRB	STATE RECLAMATION BOARD	\$1,164,341	\$34,930	\$0	\$10,314	\$10,314	29.53%	(\$24,616)
TOTAL			\$100,807,133	\$3,024,214	\$181,621	\$650,549	\$832,171	27.52%	(\$2,192,043)
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$10,725,895	\$321,777	\$9,834	\$132,097	\$141,931	44.11%	(\$179,845)
TOTAL			\$10,725,895	\$321,777	\$9,834	\$132,097	\$141,931	44.11%	(\$179,845)
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$435,335	\$13,060	\$0	\$5,798	\$5,798	44.40%	(\$7,262)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$83,000	\$2,490	\$0	\$4,386	\$4,386	176.16%	\$1,896
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$1,237,524	\$37,126	\$0	\$4,570	\$4,570	12.31%	(\$32,555)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,163,017	\$34,891	\$19,000	\$10,076	\$29,076	83.34%	(\$5,814)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,208,650	\$96,259	\$0	\$45,161	\$45,161	46.92%	(\$51,098)
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,449,581	\$883,487	\$78,197	\$524,978	\$603,175	68.27%	(\$280,313)
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$65,321	\$1,960	\$0	\$1,807	\$1,807	92.21%	(\$153)
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$19,358,335	\$580,750	\$0	\$376,002	\$376,002	64.74%	(\$204,748)
EPS	MIL	MILITARY DIVISION	\$13,943,661	\$418,310	\$1,700,438	\$55,789	\$1,756,227	419.84%	\$1,337,917
EPS	PAR	PAROLE BOARD	\$561,827	\$16,855	\$0	\$7,306	\$7,306	43.35%	(\$9,549)
EPS	POL	DEPARTMENT OF STATE POLICE	\$20,800,924	\$624,028	\$2,920	\$267,069	\$269,989	43.27%	(\$354,038)
EPS	SOR	SEX OFFENDER REGISTRY	\$69,529	\$2,086	\$0	\$799	\$799	38.29%	(\$1,287)
TOTAL			\$90,376,704	\$2,711,301	\$1,800,556	\$1,303,742	\$3,104,297	114.49%	\$392,996
GOV	GOV	GOVERNORS OFFICE	\$126,019	\$3,781	\$0	\$2,229	\$2,229	58.95%	(\$1,552)
TOTAL			\$126,019	\$3,781	\$0	\$2,229	\$2,229	58.95%	(\$1,552)
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$26,978,442	\$809,353	\$0	\$0	\$0	0.00%	(\$809,353)
TOTAL			\$26,978,442	\$809,353	\$0	\$0	\$0	0.00%	(\$809,353)
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,658,974	\$139,769	\$0	\$15,555	\$15,555	11.13%	(\$124,214)
TOTAL			\$4,658,974	\$139,769	\$0	\$15,555	\$15,555	11.13%	(\$124,214)
MHA	MHA	MASSHOUSING	\$14,003,630	\$420,109	\$3,871	\$0	\$3,871	0.92%	(\$416,237)
TOTAL			\$14,003,630	\$420,109	\$3,871	\$0	\$3,871	0.92%	(\$416,237)
YEAR TO DATE GRAND TOTAL			\$4,704,432,411	\$141,132,972	\$4,368,181	\$10,509,233	\$14,877,414	10.54%	(\$126,255,559)

Appendix E: SBPP Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
A&F	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$11,067	\$365	\$5,805	\$0	\$5,805	1589.41%	\$5,439
A&F	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$105,378	\$3,477	\$70,772	\$0	\$70,772	2035.16%	\$67,295
A&F	A&F	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$19,729,494	\$651,073	\$867,062	\$0	\$867,062	133.17%	\$215,989
A&F	ATB	APPELLATE TAX BOARD	\$3,151	\$104	\$0	\$0	\$0	0.00%	(\$104)
A&F	BSB	BUREAU OF THE STATE HOUSE	\$1,060,540	\$34,998	\$285,475	\$0	\$285,475	815.69%	\$250,477
A&F	CSC	CIVIL SERVICE COMMISSION	\$4,521	\$149	\$0	\$0	\$0	0.00%	(\$149)
A&F	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$251,001,684	\$8,283,056	\$4,020,846	\$0	\$4,020,846	48.54%	(\$4,262,210)
A&F	DOR	DEPARTMENT OF REVENUE	\$12,892,017	\$425,437	\$441,737	\$0	\$441,737	103.83%	\$16,301
A&F	GIC	GROUP INSURANCE COMMISSION	\$2,082,638	\$68,727	\$165,874	\$0	\$165,874	241.35%	\$97,147
A&F	HRD	HUMAN RESOURCES DIVISION	\$805,813	\$26,592	\$85,056	\$0	\$85,056	319.86%	\$58,465
A&F	ITD	MASSACHUSETTS OFFICE OF INFORMATION TECHNOLOGY	\$103,886,171	\$3,428,244	\$3,716,974	\$0	\$3,716,974	108.42%	\$288,730
A&F	LIB	GEORGE FINGOLD LIBRARY	\$6,286	\$207	\$737	\$0	\$737	355.46%	\$530
A&F	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$52,352	\$1,728	\$4,355	\$0	\$4,355	252.09%	\$2,627
A&F	OSD	DIVISION OF OPERATIONAL SERVICES	\$2,811,950	\$92,794	\$130,865	\$0	\$130,865	141.03%	\$38,070
A&F	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$1,904,943	\$62,863	\$10,046	\$0	\$10,046	15.98%	(\$52,818)

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
A&F	TRB	TEACHERS RETIREMENT BOARD	\$2,241,622	\$73,974	\$41,984	\$0	\$41,984	56.75%	(\$31,990)
		TOTAL	\$398,599,625	\$13,153,788	\$9,847,587	\$0	\$9,847,587	74.87%	(\$3,306,200)
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$273,828	\$9,036	\$675	\$0	\$675	7.47%	(\$8,361)
		TOTAL	\$273,828	\$9,036	\$675	\$0	\$675	7.47%	(\$8,361)
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$150,283	\$4,959	\$0	\$0	\$0	0.00%	(\$4,959)
		TOTAL	\$150,283	\$4,959	\$0	\$0	\$0	0.00%	(\$4,959)
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,138,087,747	\$37,556,896	\$17,245,042	\$0	\$17,245,042	45.92%	(\$20,311,854)
		TOTAL	\$1,138,087,747	\$37,556,896	\$17,245,042	\$0	\$17,245,042	45.92%	(\$20,311,854)
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$53,013,256	\$1,749,437	\$762,804	\$0	\$762,804	43.60%	(\$986,633)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$10,701,739	\$353,157	\$1,299,277	\$0	\$1,299,277	367.90%	\$946,120
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$144,795,810	\$4,778,262	\$17,369,646	\$0	\$17,369,646	363.51%	\$12,591,385
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$4,826,093	\$159,261	\$21,661	\$0	\$21,661	13.60%	(\$137,600)
		TOTAL	\$213,336,897	\$7,040,118	\$19,453,389	\$0	\$19,453,389	276.32%	\$12,413,271
EED	DOB	DIVISION OF BANKS	\$203,117	\$6,703	\$7,311	\$0	\$7,311	109.07%	\$608
EED	DOI	DIVISION OF INSURANCE	\$744,067	\$24,554	\$367,100	\$0	\$367,100	1495.06%	\$342,546
EED	DOS	DIVISION OF STANDARDS	\$15,323	\$506	\$557	\$0	\$557	110.13%	\$51
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$1,869,520	\$61,694	\$0	\$0	\$0	0.00%	(\$61,694)
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$862,023	\$28,447	\$10,346	\$0	\$10,346	36.37%	(\$18,101)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$147,545,396	\$4,868,998	\$22,735,600	\$0	\$22,735,600	466.95%	\$17,866,601
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$909,806	\$30,024	\$3,594	\$0	\$3,594	11.97%	(\$26,430)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$67,513	\$2,228	\$58,658	\$0	\$58,658	2632.85%	\$56,430
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$22,502	\$743	\$1,662	\$0	\$1,662	223.78%	\$919
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$59,323	\$1,958	\$9,274	\$0	\$9,274	473.72%	\$7,316
		TOTAL	\$152,298,591	\$5,025,854	\$23,194,101	\$0	\$23,194,101	461.50%	\$18,168,248
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$2,201,860	\$72,661	\$519,081	\$0	\$519,081	714.38%	\$446,420
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$327,300,568	\$10,800,919	\$15,077,786	\$0	\$15,077,786	139.60%	\$4,276,867
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$985,987,465	\$32,537,586	\$24,170,621	\$0	\$24,170,621	74.29%	(\$8,366,965)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$278,808,169	\$9,200,670	\$24,331,912	\$0	\$24,331,912	264.46%	\$15,131,243
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$309,026,955	\$10,197,890	\$2,576,945	\$0	\$2,576,945	25.27%	(\$7,620,944)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$70,924,762	\$2,340,517	\$524,904	\$0	\$524,904	22.43%	(\$1,815,613)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$142,975,661	\$4,718,197	\$6,082,439	\$0	\$6,082,439	128.91%	\$1,364,242
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$332,111,638	\$10,959,684	\$12,651,199	\$0	\$12,651,199	115.43%	\$1,691,515
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,169,881	\$38,606	\$77,516	\$0	\$77,516	200.79%	\$38,910
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,572,584	\$381,895	\$731,326	\$0	\$731,326	191.50%	\$349,431
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,526,017	\$50,359	\$58,411	\$0	\$58,411	115.99%	\$8,052
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$58,434,952	\$1,928,353	\$5,770,770	\$0	\$5,770,770	299.26%	\$3,842,417
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$3,027,431	\$99,905	\$116,244	\$0	\$116,244	116.35%	\$16,338
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$5,933,790	\$195,815	\$503,803	\$0	\$503,803	257.29%	\$307,988
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$23,006,908	\$759,228	\$1,315,926	\$0	\$1,315,926	173.32%	\$556,698
		TOTAL	\$2,554,008,641	\$84,282,285	\$94,508,885	\$0	\$94,508,885	112.13%	\$10,226,600
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$662,586	\$21,865	\$43,744	\$0	\$43,744	200.06%	\$21,879
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$74,080,783	\$2,444,666	\$9,428,959	\$0	\$9,428,959	385.70%	\$6,984,293
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$957,063	\$31,583	\$119,204	\$0	\$119,204	377.43%	\$87,621
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$1,636,176	\$53,994	\$1,036,122	\$0	\$1,036,122	1918.96%	\$982,128
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$9,440,039	\$311,521	\$336,146	\$0	\$336,146	107.90%	\$24,625
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$6,901,228	\$227,741	\$411,594	\$0	\$411,594	180.73%	\$183,853
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$5,964,917	\$196,842	\$778,259	\$0	\$778,259	395.37%	\$581,416
ENV	SRB	STATE RECLAMATION BOARD	\$1,164,341	\$38,423	\$9,393	\$0	\$9,393	24.45%	(\$29,030)
		TOTAL	\$100,807,133	\$3,326,635	\$12,163,421	\$0	\$12,163,421	365.64%	\$8,836,786
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$10,725,895	\$353,955	\$674,075	\$0	\$674,075	190.44%	\$320,121
		TOTAL	\$10,725,895	\$353,955	\$674,075	\$0	\$674,075	190.44%	\$320,121
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$435,335	\$14,366	\$121,606	\$0	\$121,606	846.48%	\$107,240
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$83,000	\$2,739	\$1,238	\$0	\$1,238	45.21%	(\$1,501)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$1,237,524	\$40,838	\$15,788	\$0	\$15,788	38.66%	(\$25,050)
EPS	CME	CHIEF MEDICAL EXAMINER	\$1,163,017	\$38,380	\$8,049	\$0	\$8,049	20.97%	(\$30,331)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,208,650	\$105,885	\$857,848	\$0	\$857,848	810.17%	\$751,963
EPS	DOC	DEPARTMENT OF CORRECTION	\$29,449,581	\$971,836	\$2,934,807	\$0	\$2,934,807	301.99%	\$1,962,971
EPS	DPS	DEPARTMENT OF PUBLIC SAFETY	\$65,321	\$2,156	\$1,695	\$0	\$1,695	78.63%	(\$461)
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$19,358,335	\$638,825	\$1,288,151	\$0	\$1,288,151	201.64%	\$649,326
EPS	MIL	MILITARY DIVISION	\$13,943,661	\$460,141	\$1,470,151	\$0	\$1,470,151	319.50%	\$1,010,010
EPS	PAR	PAROLE BOARD	\$561,827	\$18,540	\$1,326	\$0	\$1,326	7.15%	(\$17,215)

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
EPS	POL	DEPARTMENT OF STATE POLICE	\$20,800,924	\$686,431	\$1,611,774	\$0	\$1,611,774	234.81%	\$925,344
EPS	SOR	SEX OFFENDER REGISTRY	\$69,529	\$2,294	\$34,124	\$0	\$34,124	1487.24%	\$31,830
TOTAL			\$90,376,704	\$2,982,431	\$8,346,557	\$0	\$8,346,557	279.86%	\$5,364,126
GOV	GOV	GOVERNORS OFFICE	\$126,019	\$4,159	\$26,559	\$0	\$26,559	638.66%	\$22,401
TOTAL			\$126,019	\$4,159	\$26,559	\$0	\$26,559	638.66%	\$22,401
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$26,978,442	\$890,289	\$0	\$0	\$0	0.00%	(\$890,289)
TOTAL			\$26,978,442	\$890,289	\$0	\$0	\$0	0.00%	(\$890,289)
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$4,658,974	\$153,746	\$857,883	\$0	\$857,883	557.99%	\$704,137
TOTAL			\$4,658,974	\$153,746	\$857,883	\$0	\$857,883	557.99%	\$704,137
MHA	MHA	MASSHOUSING	\$14,003,630	\$462,120	\$0	\$0	\$0	0.00%	(\$462,120)
TOTAL			\$14,003,630	\$462,120	\$0	\$0	\$0	0.00%	(\$462,120)
YEAR TO DATE GRAND TOTAL			\$4,704,432,411	\$155,246,270	\$186,318,175	\$0	\$186,318,175	120.01%	\$31,071,905

Appendix F: Vendor List – Direct Spending

The following is a list of diverse and small businesses with which the Commonwealth departments did business directly in FY2017, including certifications held during the year. Additional notations:

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

21ST CENTURY HOME CARE INC (M/WBE, SBPP)	ALL SPORTS HEROES UNIFORMS (WBE)	ATTENTIVE HOME CARE INC (M/WBE)	BREDY NETWORK MANAGEMENT CORPORATION (MBE)
495 TRUCK & AUTO RECYCLERS (SBPP)	ALLEN & MAJOR ASSOCIATES INC. (SBPP, SDVOBE)	AWAKE INTUMIND LLC (M/WBE)	BRIECOR INC (SBPP)
908 DEVICES INC. (SBPP)	ALLIANCE DETECTIVE & SECURITY (WBE)	AXIOM COLLABORATIVE INC (M/WBE)	BRIGHAM INDUSTRIES INC (WBE)
A & D COLD STORAGE, INC. (SBPP)	ALLIED HOME HEALTH CARE INC (SBPP)	AZTEC TECHNOLOGIES INC (MBE, SBPP)	BRISTOL ELDER SERVICES INC (W/NPO)
A M APPRAISAL ASSOCIATES, INC (SBPP)	ALLSTATE FIRE EQUIPMENT INC (SBPP)	B C CONSTRUCTION CO INC (SDVOBE)	BROCKTON AREA MULTI-SERVS INC (M/NPO)
A PEREIRA CONSTRUCTION CO INC (PBE+)	ALLURE DESIGN LANDSCAPE ARCTCK&CONS SRVS (SBPP)	BANKS II QUAN ASSOCIATES (WBE, SBPP)	BROOKVIEW HOUSE INC (M/NPO)
A PLUS CONSTRUCTION SERVICES CORP (SBPP)	ALPHA IDENTIFICATION INC (M/WBE, SBPP)	BARBARA SHELDON (WBE)	BROWN RICHARDSON & ROWE INC (WBE)
A R BELLI INC (WBE)	ALPHA TRAVEL AGENCY INC (MBE)	BARGMANN HENDRIE & ARCHETYPE INC. (WBE)	BRYAN HORCH (SBPP)
A W GIFFORD INC (SBPP)	ALZHEIMERS DISEASE & RELATED (SBPP)	BAUM (USA) INC (SBPP)	BRYANT ASSOCIATES INC (MBE)
A-1 BATTERY & ELECTRIC INC (SBPP)	AMDA ENTERPRISES INC (WBE, SBPP)	BAY COLONY GROUP INC (SBPP)	BULLDOG FIRE APPARATUS (SBPP)
A1 DATASHRED LLC (SBPP)	AMERICAN CHINESE CHRISTIAN (M/NPO)	BAY STATE ALARM SECURITY INC (SDVOBE)	BUSINESS INK CO (WBE)
ABBEY RD HOME CARE SERVICES INC (WBE)	AMERICAN CONTRACT SERVICES INC (WBE*)	BAY STATE ENVELOPE INC (WBE)	BUYER ADVERTISING INC (WBE)
ABIDE INC (WBE)	AMERICAN FIRE EQUIPMENT CO INC (SBPP)	BAYSIDE ENGINEERING INC (SBPP)	C & A CONSTRUCTION CO (PBE+)
ABSOLUTE RENEWABLE ENERGY LLC (WBE)	AMERICAN MOVING & INSTALLATION INC (WBE)	BAYSTATE DRIVER LICENSING CONSULTNTS INC (SBPP)	C & C CONSULTING ENGINEERS LLC (MBE)
AC & R SUPPLY CO (SBPP)	AMERICAN SERVICE CO INC (SBPP)	BAYSTATE MOBILE VETERINARY SERVICES (SBPP)	C W DOUGLAS CO INC (SBPP)
AC&M FIRE EQUIPMENT INC (SBPP)	AMERICAN TELE-CONNECT SERVICES INC (WBE)	BBE CORPORATION (WBE)	CAM OFFICE SERVICES INC (M/WBE)
ACCELARE INC (SBPP)	AMERICAN TRANSMEDIA LLC (SBPP)	BC TENT & AWNING CO INC (SBPP)	CAMBRIDGE COMMUNITY CENTER INC (M/NPO, SBPP)
ACCENT BANNER LLC (WBE)	AMY SOBEL (SBPP)	BEAVERBROOK STEP INC (W/NPO)	CAPACCIO ENVIRONMENTAL ENG INC (WBE, SBPP)
ACCESS INVESTIGATIONS INC (SBPP)	AMY STAMM (SBPP)	BEHAVIORAL HEALTH NETWORK INC (W/NPO)	CAPE ANN TRANSPORT AUTHORITY (SBPP)
ACCURATE TERMITE & PEST CONTROL CO INC (SBPP)	ANALYTICAL BALANCE CORP (SBPP)	BELCHERTOWN AUTO PARTS INC (SBPP)	CAPE COD BATTERY INC (SBPP)
ACE MEDICAL SERVICES INC (MBE)	ANDERSEN & SCOLARI INC (SBPP)	BELCHERTOWN DAY SCHOOL (SBPP)	CAPE COD CENTER FOR WOMEN INC (SBPP)
ACE TEMPERATURE CONTROL (SBPP)	ANDREAS POLICE SUPPLY INC (WBE, SBPP)	BERKSHIRE AREA HEALTH (W/NPO, SBPP)	CAPE COD CHILDREN S PLACE INC (W/NPO)
ACI GROUP INC (SBPP)	ANDY RAMOS (MBE, SDVOBE)	BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP)	CARACAS CONSTRUCTION CORP (MBE)
ACTION APPAREL INC. (SBPP)	ANDY RAMOS ELECTRIC LLC (SBPP, SDVOBE)	BERKSHIRE HILLS MUSIC ACADEMY (SBPP)	CAREY AUTO INC (SBPP)
ACTION FOR BOSTON COMMUNITY (M/NPO)	ANGELA M BENSON (SBPP)	BERKSHIRE SOUTH REGIONAL (SBPP)	CARING HEALTH CENTER INC (M/NPO)
ACTION MARINE & WATER SPORTS INC (SBPP)	ANN BEHA ARCHITECTS INC (M/WBE*)	BESTPRO CLEANING LLC (M/WBE, SBPP)	CARROLL COMMUNICATIONS GROUP LLC (SBPP)
ADAMS PLUMBING & HEATING, INC. (WBE)	ANNESE ELECTRICAL SERVICES INC (WBE)	BETTS PLUMBING & HEATING SUPPLY INC (WBE, SBPP)	CASA ESPERANZA INC. (M/NPO)
ADAMSON INDUSTRIES CORP (WBE, SBPP)	APC DEVELOPMENT GROUP, INC (VBE)	BEVCO ASSOCIATES INC (M/WBE)	CASA MYRNA VAZQUEZ INC (W/NPO)
ADAPTIVISION INC (SBPP)	APEX HEALTHCARE SERVICES INC (WBE)	BEVERLY CHILDRENS LEARNING CTR INC (W/NPO, SBPP)	CATHERINE RAHILLY-TIERNEY MD (WBE)
ADC SEPTIC (SBPP)	APOLLO SAFETY INC (SBPP)	BIDDOS ONLINE INC. (WBE, SBPP)	CAUSEMEDIA INC (M/WBE)
ADOLESCENT CONSULTATION (SBPP)	AQUATIC RESTORATION CONSULTING LLC (WBE)	BIDMARK SERVICES INC (SBPP)	CAVALIER COACH CORP (WBE)
ADONAI SPRING WATER INC (M/WBE, SBPP)	ARCAND SALES & SERVICE INC (SBPP)	BIERMANN SERVICES INC (WBE)	CAVENDISH SCOTT EAST INC (SBPP)
ADVANCE AIR & HEAT CO INC (WBE, SBPP)	ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE)	BIG FOOT MOVING & STORAGE INC (SBPP)	CDW CONSULTANTS INC (M/WBE*, SBPP)
ADVANCED ALARM SYSTEMS INC (SBPP)	ARCHITECTURAL ENGINEERS INC (WBE)	BIGELOW NURSERIES INC (WBE)	CELESTE N DERECHO PHD (WBE)
ADVANCED PRESENTATION SYSTEMS INC (M/WBE)	ARCHITERRA INC (WBE)	BILL TOMPKINS CORP (SBPP, SDVOBE)	CENTER FOR HUMAN (W/NPO)
ADVERTISING PRODUCTS CORP (WBE, SBPP)	ARGUS COMMUNICATIONS INC (MBE)	BIOMARINE RESEARCH CORP (SBPP)	CENTER FOR SOCIAL INNOVATION LLC (WBE)
ADVOOT LLC (MBE)	ARIDELL ASSOCIATES LLC (SBPP)	BLUE SAGE CONSULTING INC (WBE)	CENTER OF HOPE FOUNDATION, INCORPORATED (W/NPO)
AGM MARINE CONTRACTORS INC (SBPP)	ARMOR DOOR & LOCK INC (SBPP)	BMCA INC (SBPP)	CENTRAL BOSTON ELDER SERVICES INC (M/NPO)
AHEARN EQUIPMENT INC (WBE)	ARVEST PRESS INC (WBE)	BOSHCO INC (SBPP)	CENTRAL BUREAU OF INVESTIGATION INC (WBE, SBPP)
AI ENGINEERS INC (MBE)	ASAP FIRE & SAFETY CORP INC (SBPP)	BOSTON ALCOHOLISMAND SUBSTANCE (SBPP)	CENTRAL CEILINGS INC (VBE)
AIDS PROJECT WORCESTER INC (SBPP)	ASIAN AMERICAN CIVIC ASSOC (M/NPO, SBPP)	BOSTON BENEFIT PARTNERS LLC (WBE)	CENTRAL MASS AREA HEALTH (W/NPO)
AIR CLEANING SPECIALISTS OF NE (SBPP)	ASIAN COMMUNITY DEVELOPMENT (M/NPO, SBPP)	BOSTON CHINATOWN NEIGHBORHOOD CENTER (M/NPO, SBPP)	CENTRO LAS AMERICAS INC (M/NPO)
AISHA DENSMORE-BEY (M/WBE)	ASIAN TASK FORCE AGAINST (M/NPO)	BOSTON EDUCATION, SKILLS & TRAINING CORP (SBPP)	CENTURY HOMECARE LLC (MBE)
AJD & ASSOCIATES INC (WBE)	ASSABET MACK SERVICE INC (SBPP)	BOSTON GREEN FUEL CO INC (SBPP)	CHARTER CONTRACTING COMPANY LLC (MBE)
ALARES LLC (SDVOBE)	ASSOCIATION OF GOVERNMENT (SBPP)	BOSTON MAILING COMPANY INC (WBE)	CHELMSFORD AUTO ELECTRIC INC (SBPP)
ALICE GRAHAM-BROWN (SBPP)	ASSOCIATION OF HAITIAN WOMEN (SBPP)	BOSTON RESCUE MISSION INC (SBPP)	CHEM NUT EQUIPMENT INC. (SBPP)
ALL COMM TECHNOLOGIES INC (SBPP)	ASSURE ESERVICES INC (MBE, SBPP)	BOYDEN & PERRON GARAGE, INC (SBPP)	CHEVIN FLEET SOLUTIONS LLC (SBPP)
ALL OUT ADVENTURES INC (SBPP)	ATLANTIC EQUIPMENT LLC (SBPP)	BOYS & GIRLS CLUB FAMILY CENTER, INC. (M/NPO)	CHICOPEE CHILD DEVELOPMENT (SBPP)

CHILDREN'S SERVICES OF ROXBURY, INC. (MNPO)
 CHILDREN'S TRUST, INC. (SBPP)
 CHOPCHOPKIDS, INC. (SBPP)
 CHRISTINE M SWISTRO (WBE, SBPP)
 CHRISTINE MILLER (WBE)
 CITIWORKS, CORP. (SBPP)
 CITIZEN SECURITY CORP (SBPP)
 CITIZENS INN, INC (SBPP)
 CITY POINT PARTNERS LLC (WBE)
 CIVITECTS PC (WBE)
 CLARENDON HILL CONSULTING LLC (WBE)
 CLARK & FALCETTI (SBPP)
 CLARKWOOD AND ASSOCIATES (SBPP)
 CLE ENGINEERING INC (WBE, SBPP)
 CLEAN CUT SOLUTIONS, LLC (SBPP)
 CLIVUS NEW ENGLAND INC (SBPP)
 CM CLEANING COMPANY INC (WBE, SBPP)
 COASTAL ENGINEERING CO INC (SBPP)
 COASTAL MARINE CONSTRUCTION LLC (WBE)
 COCHRANE VENTILATION INC (SBPP)
 CODMAN SQUARE HEALTH CENTER (MNPO)
 CODMAN SQUARE HEALTH CENTER (MNPO)
 COLD SPRING ENV CONSULT (SBPP)
 COLETTE PHILLIPS (M/WBE, SBPP)
 COLLINS MANUFACTURING, INC. (SBPP)
 COLONIAL TRAVELER MOTOR COURT, (SBPP)
 COLORTRIEVE SYSTEMS INC. (SBPP, VBE)
 COMMON SENSE ENVIRONMENTAL INC (WBE)
 COMMONWEALTH FAMILY (WBE)
 COMMONWEALTH INFORMATICS, INC. (SBPP)
 COMM-TRACT CORP (SBPP)
 COMMUNICATE HEALTH, INC. (WBE, LGBT, SBPP)
 COMMUNITY ACTION FRAN HAM N QUAB RE INC (W/NPO)
 COMMUNITY ADOLESCENT RESOURCE (W/NPO, SBPP)
 COMMUNITY AUTISM RESOURCES INC (W/NPO, SBPP)
 COMMUNITY FIRE & POLICE (SBPP)
 COMMUNITY HEALTH PROG INC (W/NPO)
 COMMUNITY NETWORKS CORPORATION (SBPP)
 COMMUNITY REHAB CARE INC (WBE, SBPP)
 COMMUNITY WORKSHOPS INC (SBPP)
 COMPREHENSIVE ENVIRONMENTL INC (WBE)
 COMTRONICS CORP (WBE)
 CONECO ENVIRONMENTAL CORP (SBPP)
 CONLON PRODUCTS INC (SBPP)
 CONSIDER IT DUNN INC (SBPP)
 COOLSOFT LLC (MBE)
 COPLEY COURT REPORTING INC (SBPP)
 CORAL M GROUT (SBPP)
 CORNERSTONE CONSTRUCTION SERVICES LLC (SBPP, SDVOBE)
 CORP ENVIRONMENTAL ADVISOR INC (WBE)
 CORRTECH INC. (SBPP)
 COUNSEL & ASSESS CLINIC & WORCESTER LLC (M/WBE)
 CRAYON CAMPUS INC. (SBPP)
 CREATIVE TOUCH DESIGN LLC (WBE)
 CRIPSUS ATTUCKS CHILDRENS (MNPO)
 CROSBY SCHLESSINGER & (WBE)
 CROSS CULTURAL COMM SYSTEM INC (WBE)
 CROSSROADS FOR KIDS INC (SBPP)
 CROWLEYS POWER EQUIPMENT INC (SBPP)
 CUSHING, JAMMALLO & WHEELER, INC. (SBPP)
 CYNTHIA BANFIELD-WEIR (SBPP)
 CYNTHIA MURPHY (SBPP)
 D B I WASTE SYSTEMS INC (SDVOBE)
 DAGLE ELECTRICAL CONSTR CORP (WBE)
 DAILEY MARINE SERVICES INC (SBPP)
 DANDREO BROS GEN CONTRACT & MASONRY LLC (SBPP)
 DANIEL P BELANGER II (SBPP)
 DARTER SPECIALTIES INC (WBE)
 DAVEN CORP (WBE)
 DAVID TURO (SBPP)
 DAYMARK ENERGY ADVISORS, INC (SBPP)
 DDC CONSTRUCTION INC (PBE+)
 DEBORAH A FAUNTLEROY (SBPP)
 DEBRA POASTER (SBPP)
 DEBRA S. BLOCK (SBPP)
 DECONTAMINATION DECOMMISSION & ENV SVCS (SBPP)
 DEDHAM SPORTSMENS CENTER INC (SBPP)

DEFENSE INVESTIGATORS GROUP INC (SBPP, VBE)
 DELUCCA FENCE COMPANY INC (WBE)
 DEMELO CONSTRUCTION SERVICES CORPORATION (WBE)
 DESCHAMPS PRINTING CO INC (SBPP)
 DESIGN DIVISION INC (SBPP)
 DEVALLES MEMORIAL FAMILY (W/NPO)
 DEVELOPMENTAL DISABILITIES (SBPP)
 DEVON LANE FARM SUPPLY INC (SBPP)
 DH REPORTING SERVICES INC (SBPP)
 DHK ARCHITECTS, INC. (MBE, SBPP)
 DIANE BROOKS (SBPP)
 DIETZ & COMPANY ARCHITECTS INC (WBE)
 DILLON BOILER SERVICES CO INC (VBE)
 DIMOCK COMMUNITY HEALTH CTR (MNPO)
 DISABILITY POLICY CONSORTIUM INC (SBPP)
 DIVERSIFIED TECHNOLOGY CONSULTS (M/WBE*)
 DONLON DRAPER INC (SBPP)
 DONNA JACKSON (SBPP)
 DORIS O WONG ASSOCIATES INC (M/WBE, SBPP)
 DOROTHEA M ROURKE (SBPP)
 DOUGLAS W KNOTTS (SBPP)
 DOVE, INC. (W/NPO, SBPP)
 DRAIN SHOOTER INC (WBE)
 DURFEE PLUMBING AND HEATING LLC (SBPP)
 DUSEAU TRUCKING LLC (WBE)
 E C DIVERS INC (SBPP)
 E T & L CORP (WBE)
 EAGLE POINT BUILDERS (WBE, SBPP)
 EARLY CHILDHOOD ASSOCIATES INC (WBE)
 EARLY LEARNING CHILD CARE INC (W/NPO)
 EAST BOSTON ECUMENICAL (SBPP)
 EAST BOSTON SOCIAL CENTERS INC (SBPP)
 EAST END HOUSE (SBPP)
 EASTERN BAG & PAPER CO INC (WBE)
 EASTERN GENERAL CONTRS INC (MBE, SBPP)
 ECO SYSTEMS PEST CONTROL (SBPP, VBE)
 ECOLOGIC ENTOMOLOGY LLC (LGBT, SBPP)
 ECONOMIC MOBILITY PATHWAYS INC (W/NPO)
 EDCO COLLABORATIVE (SBPP)
 EDGMERE CONSULTING CORPORATION (SBPP)
 EDM SERVICES INC. (SBPP)
 EDWARD M. KENNEDY COM HLTH CTR, INC (W/NPO)
 EDWARD V CASEY (SBPP)
 ELECTRICAL ENGINEERING & (SBPP)
 ELECTRICAL INSTALLATIONS INC (WBE)
 ELECTRONIC SECURITY & CONTROL (WBE)
 ELITE CONCRETE, PAVING & EXCAVATION LLC (SBPP)
 ELITE PLUMBING-MECHANICAL LLC (SBPP)
 ELIZABETH STONE HOUSE INC (MNPO)
 ELLEN R GLOVSKY (SBPP)
 ELLIE'S PET BARN INC (SBPP)
 ELLIS MEMORIAL & ELDRIDGE (SBPP)
 EMBREE & WHITE INC (SBPP)
 EMH RECOVERY INC (SBPP)
 EMMAUS INC (W/NPO)
 EMPIRE HISTORICAL MASONRY RESTORATIONS (WBE)
 EMPLOYMENT RESOURCES INC (W/NPO)
 ENCORE IMAGES INC (WBE)
 ENERGY ENGINEERING & DESIGN INC (VBE)
 ENFIELD ENTERPRISES INC (MBE)
 ENLACE DE FAMILIAS DE HOLYOKE (W/NPO)
 ENVIRONMENTAL INTEGRITY COMPANY LLC (MBE)
 ENVIROTECH LABORATORIES INC (SBPP)
 EOS APPROACH LLC (WBE)
 EPSILON ASSOCIATES INC (SBPP)
 EPXRESS YOURSELF (M/NPO)
 ESCO ENERGY SERVICE CO (SBPP)
 E-SQUARED CONSULTING CORPORATION (MBE)
 ESS GROUP INC (SBPP)
 EVALOGIC SERVICES, INC. (SBPP)
 EXPERTCON INC (MBE, SBPP)
 FABLEVISION (SBPP)
 FAIRFAX DATA SYSTEMS INC (MBE, VBE)
 FALL RIVER ELECTRICAL ASSOCIAT (SBPP)
 FAMILY DAY CARE PROGRAM (MNPO)
 FENNICK MCREDIE ARCHITECTURE LTD (WBE)
 FINEPOINT ASSOCIATES LLC (WBE)

FINEPOINT ASSOCIATES LLC (WBE)
 FIRE SYSTEMS INC (SBPP)
 FIRST CHURCH IN CAMBRIDGE (SBPP)
 FIRST WORLD USA INC (MBE, SBPP)
 FLETCHER SEWER & DRAIN INC (WBE)
 FLN-MAR RUBBER & PLASTICS INC (SBPP)
 FOLAN WATERPROOFING (WBE)
 FORT HILL INFRASTRUCTURE SVCS LLC (SBPP, SDVOBE)
 FOSTER LAING & NOONAN INC (SBPP)
 FOWLER PRINTING & GRAPHICS INC (WBE)
 FRANK LABELLES SALES (SBPP)
 FRANKLIN II INC (SBPP)
 FRASER ENGINEERING COMPANY INC (WBE)
 FS ENGINEERS INC (MBE)
 G & L LABORATORIES (M/WBE)
 G A BLANCO & SONS INC (MBE, SBPP)
 GAAMHA INCORPORATED (W/NPO, SBPP)
 GAF ENGINEERING INC (SBPP)
 GAIL A MANN (WBE)
 GANDARA MENTAL HEALTH CENTER INC (MNPO)
 GANGI PRINTING INC (WBE)
 GARDNER ANIMAL CARE CENTER LLC (SBPP)
 GCOM SOFTWARE INC (MBE)
 GENERAL AIR CONDITIONING (MBE)
 GENERAL SUPPLY & METALS INC (SBPP)
 GENERATION PERFORMANCE INC (SBPP)
 GENESIS CLUB HOUSE INC (SBPP)
 GEOVISION INC (MBE)
 GIFFORD STREET WELLNESS CENTER, LLC (SBPP)
 GIRLS CLUB OF GREENFIELD INC (SBPP)
 GIRLS INCORPORATED OF HOLYOKE (SBPP)
 GIRLS INCORPORATED OF LYNN (W/NPO)
 GLADYS ALLEN BRIGHAM COMMUNITY CTR (W/NPO)
 GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)
 GM2 ASSOCIATES INC (MBE)
 GOLDMAN REINDORF ARCHITECTS INC (WBE)
 GOMES CONSTRUCTION CO INC (WBE, SBPP)
 GOOD LIFE PRODUCTIONS LLC (M/WBE)
 GORDON INDUSTRIES INC (SBPP)
 GORMAN ACTUARIAL, INC (M/WBE, SBPP)
 GRANITE CITY ELECTRIC SUPP CO (WBE)
 GRANT STEEL CO INC (SBPP)
 GRAPHIC EXCELLENCE INC (SBPP)
 GRASSROOTS WILDLIFE CONSERVATION, INC (SBPP)
 GREATER BOSTON MANUFACTURING (SBPP)
 GREATER LAWRENCE FAMILY HEALTH CENTER (W/NPO)
 GREATER MILFORD EYE ASSOC INC (SBPP)
 GREATER NORTH SHORE LINK, INC. (SBPP)
 GREEN CASTLE BUSINESS SOLUTIONS (MBE, SBPP, VBE)
 GREEN INTERNATL AFFILIATES INC (MBE)
 GREEN STREETS INITIATIVE (SBPP)
 GREGA MANAGEMENT CORPORATION (SBPP)
 GRIMES OIL CO INC (MBE, SBPP)
 GUARDIAN ENERGY MANAGEMENT SOLUTIONS (SBPP)
 GUARDIAN HEALTHCARE LLC (M/WBE)
 GUERRIERE & HALNON INC (SBPP)
 GUIDEWIRE, INC. (W/NPO)
 GUIDOS PLATE GLASS SERV (SBPP)
 GURNEYS SAW MILL (SBPP)
 HAGER-RICHTER GEOSCIENCE INC (WBE)
 HAITIAN AMERICAN PUBLIC HEALTH (W/NPO)
 HAKS ENGINEERS PC (MBE)
 HALYARD, LLC (SBPP)
 HAMPSHIRE-FRANKLIN CHILLDRENS (SBPP)
 HAPPY DAY CHILD CARE (SBPP)
 HARBOR HEALTH SERVICES INC (M/W/NPO)
 HARBORCOV INC (W/NPO)
 HARMONY ENVIRONMENTAL INC (SBPP)
 HAWKINS POINT PARTNERS LLC (WBE)
 HAYWOOD ASSOCIATES INC (SBPP)
 HBC NEW ENGLAND HEARING INSTRUMENTS LLC (SBPP)
 HEALING ABUSED WORKING FOR CHANGE, INC. (W/NPO)
 HEALTH IMPERATIVES, INC (W/NPO)
 HEALTH QUARTERS INC (W/NPO, SBPP)
 HEALTH TRAINING EDUCATIONAL SERVS INC (SBPP)
 HEATHER MAIETTA (WBE, SBPP)
 HEIDREA COMMUNICATIONS LLC (SBPP, VBE)

HELENE KARL ARCHITECTS INC (WBE, SBPP)
 HELP SERVICES FOR THE (MNPO)
 HERCULES SLR (US) INC (SBPP)
 HFSE INC (WBE, SBPP)
 HIGH COUNTRY WORKWEAR INC (SBPP)
 HILDEBRAND FAM SELF HELP CTR (SBPP)
 HI-WAY SAFETY SYSTEMS INC (WBE)
 HOLLISTER STAFFING INC (WBE)
 HOLYOKE HEALTH CENTER INC (MNPO)
 HOLYOKE YMCA (SBPP)
 HOPE RESTORED HUMAN SERVICES (MNPO, SBPP)
 HERRIGAN CLEANERS INC (SBPP)
 HORSLEY & WITTEN INC (SBPP)
 HOSHINS, INC (WBE, SBPP)
 HOUSING FAMILIES INC. (SBPP)
 HRV CONFORMANCE VERIFICATION ASSOC INC (WBE)
 HUB GLASS SERVICES INC (WBE)
 HUMAN SERVICE FORUM, INC (W/NPO)
 HUNTER SYSTEMS GROUP INC (SBPP)
 HYDRA TECH, INC (SBPP)
 IBC OFFSHORE INC (WBE)
 ICON ARCHITECTURE INC (WBE)
 IIT INC (MBE)
 ILLUSTRATED VERDICT INC. (SBPP)
 INDEPENDENCE ASSOCIATES INC (SBPP)
 INDEPENDENCE FARM, INC (SBPP)
 INDEPENDENCE HOUSE INC (W/NPO)
 INDEPENDENT LIVING CENTER OF (SBPP)
 INDEPENDENT ROOFING COMPANY (SBPP)
 INDUSTRIAL PROTECTION PRODUCTS (SBPP)
 INDUSTRIAL STEEL & BOIL SERV (SBPP)
 INFINART INC (WBE, SBPP)
 INFRASTRUCTURE LTD (VBE)
 INN04 LLC (SBPP)
 INQUILINOS BORICUAS EN ACCION (MNPO, SBPP)
 INSTITUTE FOR HEALTH AND (W/NPO)
 INSTREAM MEDIA, INC. (SBPP)
 INSURANCEONE INSURANCE AGENCY INC (MBE)
 INTEGRATED WILDLIFT CONTROL (WBE)
 INTELLIGENT SYS & CONTROLS CONT LLC (SBPP)
 INTELLITECH CONSULTING ENTERPRISES INC (MBE, SBPP)
 INTERACTION INSTITUTE FOR (SBPP)
 INTERNATIONAL INSTITUTE OF GR LAWR (SBPP)
 INTERPRETERS & TRANSLATORS INC (M/WBE)
 INTERPRETERS ASSOCIATES INC (M/WBE)
 INTERSEMINARIAN-PROJECT PLACE (SBPP)
 IRON HORSE STRUCTURES (SBPP)
 IRON TREE SERVICE LLC (SBPP)
 ISLAND HEALTH INC. (SBPP)
 J & J CONTRACTORS INC (MBE)
 J F GRIFFIN PUBLISHING LLC (SBPP)
 J T CONSTRUCTION INC (SBPP)
 J TROPEANO INC (WBE)
 JACKRABBIT DESIGN, INC. (SBPP)
 JACQUELINE ELECTRIC AND CONTRACTING INC (WBE)
 JAMAICA PLAIN NEIGHBORHOOD DEVEL CORP (MNPO)
 JAMES E LARKIN INC (SBPP)
 JANE DOE INC MASS COALITION (SBPP)
 JANUS ASSOCIATES INC (WBE)
 JASMINE GRACE MARINO (SBPP)
 JBL CONSTRUCTION COMPANY INC (PBE+)
 JEANNE GEIGER CRISIS CTR INC (W/NPO)
 JENNIFER LEIGH VORCE (SBPP)
 JENNIFER TUOMALA (SBPP)
 JENNY LY SHEEHAN (SBPP)
 JERE FULLERTON (SBPP)
 JIM MCLAUGHLINS LYNNWAY (SBPP)
 JOHN ASHFORD LINK HOUSE INC (SBPP)
 JOHN F KENNEDY FAMILY SERV CENTER INC (SBPP)
 JOHN F URATO (SBPP)
 JOHN G GUNDERSON (SBPP)
 JOHN LEONARD EMPLOYMENT SERV INC (WBE)
 JOHNSON ROBERTS ASSOCIATES INC (WBE*)
 JONES & FULLER REPORTING INC (SBPP)
 JORDAN ENTERPRISES (MBE, SBPP)
 JS AUTOMOTIVE WAREHOUSE INC (SBPP)
 JS CONTRACTORS INC (SBPP)

JSSJR ENTERPRISES INC (SBPP)
 JUDITH FRAMPTON (SBPP)
 JULES CATERING INC (WBE)
 JULIE ALBETSKI (SBPP)
 JUSTICE RESOURCE INSTITUTE INC (W/NPO)
 K N E CORPORATION (SBPP)
 KANAAN CONSULTING US INC (SBPP)
 KATHERINE FLAHERTY (SBPP)
 KATHRYN C LUSSIER (SBPP)
 KATIE BROWN EDUCATIONAL PROGRAM (SBPP)
 KATZ YARN SALES INC (SBPP)
 KEANE FIRE & SAFETY EQUIPMENT CO INC (WBE)
 KEITH L WALKER (SBPP)
 KENNEDY APPRAISERS INC (MBE)
 KENNETH J URATO (SDVOBE)
 KEVILLE ENTERPRISES INC (WBE)
 KEYSTONE CONSULTING GROUP (SBPP)
 KIDDIE KAMPAS INC (WBE)
 KIDS TERRAIN INC (WBE)
 KIDS UNLIMITED SERVICES INC (W/NPO, SBPP)
 KING OPTICAL CO INC (SBPP)
 KITTREDGE EQUIPMENT COMPANY INC (WBE)
 KLIP SECURITY CORPORATION (SBPP)
 KOBO UTILITY CONSTRUCTION CORP (SBPP)
 KOSMOS CONSTRUCTION INC (SBPP)
 KROKIDAS AND BLUESTEIN (WBE*)
 KYRAN RESEARCH ASSOCIATES INC (WBE)
 L & L CONTRACTING INC (WBE)
 L & R SALES INC (SBPP)
 L A L MASONRY CO INC (WBE, SBPP)
 L B WHEATON INC (SBPP)
 L P COLLEGE INC (WBE)
 LA ALIANZA HISPANA INC (M/NPO)
 LABUR LLC (SBPP)
 LAILONNIE J KEENE (WBE)
 LAL CONSTRUCTION CO INC (PBE+)
 LAMOUR COMMUNITY HEALTH INST (M/W/NPO)
 LAMSON ENGINEERING CORP (MBE)
 LANCASTER PACKAGING INC (M/WBE)
 LAND STEWARDSHIP INC (SBPP)
 LANDSCAPEXRESS INC (SBPP)
 LANE PRINTING CO INC (WBE, SBPP)
 LANGUAGE BRIDGE LLC (WBE)
 LEDGES SCHOOL & RESIDENT INC (SBPP)
 LEERS WEINZAPFEL ASSOCS INC (WBE)
 LETS GO TECHNOLOGY INC (SBPP)
 LIFE NEEDS CO-OP INC (SBPP)
 LIFT & CARE SYSTEMS INC (SBPP)
 LIKARR INC (SBPP)
 LIM CONSULTANTS INC (M/WBE, SBPP)
 LIN ASSOCIATES INC (MBE, SBPP)
 LIONHEART FOUNDATION (SBPP)
 LITTLE FOLKS COMMUNITY (SBPP)
 LITTLE PEOPLES COLLEGE INC (WBE)
 LIVING INDEPENDENTLY FOR EQUALITY INC (SBPP)
 LIZAK BUS SERVICE INC (SBPP)
 LJG ASSOCIATES INC (SBPP)
 LOWELL ASSOCIATION FOR THE (SBPP)
 LOWELL DAY NURSERY ASSOC (SBPP)
 LOWELL HOUSE INC (SBPP)
 LUDLOW CONSTRUCTION CO INC (PBE+)
 LUMINOSITY BEHAVIORAL HEALTH SVCS INC (SBPP)
 LYNN COMMUNITY HEALTH INC (W/NPO)
 LYNN HOUSING AUTHORITY DEVELOPMENT GROUP (SBPP)
 LYNN SHELTER ASSOCIATION INC (SBPP)
 M & M CONTRACT CLEANING INC (MBE)
 M & R CONSULTANTS CORPORATION (MBE)
 M E OBRIEN & SONS INC (WBE)
 M O L I F E INC (W/NPO)
 MADISON PARK DEVELOPMENT CORP (M/NPO, SBPP)
 MAGUIRE ASSOCIATES INC (SBPP)
 MANET COMMUNITY HEALTH CENTER (W/NPO)
 MANSFIELD PAPER CO INC (VBE)
 MARGARET FULLER (SBPP)
 MARKET STREET RESEARCH INC (WBE, SBPP)
 MARKETING DOCTOR INC (WBE, SBPP)
 MARKINGS INC (WBE, SBPP)

MARTHA'S VINEYARD CENTER FOR LIVING (SBPP)
 MARY JO SCHWIE (SBPP)
 MARYANN THOMPSON (WBE)
 MASS ASSOC OF EARLY EDUCATION AND CARE (SBPP)
 MASS ASSOC OF HEALTH BOARDS INC (SBPP)
 MASS COALITION PREVENTION MEDICAL ERRORS (SBPP)
 MASS MENTORING PARTNERSHIP (SBPP)
 MASSACHUSETTS ASSOCIATION OF (SBPP)
 MASSACHUSETTS COASTAL RAILROAD, LLC (SBPP)
 MASSACHUSETTS COUNCIL ON COMPU (SBPP)
 MASSACHUSETTS EHEALTH COLLABORATIVE, INC (SBPP)
 MASSACHUSETTS FOREST ALLIANCE LIMITED (SBPP)
 MASSACHUSETTS HEALTH OFFICERS (SBPP)
 MASSACHUSETTS PUBLIC HEALTH (SBPP)
 MASSACHUSETTS WOODLANDS INSTITUTE (SBPP)
 MATTAPAN COMMUNITY (M/NPO)
 MATTHEW MCCALL (SBPP)
 MCCALL & ALMY, INC. (SBPP)
 MCDERMOTT-PALLOTTA INC (SBPP)
 MD STETSON COMPANY INC (WBE)
 MECHANICAL AIR CONTROLS INC (SBPP)
 MEDEX HEALTH CARE INC (M/WBE)
 MEDICAL RESOURCES GROUP, LLC (SBPP)
 MEDUVI LLC (M/WBE, SBPP)
 MENTAL HEALTH ASSOCIATION INC (W/NPO)
 MERRIMACK VALLEY TRAUMA SRVCS INC (WBE)
 METRO EQUIPMENT CORP (WBE, SBPP)
 METROPOLITAN TELEPHONE CO INC (SBPP)
 MG PRODUCTS LLC (WBE, SBPP)
 MICHAEL A HARVEY (SBPP)
 MICHAEL R JOHNSON (SBPP)
 MICROCAD TRAINING & CONSULTING (MBE)
 MICROSEARCH CORPORATION (WBE)
 MICROTEK INC (W/NPO)
 MIDTOWN HOME HEALTH SERVICE (M/WBE)
 MILHENCH INC (WBE)
 MILL CITY ENVIRONMENTAL CORP (MBE)
 MILLENNIUM PRINTING CORP (WBE)
 MINI WAREHOUSING INC (SBPP)
 MINUTEMAN PEST CONTROL CO INC (SBPP)
 MINUTEMAN TRUCKS INC (MBE)
 MISSION FIRST CONSULTING LLC (WBE, SBPP)
 MJ HENRY & ASSOCIATES, INC (SBPP)
 MJS CONSTRUCTION INC (SBPP)
 ML SCHMITT INC (SBPP)
 MM ENVIRONMENTAL ENGINEERING INC (SBPP)
 MNJ TECHNOLOGIES DIRECT INC (WBE)
 MODULEASE CORPORATION (WBE)
 MONAGHAN PRINTING INC (WBE)
 MONAHAN'S MARINE INC (SBPP)
 MOSS ELECTRICAL SERVICE INC (SBPP)
 MULTICULTURAL WELLNESS CTR (M/W/NPO)
 MULTITEMP MECHANICAL CORP. (SBPP)
 MURPHY SPECIALTY INC (SBPP)
 MY MARKETING SOLUTIONS INC (WBE)
 MYSTIC LEARNING CENTER INC (SBPP)
 NABS BINDERY SERVICE INC (SBPP)
 NANCY RAMER (SBPP)
 NATIONAL OFFICE SYSTEMS NEW ENGLAND INC (SBPP)
 NATIONAL VAN BUILDERS INC (SBPP)
 NATIONAL VIDEO REPORTERS INC (SBPP)
 NEURO REHAB MANAGEMENT INC . (WBE)
 NEW BEDFORD FLOOR (MBE, SBPP)
 NEW BEDFORD WOMENS CTR INC (W/NPO)
 NEW ENGLAND AFTERCARE (SBPP)
 NEW ENGLAND DOOR CLOSER INC (SBPP)
 NEW ENGLAND ENVIRONMENTAL INC (SBPP)
 NEW ENGLAND FARM WORKERS (M/NPO)
 NEW ENGLAND LEARNING CENTER (SBPP)
 NEW ENGLAND PUBLISHING GROUP INC (SBPP)
 NEW ENGLAND SCHOOL SERVICES INC (SBPP)
 NEW ENGLAND SIGN SERVICES INC (WBE, SBPP)
 NEW ENGLAND TIME SOLUTIONS, INC. (SBPP)
 NEW ENGLAND WHEELS INC (SBPP)
 NEW HOPE INC (W/NPO)
 NEW NORTH CITIZENS COUNCIL (M/NPO)
 NEW ORLEANS TELEPORT INC (M/WBE)

NEW QUALITY FENCE CORP (SBPP)
 NEWROADS ENVIRONMENTAL SERVICES LLC (SBPP)
 NEWTON DISTRIBUTING CO INC (WBE)
 NIEMEC MARINE INC (SBPP)
 NITSCH ENGINEERING, INC (WBE)
 NOBIS ENGINEERING INC (MBE)
 NORFOLK POWER EQUIPMENT INC (WBE)
 NORRAPRO LLC (SBPP)
 NORTH ADAMS TOWER COMPANY INC (SBPP)
 NORTH CHARLES MENTAL HEALTH (SBPP)
 NORTH SHORE COUNSELING CENTER (SBPP)
 NORTH SHORE CYCLE INC (SBPP)
 NORTH SHORE FAMILY DAYCARE INC (WBE)
 NORTH SHORE MOTOR SPORTS (SBPP)
 NORTH SHORE VET COUNSELING SER (SBPP)
 NORTH SUFFOLK MENTAL (W/NPO)
 NORTHEAST DOCUMENT CONSERVATION CENTER (SBPP)
 NORTHEAST ENVIRONMENTAL LABORAT (WBE, SBPP)
 NORTHEAST FOREST & FIRE MGMT (SBPP, VBE)
 NORTHEAST TRAFFIC CONTROL (SBPP)
 NORTHEAST WASTE MANAGEMENT (SBPP)
 NORTHERN BERKSHIRE COMMUNITY (SBPP)
 NORTHERN LIGHT PRODUCTIONS (SBPP)
 NORTHSTAR LEARNING CENTERS INC (M/NPO, SBPP)
 NOVA SHEEN CORPORATION (MBE)
 NOVER-ARMSTRONG ASSOCIATES INC (WBE)
 NU-CHECKER INC (M/WBE)
 OAKDALE FOUNDATION INC (W/NPO)
 OCCUHEALTH INC (SBPP)
 OCCUPATIONAL REHAB GROUP (SBPP)
 OCONNELL FIRE PROTECTION INC (SBPP)
 OCONNOR REAL ESTATE ASSOCS INC (SBPP)
 OCONNORS AWARDS UNLIMITED INC (SBPP)
 OFFICE SOLUTIONS PLUS LLC (WBE, SBPP)
 OHRENBERGER COMMUNITY SCHOOL COUNCIL INC (SBPP)
 OHS TRAINING & CONSULTING INC (WBE, SBPP)
 ON THE RISE INC (SBPP)
 ONE LIFE AT A TIME, INC. (W/NPO)
 OPUS DESIGN LLC (WBE, SBPP)
 OREILLY TALBOT & OKUN ASSOC INC (SBPP)
 ORTHOPEDIC TRAUMA P C (SBPP)
 OT&T TRAVEL MANAGEMENT (MBE)
 OUR DEAF SURVIVORS CENTER, INC (SBPP)
 OUR FATHERS HOUSE (SBPP)
 OUR SPACE OUR PLACE INC (SBPP)
 OVERTURE PARTNERS LLC (WBE)
 PARALLAX CONSULTING LLC (SBPP)
 PARTNERS FOR HEALTHIER COMMUNITY INC (SBPP)
 PARTNERS INTERPRETING (SBPP)
 PARTS UNLIMITED AUTOMOTIVE (WBE*, SBPP)
 PATHWAYS FOR CHANGE, INC (W/NPO, SBPP)
 PATHWAYS FOR CHILDREN INC (W/NPO)
 PATIENT CENTERED MEDICAL CARE INC (M/WBE)
 PATRICIA J FISHER (WBE*)
 PATRIOT PLUMBING & HEATING, INC. (SBPP)
 PAUL DUGAS (SBPP)
 PAVAO CONSTRUCTION CO INC (PBE+)
 PC SURVIVORS OF MASS LLC (WBE, SBPP)
 PEARSON HARDWARE & SUPPLY INC (SBPP)
 PEOPLEGIS INC (SBPP)
 PEOPLESERVE PRS INC (SBPP)
 PEREGRINE ENERGY GROUP INC (SBPP)
 PERRY DEAN ROGERS & PARTNERS (WBE)
 PEST END INC (WBE)
 PETERSEN LACHANCE REGAN PINO, LLC (SBPP)
 PICKET FENCES INCORPORATED (SBPP)
 PINNACLE ADVISORY GROUP (WBE)
 PIONEER LANDSCAPES INC (SBPP)
 PIONEER VALLEY DOOR COMPANY (SBPP)
 PIONEER VALLEY EYE ASSOC P C (SBPP)
 PITTSFIELD LAWN & TRACTOR INC (SBPP)
 PITTSFIELD TIRE & AUTO SERVICE (SBPP)
 PJ SYSTEMS INCORPORATED (MBE)
 PLASTIC CARD SYSTEMS INC (WBE, SBPP)
 PMA CONSULTANTS LLC (MBE)
 PODGURSKI CORPORATION (SBPP)
 POETRY TO EMPOWER (SBPP)

POLARIS HEALTHCARE SRVS INC (SBPP)
 POWDER HORN PRESS INC (WBE, SBPP)
 PRECISE PAVING INC. (SBPP)
 PRECISION FITNESS EQUIPMENT INC (SBPP)
 PREMIER PEST CONTROL (SBPP)
 PRIME AE GROUP INC (MBE)
 PRO SOUND SERVICE INC (SBPP)
 PROAV SYSTEMS INC (M/WBE)
 PROJECT ADVENTURE INC (SBPP)
 PROJECT RIGHT INC (SBPP)
 PROSCIENCE ANALYTICAL SVCS INC (SBPP)
 PRUDENTIAL DOOR & WINDOW CO (WBE)
 PUMP COAT INC (WBE, SBPP)
 PYRAMID BUILDERS ASSOC (M/NPO*)
 QUABBIN MEDIATION INC (W/NPO, SBPP)
 QUADRANT HEALTH STRATEGIES INC (WBE)
 QUALITY CLEANERS (SBPP)
 QUICK PRINT LTD INC (WBE, SBPP)
 QUINCY SMALL ENGINE REPAIR INC (SBPP)
 R I BAKER CO INC (SBPP)
 R P OCONNELL INC (SBPP)
 RAAB ASSOCIATES LTD (SBPP)
 RAINBOW CHILD (SBPP)
 RAMCO SURVEY STAKES INC (WBE)
 RANSFORD ENVIRONMENTAL SOLUTIONS INC (WBE)
 RAPID FLOW INC (SBPP)
 RAPPORT INTERNATIONAL LLC (WBE, SBPP)
 RASHAUN J. MARTIN (SBPP)
 RAW MATERIAL RECOVERY CORPORATION (SBPP)
 RAY HALUCH INC (WBE, SBPP)
 RAZZ-M-TAZZ PROMOTIONS LLC (WBE)
 REACH INC (SBPP)
 READY 2 RUN GRAPHICS & SIGNS INC (SBPP, SDVOBE)
 REALE ASSOCIATES INC (WBE)
 REBECCA D EDMONDSON (SBPP)
 RECOVERY HOMES COLLABORATIVE INC (SBPP)
 REFUGEE & IMMIGRANT ASSIST. CENTER (SBPP)
 REGINA VILLA ASSOCIATES INC (WBE, SBPP)
 REHABILITATION AND HEALTH (W/NPO)
 REIDARS MANUFACTURING INC (SBPP)
 REINHARDT ASSOCIATES INC (SBPP)
 RENAUD ELECTRIC & COMMUNICATIONS INC (SBPP)
 RENAUD HVAC & CONTROLS INC (SBPP)
 RENE L COTE SONS INC (SBPP)
 RENT ALL OF BOSTON INC (SBPP)
 RESOURCESOFT INC (M/WBE)
 RESTORATION PROJECT INC (W/NPO, SBPP)
 RICHCO PRODUCTS INC (SBPP)
 RIVERBROOK RESIDENCE INC (W/NPO)
 ROAD-WAY MAINTENANCE SERVICES INC (WBE)
 ROBBINS CHILDREN'S PROGRAMS, INC. (SBPP)
 ROBERT FERNANDES (MBE)
 ROBERT T MERCERS SEA & SKI INC (SBPP)
 ROBERT W CARTER (SBPP)
 ROBERTO F FELIZ (SBPP)
 ROGERS AUTO RADIATOR INC (SBPP)
 ROLLAS MOTOR PARTS INC (SBPP)
 ROSE PERRIZO (WBE)
 ROXBURY YOUTHWORKS INC (M/NPO)
 RTD LOGISTICS LLC (MBE, SBPP)
 RUSTIC FIRE PROTECTION INC (SBPP)
 RUTH SHEETS WILSON (WBE, SBPP)
 SAAM ARCHITECTURE LLC (WBE, SBPP)
 SAHASRA TECHNOLOGIES CORP (M/WBE)
 SALEM COMMUNITY CHILD CARE INC (M/W/NPO)
 SALS CUSTOM DRY CLEANING INC (SBPP)
 SANDWICH SHIP SUPPLY (SBPP)
 SARAH FOSTER (SBPP)
 SCHNEIDER & ASSOCIATES INC (WBE)
 SCOPE MEDICAL LLC (WBE, SBPP)
 SCOTT D BURNS (SBPP)
 SCREENING FOR MENTAL HEALTH INC (SBPP)
 SCS BUILDING MAINTENANCE, INC. (MBE, SBPP)
 SDG AUTO BODY INC (SBPP)
 SDG DIRECT LTD (WBE)
 SEASCAPE CONSULTING LLC (SBPP)
 SECOND STEP INC (W/NPO, SBPP)

SECURITY DESIGN INC (SBPP)
 SELBERT PERKINS DESIGN (SBPP)
 SELF ESTEEM BOSTON EDUC INS INC (W/NPO, SBPP)
 SENIOR CARE INC (SBPP)
 SERAPHIC SPRINGS HEALTH CARE (M/WBE)
 SERVICENET INC (W/NPO)
 SERV-U STORES OF WESTERN MASS (SBPP)
 SGT WM CARNEY ACADEMY AFTER (M/NPO)
 SHADLEY ASSOCIATES PC (WBE, SBPP)
 SHAFIIS INC (WBE)
 SHANAHAN SOUND & ELECTRONICS, INC (WBE)
 SHARP TOOL COMPANY INC. (SBPP)
 SHARYN KLIPSTEIN (SBPP)
 SHEKAR & ASSOCIATES INC (MBE)
 SHEPLEY BULFINCH RICHARDSON & ABBOTT INC (WBE)
 SHEREE L ESTES (SBPP)
 SHI INTERNATIONAL CORP (M/WBE)
 SIGN DESIGN INC (WBE)
 SIRUM EQUIPMENT CO INC (SBPP)
 SITE SPECIFICS, LLC (WBE)
 SOJOURNER HOUSE INC (SBPP)
 SOLOMON MCCOWN & COMPANY, INC. (WBE, SBPP)
 SOMERVILLE HOMELESS COALITION (SBPP)
 SONET ELECTRICAL SYSTEMS LLC (SBPP)
 SORENSEN PARTNERS ARCHITECTS PLNS INC (M/WBE)
 SOUTH COVE COMMUNITY HEALTH CENTER (M/NPO)
 SOUTH SHORE DIVERS INC (SBPP)
 SOUTH SHORE GENERATOR (WBE)
 SOUTH SHORE RECOVERY HOME, INC. (SBPP)
 SOUTH SHORE SUPPORT SERV INC (W/NPO)
 SOUTHERN WORCESTER COUNTY (W/NPO)
 SOUTHERN WORCESTER COUNTY (W/NPO)
 SOVEREIGN CONSULTING INC (MBE)
 SPALDING TOUGIAS ARCHITECTS (WBE, SBPP)
 SPANISH AMERICAN CENTER INC (M/W/NPO, SBPP)
 SPINELLI RAVIOLI MFG CO INC (SBPP)
 SPRINGFIELD DAY NURSERY CORP (W/NPO)
 SPRINGFIELD PARTNERS FOR (M/NPO)
 SQUASH AUTOMOTIVECORPORATION (SBPP)
 SRCPI, INC. (WBE)
 STANDARD MODERN CO INC (WBE)
 STANLEY STREET TREATMENT & RESOURCES INC (W/NPO)
 STAR BUILDING SERVICES INC (M/WBE, SBPP)
 STARBURST PRINTING & GRAPHICS INC (MBE)
 STATEMENT OUTSOURCING LLC (WBE, SBPP)
 STEERE ENGINEERING INC (WBE)
 STELLAR CORP (MBE, SBPP)
 STEPHEN P REYNOLDS (SBPP)

STERLING BUSINESS PRODUCTS INC (MBE, SBPP)
 STEVEN PROCOPPIO (SBPP)
 STEVE'S SHOP, INC. (SBPP)
 STONE & BERG COMPANY, INC. (WBE, SBPP)
 STONEWALL SOLUTIONS INC (SBPP)
 STRATEGIC SOLUTIONS GROUP LLC (SBPP)
 STRATEGY MATTERS LLC (WBE, SBPP)
 STUDIO G ARCHITECTS INC (WBE)
 STUTMAN CONTRACTING INC (SBPP)
 SULLIVAN & COGLIANO DESIGNERS (SBPP)
 SUMCO ECO-CONTRACTING LLC (SBPP)
 SUPPORTIVE CARE INC (M/WBE)
 SUTTON ANIMAL HOSPITAL, INC. (SBPP)
 SUZUKI OF WESTERN MA INC (SBPP)
 SWBAILEY CONSULTING LLC (WBE)
 SWIFTKURRENT, INC (SBPP)
 SWISSBAKERS (SBPP)
 SYNAPSE ENERGY ECONOMICS INC (SBPP)
 T & M LANDSCAPE INC (WBE)
 T & T JANITORIAL SERVICES (MBE)
 TAINO CONSULTING GROUP LLC (MBE)
 TALVY FLORIST OF ASHLAND INC (SBPP)
 TAPESTRY HEALTH SYSTEMS INC (W/NPO)
 TAYLOR & BURNS INC (WBE)
 TAYLOR & LLOYD INC (WBE)
 TCOGNITION INC (MBE, SBPP)
 TECEDGE, LLC (WBE, SBPP)
 TECHGLOBAL INC (M/WBE)
 TETREault & SON FOREST MANAGEMENT, INC (SBPP)
 THE 45 CONSTRUCTION CO INC (WBE)
 THE ADDICTION TREATMENT OF NE (SBPP)
 THE ARC OF CAPE COD INC (SBPP)
 THE BLACKSTONE HEADWATERS COALITION (SBPP)
 THE BOAT GUY INC (SBPP)
 THE CECIL GROUP INC (SBPP)
 THE CENTER FOR HOPE AND HEALING, INC. (SBPP)
 THE COMMUNITY ARTCENTER INC (SBPP)
 THE EDINBURG CENTER INC (W/NPO)
 THE FRIENDSHIP NETWORK FOR CHILDREN (SBPP)
 THE GARDEN CONTINUUM, INC. (WBE)
 THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP)
 THE LATINO HLTH INSURANCE PROGRAM, INC (M/W/NPO, SBPP)
 THE MAVERICK GROUP INC (MBE, SBPP)
 THE NORTHEAST INDEPENDENT (SBPP)
 THE RESOURCE CONNECTION INC (WBE)
 THE SALVATION ARMY (SBPP)
 THE SALVATION ARMY (SBPP)
 THE SALVATION ARMY (SBPP)

THE SALVATION ARMY (SBPP)
 THE TRAINING ASSOCIATES CORPORATION (WBE)
 THE TRANSFORMATION CENTER INC (SBPP)
 THIRD SECTOR NEW ENGLAND, INC. (W/NPO)
 THOMAS A SHANNON (SBPP)
 THOMAS P. RYLAND CO, INC. (SBPP)
 THREE LANTERN MARINE AND FISHING CO. INC (SBPP)
 TIBBETTS ENGINEERING CORP (SBPP)
 TOMMYS TAXI INC (SBPP)
 TOOL & EQUIPMENT CONNECTIONINC (SBPP)
 TOOLE DESIGN GROUP LLC (WBE)
 TOPAZ ENGINEERINGSUPPLY INC (SBPP)
 TOTAL ACCESS OF NEW ENGLAND (SBPP)
 TR ADVISORS LLC (SBPP)
 TRACKER SYSTEMS INC (SBPP)
 TRACY SHEEHAN (SBPP)
 TRAFINFO COMMUNICATIONS INC (MBE, SBPP)
 TRANSACTION ASSOCIATES INC (WBE)
 TRANSLUENCI LLC (M/WBE)
 TRANSITION HOUSE INC (M/W/NPO, SBPP)
 TRANSITIONS CENTERS INC (SBPP)
 TRIPPIS UNIFORMS INC (SBPP)
 TROY R BROWN (SBPP)
 TUCK'S TRUCKS, INC (SBPP)
 TULLY CONSTRUCTION CORP (SBPP)
 TURNER STEEL CO INC (SBPP)
 TYBURSKI APPRAISAL & CONSULTANT SERVS (SBPP)
 UEL CONTRACTORS INC (WBE)
 UNITED CEREBRAL PALSY (SBPP)
 UNITED ELEVATOR COMPANY, INC. (WBE, SBPP)
 UNITED NEIGHBORS OF CLEGHORN (SBPP)
 UPHAMS CORNER COMMUNITY CENTER (SBPP)
 URBAN EDGE HOUSING CORP (M/NPO, SBPP)
 US BEDDING INC (MBE)
 USA COURIERS INC (WBE, SBPP)
 USA MARINE INC (SBPP)
 USNE, INC (SBPP)
 UTEC, INC. (SBPP)
 VALLEY BIKE AND SKI WERKS LLC (SBPP)
 VALLEY WELDING & EQUIPMT INC (SBPP)
 VALUING OUR CHILDREN INC (W/NPO)
 VARANDAS & SONS CONTRUCTION INC (PBE+)
 VAV INTERNATIONAL INC (MBE)
 VENILIA GARDENS INC (M/NPO)
 VENTURA GRAIN CO INC (SBPP)
 VENTURE COMMUNITY SERVICES, INC (W/NPO)
 VERACLOUD TECHNOLOGIES INC (SBPP)
 VETERANS DEVELOPMENT CORPORATION (SBPP, SDVOBE)

VETERANS NORTHEAST OUTREACH (SBPP)
 VICTOR A LEWIS (SBPP)
 VICTORY HUMAN SERVICES INC (M/NPO)
 VISI FLASH RENTALS EASTERN INC (SBPP)
 VIVA CONSULTING LLC (WBE)
 VLINK INC (MBE)
 VOLTREK, LLC (WBE)
 WAKEFIELD MOVING AND STORAGE (SBPP)
 WAREHAM EARLY CHILDHOOD (W/NPO*)
 WATER RESOURCE SERVICES INC (SBPP)
 WAYPOINT ADVENTURE INC (SBPP)
 WAYSIDE TRANS CORP (SBPP)
 WEBJECT SYSTEMS INC (MBE)
 WEBSTER SQUARE DAY CARE (SBPP)
 WELDERS SUPP OF WORCESTER INC (SBPP)
 WELLSRING FARM LLC (WBE)
 WENDY JEHLIN (SBPP)
 WESCOR PARKING CONTROLS INC (WBE, SBPP)
 WEST END DAY NURSERY OF NEW (M/NPO, SBPP)
 WESTERN MASSACHUSETTS TRAINING (W/NPO)
 WESTNET INC (MBE)
 WHITE BRIDGE SOLUTIONS LLC (SBPP)
 WHITTIER STREET HEALTH CTR COMMITTEE INC (M/NPO)
 WILKEM SCIENTIFIC LTD (WBE)
 WILLIAMS ELECTRIC LLC (MBE)
 WILLIAMSON ELECTRICAL CO (SBPP)
 WINTERGREEN KENNELS LTD (SBPP)
 WOLPERT DISPOSAL INC (SBPP)
 WOMANSHELTER COMPANERAS INC (W/NPO, SBPP)
 WOODS HOLE GROUP INC (SBPP)
 WORAD INC (SBPP)
 WORCESTER COMPREHENSIVE ED & CARE INC (SBPP)
 WORCESTER ELEVATOR CO INC (SBPP)
 WORK OPPORTUNITY CENTER INC (SBPP)
 WORKPLACE ESSENTIALS INC (WBE)
 WORKPLACE RESOURCE LTD (WBE, SBPP)
 WORLDTECH ENGINEERING LLC (SBPP)
 WRAPAROUND FAMILY SERVICES INC. (SBPP)
 WSI MANUFACTURING INC (SBPP)
 XFACT INC (MBE)
 XL HYBRIDS, INC. (SBPP)
 YOUNG WOMEN'S CHRIST ASSOC LOWELL (SBPP)
 YOUNG WOMENS CHRISTIAN ASSOC (W/NPO)
 YOUNG WOMEN'S CHRISTIAN ASSOC CENTRAL MA (W/NPO)
 YWCA NORTHEASTERN MASSACHUSETTTS, INC. (W/NPO)
 YWCA OF SOUTHEASTERN MASSACHUSETTS (W/NPO)
 YWCA OF WESTERN MASS (W/NPO)
 ZELUS CONSULTING GROUP LLC (WBE)

Appendix G: Vendor List – Indirect Spending

The following is a list of diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners. These business relationships resulted in Commonwealth indirect spending detailed in this report. Additional notations: *Company certification no longer valid at the time of report publication. + PBE paid for a construction project awarded prior to April 12, 2016. # Spending with this SDP partner was not included in the indirect spending total, because the participating organization did not issue payments to the prime contractor that reported spending with this SDP partner.

1 STOP DESIGN SHOP, INC. (WBE)
 110 TECHNOLOGY, LLC (M/WBE)
 3IVE, LLC (MBE)
 A & A ELECTRICAL SUPPLY CORPORATION (WBE*)
 A J LETOURNEAU, INC. (WBE)
 A MARTINS & SON CONSTRUCTION, INC. (PBE+)
 A&E ENVIRONMENTAL, INC. (WBE)
 A. PEREIRA CONSTRUCTION COMPANY, INC. (PBE+)
 A.R. BELL, INC. (WBE)
 A.R. PLANTE LAND CLEARING & EXCAVATION, LLC (WBE)
 AAA OSHA TRAINING AND SAFETY CONSULTANTS, INC. (WBE)
 AB INNS, LLC (WBE*)
 ABACUS GROUP, INC. (WBE)

ABC HOME & HEALTHCARE PROFESSIONALS, INC. (WBE)
 ABC SOILS, INC. (WBE)
 ABC SPECIALTEES (WBE)
 ABIDE, INC. (WBE)
 ABRIDGE INFO SYSTEMS, INC. (MBE)
 ABSOLUTE RENEWABLE ENERGY, LLC (WBE)
 ABSOLUTE RESOURCE ASSOCIATES, LLC (WBE)
 ACADA COMMUNICATIONS, LLC (WBE)
 ACCENT BANNER, LLC (WBE)
 ACE MEDICAL SERVICES, INC. (MBE)
 ACM GROUP, INC. D/B/A: ATLANTIC-ACM (WBE)
 ACME ABATEMENT CONTRACTOR, INC. (MBE)
 ACORN RECORDING SOLUTIONS, INC. (WBE)

ACP FACILITY SERVICES, INC. (MBE)
 ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD) (M/NPO)
 ACTION STEEL, LLC (MBE)
 ADAM GRAPHIC CORPORATION (WBE)
 ADAMS PLUMBING & HEATING, INC. (WBE)
 ADAMSON INDUSTRIES CORP. (WBE)
 ADCOTRON EMS, INC. (MBE)
 ADF CLEANING SERVICES (WBE)
 ADONAI SPRING WATER, INC. (M/WBE)
 ADROIT MEDICAL SYSTEMS, INC. (VBE)
 ADROIT SOFTWARE, INC. (MBE)
 ADVANCED DETAIL CLEANING SERVICE, INC. (MBE)

AD-VANTAGE, INC. (WBE)
 ADVERTISING PRODUCTS CORPORATION (WBE)
 AFFORDABLE CONSTRUCTION, INC. (MBE)
 AHC ALLIED HEALTHCARE OF NEW ENGLAND, INC. (WBE)
 AHEARN EQUIPMENT, INC. (WBE)
 AJE FINANCIAL CORP. D/B/A: AJE FINANCIAL SERVICES (WBE)
 AKAL ENGINEERING, INC. (MBE#)
 ALARES LLC (SDVOBE)
 ALBANESE BROTHERS, INC. (WBE)
 ALBANY INFORMATION TECHNOLOGY GROUP, LLC (MBE)
 ALGAR CONSTRUCTION CORPORATION (PBE+)
 ALL CITY GLASS & MIRROR CO., INC. (WBE)

ALL SPORTS HEROES UNIFORMS, SPORTING GOODS & PROMOTIONS, INC. (WBE)
 ALL STATE WASTE, INC. (WBE)
 ALL TIME SERVICE, INC. (M/WBE)
 ALLIANCE DETECTIVE & SECURITY SERVICE, INC. (WBE)
 ALLIED BUILDING SERVICES (M/WBE)
 ALPHA OFFICE SUPPLIES, INC. (MBE)
 ALTERNATIVE CREATIVE ENERGY & HVAC, INC. (WBE)
 AMDA ENTERPRISES, INC. D/B/A: NEPM (WBE)
 AMERICA ONE TECHNOLOGIES, INC. (MBE)
 AMERICAN CONTRACT SERVICES, INC. (WBE*)
 AMERICAN EARTH PRODUCTS, INC. (WBE)
 AMERICAN ELECTRICAL CONSTRUCTION, INC. (WBE)
 AMERICAN ENVIRONMENTAL, INC. (MBE)
 AMERICAN GREEN BUILDING CONSTRUCTION SERVICES, INC. D/B/A: AGB CONSTRUCTION SERVICES (MBE)
 AMERICAN MOVING & INSTALLATION, INC. (WBE)
 AMERICAN TELE-CONNECT SERVICES, INC. (WBE)
 AMERICAN TRANSLATION PARTNERS, INC. (M/WBE)
 AMESBURY GLASS & MIRROR, LLC (WBE)
 AMRO ENVIRONMENTAL LABS CORP. (WBE)
 AMY D CONNER D/B/A: PREMIUMS R US (WBE)
 ANALYTICAL EVALUATION CONSULTANTS, LLC (WBE)
 ANDELMAN AND LELEK ENGINEERING, INC. (WBE)
 ANDREW ASSOCIATES, INC. (WBE)
 ANGELINI PLASTERING, INC. (WBE)
 ANNESE ELECTRICAL SERVICES, INC. (WBE)
 ANTONELLIS CONSTRUCTION, INC. (MBE)
 APEX HEALTHCARE SERVICES, INC. (WBE)
 A-PLUS WELDING & ENGINEERING, INC. (MBE)
 APPLE D'OR TREE, INC. (M/WBE)
 APPLIED INSULATION CONCEPTS, LLC (WBE)
 AQUENT, LLC (MBE)
 ARCHITECTURAL ENGINEERS, INC. (WBE)
 ARCHITECTURAL PRODUCTS, INC. (WBE)
 ARGUS COMMUNICATIONS, INC. (MBE)
 ARIMANN BUILDING SERVICES, INC. (MBE)
 ARMANDS CARPET & LINOLEUM CO., INC. (WBE)
 ARROW TIME CONSULTANTS, LLC (M/WBE)
 ART ENGINEERING CORPORATION (MBE)
 ARTEMIS PAINTING, LLC (WBE)
 ARVEST PRESS, INC. (WBE)
 ASA ENVIRONMENTAL PRODUCTS, INC. (WBE)
 ASIAN AMERICAN CIVIC ASSOCIATION, INC. (M/NPO)
 ASIAN COMMUNITY DEVELOPMENT CORPORATION (M/NPO)
 ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE (M/NPO)
 ASSET PERFORMANCE MANAGEMENT, INC. (WBE#)
 ASSOCIATED ALARM SYSTEMS, INC. (WBE)
 ASSOCIATED CAREER NETWORK, LLC (WBE)
 ASSURE ESERVICES, INC. (MBE)
 ATKINSON-WHITWORTH CORPORATION D/B/A: JET-A-WAY (M/WBE)
 ATLANTIC BRIDGE & ENGINEERING, INC. (WBE)
 ATLANTIC CONSTRUCTION & MANAGEMENT, INC. (MBE)
 ATLANTIC DIVERSIFIED MASON CONTRACTORS, INC. D/B/A: ADM (WBE)
 ATLANTIC ENGINEERING ASSOCIATES, INC. (WBE)
 ATTENTIVE HOME CARE, INC. (M/WBE)
 AUTOMATED BUSINESS CONTROLS (WBE)
 AVCO CONSULTING, INC. (MBE)
 AVID IRONWORKS, INC. (WBE)
 AYALA EXCAVATING AND TRUCKING, LLC (MBE)
 AZTEC STEEL, INC. (WBE)
 AZTEC TECHNOLOGIES, INC. (MBE#)
 B+AC, LLC (MBE)
 B3 ENTERPRISES LLC (SDVOBE)
 BALLOON CITY OF BOSTON, INC. (WBE)
 BANNER ENVIRONMENTAL SERVICES, INC. (WBE)
 BARTON'S ANGELS, INC. (WBE)
 BASELINE SUPPLY, LLC (WBE)
 BATALLAS ELECTRIC, INC. (MBE)
 BAY STATE ENVELOPE, INC. (WBE)
 BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE MAINTENANCE OF BOSTON (WBE)
 BAY STATE WATER WORKS SUPPLY, INC. (WBE)
 BAYSIDE MEDICAL SUPPLY CO., INC (SDVOBE)
 BAYSTATE BLASTING, INC. (PBE+)
 BAYTECH SERVICES, INC. (MBE)
 BBCG, LLC D/B/A: VANTAGE GRAPHICS (MBE)

BBE CORPORATION (WBE)
 BE SAFER AT HOME, INC. (WBE)
 BEACON LIGHT & SUPPLY, CO., THE (WBE)
 BEALS & SONS, INC. (WBE)
 BEAVERBROOK STEP, INC. (W/NPO)
 BEHAVIORAL HEALTH INDUSTRY NEWS, INC. D/B/A: OPEN MINDS (WBE)
 BENCHMARK OFFICE SYSTEMS, INC. (WBE)
 BERKSHIRE AREA HEALTH EDUCATION CENTER, INC. (W/NPO)
 BERKSHIRE CONCRETE CUTTING, LLC (WBE)
 BERKSHIRE RESOURCES FOR INTEGRATION OF DIVERSE GROUPS AND EDUCATION, INC. (M/WNPO)
 BERNICE F. LORD, CPA (WBE)
 BEST QUALITY MAINTENANCE SERVICES, INC. (M/WBE)
 BETSY GOLD DESIGN (WBE)
 BETTS PLUMBING & HEATING SUPPLY, INC. (WBE)
 BEVCO ASSOCIATES, INC. (M/WBE)
 BIG GAME OUTFITTERS, INC. (WBE)
 BIGELOW NURSERIES, INC. (WBE)
 BIMSHA CORPORATION (MBE)
 BLUEBIRD TAXI, INC. (MBE*)
 BOELTER & ASSOCIATES (WBE)
 BOSTON BRIDGE SERVICES, INC. (WBE)
 BOSTON CHINATOWN NEIGHBORHOOD CENTER, INC. (M/NPO)
 BRAVA ELECTRIC & TELECOM, INC. (MBE)
 BRENNAN CONSULTING, INC. (WBE)
 BRICKLOGIX, INC. (MBE)
 BRIGHAM INDUSTRIES, INC. (WBE)
 BRIGHT CLEANING SERVICES, INC. (M/WBE)
 BRILJENT, LLC (WBE)
 BRING CARE HOME, INC. (WBE)
 BRISTOL ELDER SERVICES, INC. (W/NPO)
 BROCKTON AREA MULTI SERVICES, INC. (M/NPO)
 BRONNER GROUP, LLC (WBE#)
 BROOKVIEW HOUSE, INC. (M/NPO)
 BROWN, RICHARDSON & ROWE, INC. (WBE#)
 BRYANT ASSOCIATES, INC. (MBE)
 BRYANT WILLIAMS PAINTING COMPANY (MBE)
 BTB CONSTRUCTION, INC. (PBE+)
 BUCKY SPARKLE D/B/A: THE ZENGINEER (MBE)
 BUILDING SCIENCE & CONSTRUCTION, INC. (MBE)
 BULLDOG, INC. (WBE)
 BUYER ADVERTISING, INC. (WBE)
 C & A CONSTRUCTION COMPANY, INC. (PBE+)
 C & C CONSULTING ENGINEERS, LLC (MBE)
 C T S SERVICES, INC. (WBE)
 C&C JANITORIAL SUPPLIES, INC. (WBE)
 C. R. LEVESQUE TRUCKING CORP. (WBE)
 C.E. COMMUNICATION SERVICES, INC. (WBE)
 C.F. MEDICAL, INC. (WBE)
 C.M. CLEANING COMPANY, INC. (WBE)
 CADAN CORPORATION (WBE)
 CALENDAR PRESS, INC. (WBE)
 CAM OFFICE SERVICES, INC. (M/WBE)
 CAMBRIDGE BIOMEDICAL RESEARCH GROUP, INC. (WBE)
 CAPEWAY ROOFING SYSTEMS, INC. (PBE+)
 CAPITAL CITY CONSTRUCTION & MANAGEMENT SERVICES, INC. (WBE)
 CARACAS CONSTRUCTION CORPORATION (MBE)
 CARE LINE INDUSTRIES, INC. (VBE)
 CARIBBEAN FOUNDATION OF BOSTON, INC., THE (M/NPO)
 CARING HEALTH CENTER, INC. (M/NPO)
 CARL-LOUIS & CO., INC. (MBE)
 CAROL'S LIGHTING & SUPPLY COMPANY (M/WBE)
 CASA ESPERANZA, INC. (MBE)
 CASTLE GROUP, INC., THE (WBE)
 CASUAL GOURMET, INC., THE (WBE)
 CATCH THE SCIENCE BUG FOUNDATION, INC. (W/NPO)
 CAUSEMEDIA, INC. D/B/A: MORE ADVERTISING (M/WBE)
 CAVALIER COACH, CORP. (WBE)
 CCK2 CLEANING SERVICES (M/WBE)
 CDW CONSULTANTS, INC. (WBE)
 CEC BUSINESS SOLUTIONS, INC. (M/WBE)
 CENTAUR CONSTRUCTION SERVICES, LLC (M/WBE)
 CENTAUR FOR HUMAN DEVELOPMENT, INC. (W/NPO)
 CENTER FOR SOCIAL INNOVATION, LLC (WBE)
 CENTER OF HOPE FOUNDATION, INC. F/K/A: SOUTHERN WORCESTER COUNTY, ARC, INC. (W/NPO)
 CENTRAL ELECTRICAL SPECIALTY, CORP. (WBE)

CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC. (W/NPO)
 CENTRO COMMUNAL HISPANO, INC. D/B/A: CENTRO LAS AMERICAS (M/NPO#)
 CERTIFIED CONNECTIONS, INC. (MBE)
 CGKV ARCHITECTS, INC. (MBE)
 CHAPMAN CONSTRUCTION GROUP, INC. (WBE)
 CHARLES GEORGE COMPANIES, INC. (WBE)
 CHASE LANDSCAPE, INC. (WBE)
 CHEMGENES, INC. (MBE)
 CHICOPPEE INDUSTRIAL CONTRACTORS, INC. (WBE)
 CHILDREN'S SERVICES OF ROXBURY, INC. (M/NPO)
 CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS (WBE)
 CINNAMON FERN ENVIRONMENTAL DESIGN & CONSTRUCTION (WBE)
 CITY FRESH FOODS, INC. (MBE)
 CITY POINT PARTNERS, LLC (WBE#)
 CITYSCAPES PLANTCARE, INC. (WBE)
 CK FLOORING SOLUTIONS, INC. (WBE)
 CLAYTON, LLC (MBE)
 CLEAN TECH SYSTEMS, INC. (MBE)
 CLIMATECH SERVICE, LLC (MBE)
 COAST AND HARBOR ASSOCIATES, INC. (M/WBE)
 COASTAL TELECOMMUNICATIONS, INC. (WBE)
 COCO RAYNES ASSOCIATES, INC. (WBE)
 CODMAN SQUARE HEALTH CENTER, INC. (M/NPO)
 COGHLIN ELECTRICAL CONTRACTORS, INC. (WBE)
 COLLABORATIVE, INC., THE (MBE#)
 COLLINS-CROCHIERE CONSTRUCTION SERVICES, INC. (WBE)
 COLONIAL SYSTEMS, INC. (WBE)
 COLONY DRYWALL, INC. (PBE+)
 COMMERCIAL CLEANING SERVICE, INC. (WBE)
 COMMON SENSE ENVIRONMENTAL, INC. (WBE)
 COMMUNICATION VIA DESIGN, LTD. (WBE)
 COMMUNITY ACTION OF THE FRANKLIN HAMPSHIRE AND NORTH QUABBIN REGIONS (W/NPO)
 COMMUNITY ADOLESCENT RESOURCE & EDUCATION CENTER, INC. (C.A.R.E.) D/B/A: THE CARE CENTER (W/NPO)
 COMPASS RESTORATION SERVICES, LLC (PBE+)
 COMPETITIVE EDGE SERVICES, LTD. (WBE)
 COMPLETE CLEANING SYSTEM, LLC (WBE)
 COMPU-CALL, INC. (WBE)
 COMTRONICS CORPORATION (WBE)
 CONCORD INFORMATION SYSTEMS, LLC (WBE)
 CONSULTING ENGINEERS GROUP, INC. (WBE)
 CONTEMPORARIES, INC. (WBE)
 CONVENTURES, INC. (WBE)
 COOLSOFT, LLC (MBE)
 COOPERSTOWN ENVIRONMENTAL, LLC (WBE)
 COPLEY WOLFF DESIGN GROUP, INC. (WBE*)
 COPY MASTERS, INC. (MBE)
 CORE ENERGY INSIGHTS, INC. (WBE)
 CORI M. CONNOR-MORSE, CPA (WBE)
 CORPORATE ELECTRIC & ALARMS, INC. (MBE#)
 CORPORATE ENVIRONMENTAL ADVISORS, INC. (WBE*)
 COSTA BROTHERS MASONRY, INC. (PBE+)
 COSTA'S TRUCKING, INC. (PBE+)
 CP INDUSTRIES, LLC (WBE)
 CQ FLUENCY, INC. (M/WBE)
 CRABTREE MCGRATH ASSOCIATES, INC. (PBE+)
 CRACK-SEALING, INC. (WBE)
 CREATIVE IMPRESSIONS, INC. (WBE)
 CREATIVE TOUCH DESIGNS, LLC (WBE)
 CRISPUS ATTUCKS CHILDREN'S CENTER (M/NPO)
 CRONIN TRUCKING & EXCAVATION, INC. (WBE)
 CROSBY SCHLESSINGER & SMALLRIDGE, LLC (WBE)
 CROSS CULTURAL COMMUNICATION SYSTEMS, INC. (WBE)
 CROSSLAND GROUP LTD, THE (WBE)
 CRUZ MANAGEMENT CO., INC. (MBE)
 CSL, INC. (WBE, PBE+)
 CSW, INC. (WBE)
 CULTURE COACH INTERNATIONAL, INC. (WBE)
 CURRIER, MCCABE AND ASSOCIATES, INC. D/B/A: CMA CONSULTING SERVICES (WBE)
 CUSTOM BUSINESS PRODUCTS (WBE)
 CUSTOM NETWORKS, INC. (MBE)
 CUSTOM STITCH, LLC (WBE)
 CUTTING EDGE ENVIRONMENTAL, INC. (WBE)

CUTTING EDGE INSTALLATIONS INCORPORATED (WBE)
 CX ASSOCIATES, LLC (WBE)
 D & A STEEL, INC. (WBE*)
 DAGLE ELECTRICAL CONSTRUCTION CORP. (WBE)
 DANIEL G SILVA D/B/A: D SILVA TRUCKING (MBE)
 DATASYS CORPORATION (WBE)
 DAVISKELLY, LLC (WBE)
 DAVISKELLY, LLP F/K/A: RANDALL S. DAVIS & COMPANY, LLP (MBE)
 DB HEALTHCARE, INC. (MBE)
 DEBRA BLATT D/B/A: GROUP RESTORATION (WBE)
 DELTAMINE, INC. (M/WBE)
 DELUCCA FENCE COMPANY, INC. (WBE)
 DEPAOLI MOSAIC COMPANY, INC. (WBE)
 DEPENDABLE MASONRY CONSTRUCTION COMPANY, INC. (MBE)
 DERENZY DOCUMENT SOLUTIONS, INC. (WBE)
 DESIGN CONSTRUCTION & CONSULTING SERVICES, INC. (MBE)
 DESIGN PRINCIPLES, INC. (WBE)
 DETOUR CONSTRUCTION, LLC (PBE+)
 DEWEY SERVICE CORP. (MBE)
 DHK ARCHITECTS, INC. (MBE)
 DIETZ & COMPANY ARCHITECTS, INC. (WBE)
 DIMOCK COMMUNITY HEALTH CENTER (M/NPO)
 DIVERSIFIED MARKETING GROUP, LLC (WBE)
 DIVERSIFIED SYSTEMS, INC. (MBE)
 DIVERSITY STUDIO, INC. D/B/A: BLUE BUMBLE CREATIVE (WBE)
 DL WAREHAM, INC. D/B/A: FIRST CALL TRUCKING & COURIER (WBE)
 DM SYSTEMS, INCORPORATED (VBE)
 DOCUMENT TECHNOLOGIES, INC. (WBE)
 DOLPHIN RESOURCE GROUP, INC. (WBE)
 DOMINGO GONZALEZ ASSOCIATES, INC. (MBE#)
 DON MARTIN CORPORATION (MBE)
 DONE RIGHT BUILDING SERVICES, INC. (MBE)
 DORIS O. WONG ASSOCIATES, INC. (M/WBE)
 DOTCOM TEAM, LLC, THE (MBE)
 DOVE, INC. D/B/A: DOMESTIC VIOLENCE ENDED INC. (W/NPO)
 DOW COMPANY, INC., THE (WBE*)
 DPV TRANSPORTATION, INC. (MBE)
 DRAIN SHOOTER, INC. (WBE)
 DREAM COLLABORATIVE, LLC (MBE)
 DUSEAU TRUCKING, LLC (WBE)
 DYNAMIC JANITORIAL CLEANING, INC. (M/WBE)
 DYNAMIC SCHEDULING SOLUTIONS, INC. (WBE)
 E ALVES CLEANING SERVICE, INC. (WBE#)
 E. T. & L. CONSTRUCTION CORP. (WBE*)
 EARLYBIRD POWER, LLC (MBE)
 EAST COAST MICROWAVE DISTRIBUTORS, INC. (WBE*)
 EASTERN BAG & PAPER COMPANY, INC. D/B/A: EBP SUPPLY SOLUTIONS (WBE)
 EASTWIND CORPORATION (MBE)
 ECLINICALWORKS, LLC (MBE)
 ECO WASTE DISPOSAL & CONTAINER STORAGE, INC. (MBE)
 ECONOMIC MOBILITY PATHWAYS, INC. (W/NPO)
 EDM CONSTRUCTION, INC. (WBE)
 EDUARDO BERNSTEIN TRANSLATIONS, LLC (MBE)
 EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC. (W/NPO)
 EES SILVER, LLC D/B/A: HOMEWATCH CAREGIVERS (WBE)
 EGLAHR PR & MEDIA (WBE)
 EINSTEIN'S SOLUTIONS, INC. (WBE)
 ELECTRONIC SECURITY & CONTROL SYSTEMS, INC. (WBE)
 ELIZABETH STONE HOUSE, INC., THE (M/NPO)
 ELLANA, INC. (WBE)
 ELLCO PROMOTIONS, INC. (WBE)
 EMERALD EXCAVATING CO, INC. (WBE)
 EMILY ROTHCHILD D/B/A: ROTHCHILD & ASSOCIATES (WBE)
 EMILY SPER D/B/A: BLUE IRIS DESIGN (WBE*)
 ENCOMPASS PREMIUMS & APPAREL (WBE)
 ENCORE IMAGES, INC. (WBE)
 ENERGY FEDERATION, INC. (WBE#)
 ENVIRONMENTAL INTEGRITY COMPANY, LLC (MBE)
 ENVIROTECH ASSOCIATES, INC. (WBE)
 ENVISION PERFORMANCE SOLUTIONS, INC. (WBE)
 EOS APPROACH, LLC D/B/A: PROSHRED SECURITY (WBE)
 ERA HEALTH, LLC (SDVOBE)
 ERGO GIRLS, INC., THE D/B/A: ERGONOMIC WORKSTATION SOLUTIONS (WBE)
 ERGONOMIC GROUP, INC., THE (WBE)
 ESENSE INCORPORATED (MBE)

ESSEX NEWBURY NORTH CONTRACTING CORPORATION (MBE)
 ETEAM, INC. (MBE)
 EVERETT APPLIANCE SERVICE (MBE)
 EXCEL NURSING SERVICES, INC. (WBE)
 EXPERTCON, INC. (MBE)
 F C CONSTRUCTION CORPORATION (PBE+)
 F L & A TRANSPORTATION COMPANY, INC. (MBE)
 FAIRFAX DATA SYSTEMS, INC. (MBE)
 FAMILY DAY CARE PROGRAM, INC. (MBE)
 FEDERAL CONCRETE, INC. (WBE)
 FENNICK MCCREDIE ARCHITECTURE, LTD. (WBE)
 FERNANDES MASONRY, INC. (PBE+)
 FERNANDEZ & ASSOCIATES (MBE)
 FERREIRA TOWING, INC. (WBE)
 FIBER OPTIC INTERCONNECT SOLUTIONS, INC. (WBE)
 FIBER OPTIC SPLICING & TESTING, INC. (WBE)
 FILLION ASSOCIATES, INC. (WBE)
 FILLIONS LANDSCAPING, INC. (WBE)
 FIRSTWORLD USA, INC. D/B/A: TERMINAL EXCHANGE SYSTEMS (MBE)
 FISHER CONTRACTING CORPORATION (M/WBE)
 FITZGERALD & HALLIDAY, INC. (WBE)
 FLETCHER SEWER & DRAIN, INC. (WBE)
 FLUOROLITE PLASTICS, INC. (WBE)
 FOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC. (WBE)
 FORM 10 GROUP (SDVOBE)
 FORT HILL INFRASTRUCTURE SERVICES, LLC (SDVOBE#)
 FORTRESS, INC. D/B/A: FORTRESS EMERGENCY PREPAREDNESS SERVICES (MBE)
 FOWLER PRINTING & GRAPHICS, INC. (WBE)
 FRANKLIN ANALYTICAL SERVICES, INC. (WBE)
 FRASER ENGINEERING COMPANY, INC. (WBE)
 FRAWLEY ENGINEERING PC (WBE)
 FREEMAN COMPANIES, LLC D/B/A: FREEMAN COMPANIES MA, LLC (MBE)
 FRONT LINE, INC. (WBE)
 FT. HILL SIGN PRODUCTS COMPANY (WBE)
 FULLERTON ENGINEERING CONSULTANTS, INC. (MBE)
 FURNITURE SYSTEMS MANAGEMENT, INC. (WBE)
 G A BLANCO & SONS, INC. (MBE)
 GAAMHA, INC. (W/NPO)
 GANDARA MENTAL HEALTH CENTER, INC. (M/NPO)
 GANGI PRINTING, INC. (WBE)
 GENERAL AIR CONDITIONING & HEATING, INC. (MBE)
 GEOLOGIC-EARTH EXPLORATION, INC. (WBE)
 GEO-MED, LLC (SDVOBE)
 GEOTEK ENGINEERING, INC. (WBE)
 GILBERT & BECKER COMPANY, INC. (WBE)
 GILLETTE RESTAURANT EQUIPMENT, INC. (WBE)
 GLADDEN & METZ, INC. (SDVOBE)
 GLOBAL BLUE DVBE INC. (SDVOBE)
 GLOBAL CARE PROVIDERS, LLC (MBE)
 GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)
 GMT CONSTRUCTION AND PAINTING SERVICES CORPORATION (M/WBE)
 GO GREEN SOLUTIONS, INC. (M/WBE)
 GO TRUCKING, LLC (WBE)
 GOMES CONSTRUCTION COMPANY, INC. (WBE, PBE+)
 GOULD-SHERWOOD CONSULTING, LLC (WBE)
 GOVERNOR'S GARDEN (WBE)
 GP3 DESIGN (MBE)
 GRANITE CITY ELECTRIC SUPPLY COMPANY, INC. (WBE)
 GRANITE PRINT, LLC (WBE)
 GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC. (M/NPO)
 GREATER LAWRENCE FAMILY HEALTH CENTER, INC. (W/NPO)
 GREEN CASTLE BUSINESS SOLUTIONS, LLC (MBE, VBE)
 GREEN INSULATION, INC. (WBE)
 GREEN INTERNATIONAL AFFILIATES, INC. (MBE)
 GREEN SEAL ENVIRONMENTAL, INC. (M/WBE)
 GREENFIELD GLASS CO, INC. (WBE)
 GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC. (WBE)
 GRIMES OIL CO., INC. (MBE)
 GRINNELL APPRECIATIVE CONSULTING, LLC (WBE)
 GT EXCAVATING CORPORATION (WBE)
 GUARDIAN HEALTHCARE, LLC (M/WBE)
 GUSTIN ADVERTISING GROUP, INC. (WBE)
 GUY BROWN MANAGEMENT, LLC (MBE)
 H B WELDING, INC. (WBE)

H&A STEEL, LLC (MBE)
 H.M. NUNES & SONS CONSTRUCTION, INC. (WBE)
 HAGER GEOSCIENCE, INC. (WBE)
 HAGER-RICHTER GEOSCIENCE, INC. (WBE)
 HARBOR HEALTH SERVICES, INC. (M/W/NPO)
 HARBORCOV, INC. (W/NPO)
 HARRIS MILLER MILLER & HANSON, INC. D/B/A: HMMH (WBE#)
 HAWKINS POINT PARTNERS, LLC (WBE)
 HEALING ABUSE WORKING FOR CHANGE, INC. (HAWC) (WBE)
 HEALTH CARE PHARMACY, INC. (WBE)
 HEALTH IMPERATIVES, INC. (W/NPO)
 HEALTH QUARTERS (W/NPO)
 HEALTHY CHILDREN PROJECT, INC. (W/NPO)
 HELCO SAFETY EQUIPMENT CORPORATION (WBE)
 HELP SERVICES NETWORK, INC. (M/NPO)
 HENRY GENERAL CONTRACTORS, INC. (MBE)
 HERBERT CONSTRUCTION & TILE CO., INC. (MBE)
 HERITAGE CONSTRUCTION & SUPPLY (WBE)
 HI WAY SAFETY SYSTEMS, INC. (WBE)
 HIBBERT ELECTRICAL COMPANY, LLC (MBE)
 HICKS AUTO BODY, INC. (MBE)
 HIRE PARTNERSHIP, LLC (M/WBE)
 HISPANIC RESOURCES, INC. (M/NPO)
 HOLLISTER STAFFING, INC. (WBE)
 HOLM & ASSOCIATES, INC. (WBE*)
 HOLMBERG & HOWE, INC. (WBE)
 HOLYOKE HEALTH CENTER, INC. (M/NPO)
 HOME HEALTH RESOURCES, INC. (WBE)
 HORIZON SERVICES CORPORATION (MBE)
 HORTON LEES BROGDEN LIGHTING DESIGN, INC. (WBE)
 HOW'S WORK, INC. (WBE)
 HUB TESTING LABORATORY, INC. (WBE)
 HUMAN SERVICE FORUM, INC. (W/NPO)
 HURST LANDSCAPING, INC. (MBE)
 ICE WORLDWIDE, LLC (WBE)
 ICON ARCHITECTURE, INC. (WBE)
 IDS HIGHWAY SAFETY, INC. (WBE)
 INDUSTRIAL HEAT TREATING, INC. (WBE*)
 INFINART, INC. (WBE)
 INITIATIVES, INC. (WBE)
 INNOVATIONS GROUP, INCORPORATED, THE (WBE)
 INNOVATIVE DATA, LLC (WBE)
 INNOVATIVE PROMOTIONAL CONCEPTS (WBE)
 INNOVATIVE SAFETY SERVICES, INC. (WBE)
 INQUILINOS BORICUAS EN ACCION, INC. (M/NPO)
 INSIDE OUT COMMUNICATIONS, INC. (M/WBE)
 INSTITUTE FOR EDUCATION AND PROFESSIONAL DEVELOPMENT, INC., THE (WBE)
 INSTITUTE FOR HEALTH AND RECOVERY (W/NPO#)
 INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE AGENCY, INC. (MBE)
 INTELLIGENT SYSTEMS AND CONTROLS CONTRACTORS, INC. (WBE*)
 INTERIOR RESOURCES GROUP, LLC (WBE)
 INTERIOR RESOURCES OF NEW ENGLAND (WBE)
 INTERNATIONAL HEALTH SERVICES, INC. (WBE)
 INTERPRETERS AND TRANSLATORS, INC. (M/WBE)
 INTERPRETERS ASSOCIATES, INC. (M/WBE)
 INTOTALITY, INC. (M/WBE)
 IT MANTRA, LLC (M/WBE)
 IZ SCHWARTZ APPLIANCE WAREHOUSE, INC. (WBE)
 J & J CONTRACTORS, INC. (MBE)
 J & J DRIVING SCHOOL AND LOGISTICS, INC. (MBE)
 J & S CONCRETE PUMPING AND GROUTING, INC. (WBE)
 J C ELECTRIC, INC. (MBE)
 J COUGLER, INC. (WBE)
 J F SHINE MECHANICAL, INC. (WBE)
 J REGO TRUCKING, INC. (WBE)
 J TROPEANO, INC. (WBE)
 J. L. ENTERPRISES, INC. (WBE)
 J.A.J. TILE COMPANY, INC. (WBE)
 JACKSON GLASS, INC. (WBE)
 JACQUELINE ELECTRIC AND CONTRACTING, INC. (WBE)
 JAKE NELLY AND ASSOCIATES (MBE)
 JAMES GALVIN ELECTRIC COMPANY, INC. (WBE)
 JANE FREEDMAN LAW, LLC (WBE)
 JASON TRUCKS, INC. (MBE)
 JASONICS SECURITY CORPORATION (WBE)

JAYDE CORPORATION (MBE)
 JAZZY SPORTSWEAR PROMOTIONAL COMPANY, LLC (MBE)
 JBL CONSTRUCTION CO., INC. (PBE+)
 JEREZ, LLC (M/WBE)
 JIMENEZ & SON CONSTRUCTION CO., INC. (MBE)
 JKMIJR, LLC (WBE)
 JLS MEDICAL PRODUCTS GROUP, LLC (VBE)
 JM FISKE ENVIRONMENTAL (WBE)
 JO ANN BENTLEY ARCHITECT, INC. (WBE)
 JOAN B. HONIG (WBE)
 JOANNE FRANKLIN, INC. (WBE)
 JOHN GALT STAFFING, INC. (WBE)
 JOHN K. DIETRICH & ASSOCIATES, INC. D/B/A: CLASSIC GRAPHX (WBE)
 JOHN LEONARD EMPLOYMENT SERVICES, INC. (WBE)
 JOHNSON & HILL STAFFING SERVICES, INC. (WBE)
 JOHNSON LUMBER CO., INC. (WBE)
 JORDAN ENTERPRISES, INC. D/B/A: SD VISUAL IMAGES (MBE)
 JOS HEALTHCARE STAFFING, INC. (MBE)
 JOSEPH COHN & SON, INC. (WBE)
 JUDY K. WALLACE (WBE*)
 JULES CATERING, INC. (WBE)
 JUST-A-START CORPORATION (W/NPO)
 JUSTICE RESOURCE INSTITUTE (W/NPO)
 JYL TRANSPORTATION, INC. (WBE)
 K DAPONTE CONSTRUCTION CORPORATION (PBE+)
 K-9 MERCANTILE PROTECTION, INC. (M/WBE)
 KAREN L. STACEY D/B/A: KREATIVE LEARNING SOLUTIONS (WBE)
 KARMA ENVIRONMENTAL SERVICES, INC. (WBE)
 KEANE FIRE & SAFETY EQUIPMENT CO., INC. (WBE)
 KEATING CONSULTING, INC. (WBE)
 KEMPER CORPORATION (WBE)
 KENAD SG MEDICAL INC. (SDVOBE)
 KENNEY MASONRY, LLC (WBE)
 KERMA MEDICAL PRODUCTS, INC. (VBE)
 KEVILLE ENTERPRISES, INC. (WBE)
 KIDS UNLIMITED SERVICES, INC. (W/NPO)
 KIESSLING TRANSIT, INC. (WBE)
 KITCHENMAKERS BCCS WINDOOR GROUP, LLC (MBE)
 KITTRIDGE EQUIPMENT COMPANY, INC. (WBE)
 KNF&T, INC. (WBE)
 KO STONE, INC. (MBE)
 KOOL, INK., LLC D/B/A: SIR SPEEDY PRINTING OF BLOOMFIELD (MBE)
 KREATE AND PRINT, INC. (M/WBE)
 KROKIDAS & BLUESTEIN, LLP (WBE*)
 KT & T DISTRIBUTORS, INC. (MBE)
 L & L CONTRACTING, INC. (WBE)
 L A L CONSTRUCTION COMPANY, INC. (PBE+)
 L P COLLEGE, INC. (WBE)
 L.A.L. MASONRY CO., INC. (WBE)
 L1 ENTERPRISES INCORPORATED (SDVOBE)
 LA ALIANZA HISPANA, INC. (M/NPO)
 LADYBUG PEST CONTROL SERVICES, INC. (WBE)
 LAMSON ENGINEERING CORPORATION (MBE)
 LANCASTER PACKAGING, INC. (M/WBE)
 LANCO SCAFFOLDING, INC. (MBE)
 LANE PRINTING CO., INC. (WBE)
 LANGUAGE BRIDGE, LLC (WBE)
 LASER KARE TECHNOLOGY, INC. (WBE)
 LAW OFFICES OF KATHLEEN A. MOORE (WBE)
 LAWHORN IRRIGATION, INC. (MBE)
 LC SYSTEMS (WBE)
 LEAD IT CORPORATION (M/WBE)
 LEE, YEE & CO., PC (MBE)
 LEELYN SOLUTIONS, LLC (WBE)
 LENA SAETRE-GRANT D/B/A: THE RED APPLE (WBE)
 LENOX CONSTRUCTION COMPANY, INC. (WBE)
 LETTERLOGIC, INC. (WBE*)
 LEXICON ENERGY CONSULTING, INC. (WBE)
 LIBERTY PRINTING CO., INC., THE (WBE)
 LIGHTHOUSE MASONRY, INC. (PBE+)
 LIGHTHOUSE PLACEMENT SERVICES, LLC (WBE*)
 LIM CONSULTANTS, INC. (M/WBE)
 LIN ASSOCIATES, INC. (MBE)
 LINA CIUFFO CONSTRUCTION CORPORATION (M/WBE)
 LIZ PAGE ASSOCIATES (WBE)
 LOGICAL ENVIRONMENTAL SOLUTIONS, LLC (WBE)
 LOIS L. LINDAUER SEARCHES, LLC (WBE)

LUDLOW CONSTRUCTION COMPANY, INC. (PBE+)
 LY CONSULTING ENGINEERS, INC. (MBE)
 LYNCH ASSOCIATES, INC. (WBE)
 LYNN LADDER & SCAFFOLDING CO., INC. (WBE)
 M & M CONTRACT CLEANING, INC. (MBE)
 M & R CONSULTANTS CORP. (MBE)
 M G DENSON ELECTRICAL SERVICES, INC. (MBE)
 M R ENTERPRISES, INC. (WBE#)
 M&A ARCHITECTURAL PRESERVATION, INC. (WBE)
 M. FRANK HIGGINS & CO., INC. (WBE)
 M. S. PELTIER INSURANCE SERVICES, LLC (MBE)
 M.D. STETSON COMPANY, INC. (WBE)
 M.E. O'BRIEN & SONS, INC. (WBE)
 MADISON PARK DEVELOPMENT CORPORATION (MBE#)
 MAESTRI CONSULTANTS, INC. (WBE)
 MAGIC SPOON, THE (WBE)
 MALLORY HEADSETS, INC. (M/WBE)
 MALONEY PROPERTIES, INC. (WBE)
 MANNY R. PAVING & CONTRACTING, INC. (MBE)
 MANUEL VEGA D/B/A: ALL DRAIN SERVICES, INC. (MBE)
 MANUS MEDICAL LLC (SDVOBE)
 MARATHON MEDICAL CORPORATION (SDVOBE)
 MARIA FALLON ELECTRICAL SERVICES, LLC (M/WBE)
 MARIO'S OIL CORP (MBE)
 MARK E. MEACHAM, INC. D/B/A: MEACHAM HEATING COOLING AND ENERGY SOLUTIONS (WBE)
 MARKINGS, INC. (WBE)
 MARLBOROUGH TRUCKING, INC. (WBE)
 MARMELO BROS. CONSTRUCTION CO., INC. (PBE+)
 MARSHA M. MORRIS AND ASSOCIATES INTERNATIONAL (M/WBE*)
 MARTINEZ COUCH & ASSOCIATES, LLC (MBE)
 MARY CASEY, INC. D/B/A: THE HARBOR LAW GROUP (WBE)
 MARY HELEN MARINA, MSM, OTR/L (M/WBE)
 MARY NASH D/B/A: NASH INSIGHTS (WBE)
 MASS JANITORIAL SUPPLIES, INC. (M/WBE)
 MATTAPAN COMMUNITY HEALTH CENTER (M/NPO)
 MAYFLOWER MAIDS, INC. (WBE)
 MCCOY & ANDERSON FENCE, INC. (MBE)
 MCRAE HILL CORPORATION (M/WBE)
 MCSORLEY-KERY DESIGN (WBE)
 MDK BRAND MANAGEMENT, LLC (M/WBE)
 MEDEIROS HYDROSEEDING & LANDSCAPING CONSTRUCTION, INC. (PBE+)
 MELISSA GILROY, CPA (WBE)
 MELO'S ROBBUSTERS, INC. (WBE, PBE+)
 MENTAL HEALTH ASSOCIATION, INC. (WBE#)
 METROPOLITAN HOME HEALTH SERVICES, INC. (WBE)
 MG PRODUCTS, LLC (WBE)
 MICHELLE CROWLEY LANDSCAPE ARCHITECTURE, LLC (WBE)
 MICROTEK, INC. (WBE)
 MIDTOWN HOME HEALTH SERVICES, INC. (M/WBE)
 MIKYOUNG KIM DESIGN, LLC (M/WBE)
 MILHENCH, INC. D/B/A: MILHENCH SUPPLY (WBE)
 MILL CITY ENVIRONMENTAL CORPORATION (MBE)
 MILLENNIUM PRINTING CORPORATION (WBE)
 MINUTEMAN TRUCKS, INC. (MBE)
 MJH COMMUNICATIONS (WBE)
 MJM CONSTRUCTION CORP., INC. (PBE+)
 MJW MEDICAL SOLUTIONS, INC. (SDVOBE)
 MLM STRATEGIES, LLC (WBE)
 MNJ TECHNOLOGIES DIRECT, INC. (WBE)
 MODULEASE CORPORATION (WBE)
 MOHARDESIGN, LLC (WBE)
 MOLARI, INC. D/B/A: MOLARI EMPLOYMENT AND HEALTH CARE SERVICES (WBE)
 M-O-N LANDSCAPING, INC. (PBE+)
 MONAGHAN PRINTING CO., INC. (WBE)
 MONAHAN GROUP, INC. (THE) (WBE)
 MOORE & ISHERWOOD COMMUNICATIONS, INC. (WBE)
 MORLU MARVIE D/B/A: DURCLEAN SERVICES (MBE)
 MORTEKSOLUTIONS, INC. (MBE)
 MOUYENGA GROUP CORP., (MG) (MBE)
 MUP SOLUTIONS, INC. (WBE)
 MURPHY, EDWARDS, GONCALVES AND FERRERA, PC (WBE)
 MVP TESTING, LLC (M/WBE)
 MY MARKETING SOLUTIONS, INC. (WBE)
 N L CONSTRUCTION, INC. (WBE)

NALEY, INC. D/B/A: PALOMAR PRINTING (WBE)
 NAUGHTON ENERGY CORP (M/WBE)
 NAYLOR TECHNOLOGY XCHANGE, LLC D/B/A: OFFICEWORKS (MBE)
 NEUTRAL POSTURE, INC. (WBE)
 NEW BEDFORD FLOOR COVERING SALES COMPANY, INC. (WBE)
 NEW BEDFORD PEST CONTROL, INC. (WBE)
 NEW ENGLAND CONCRETE SERVICES, INC. (PBE+)
 NEW ENGLAND FARM WORKERS COUNCIL, INC. (M/NPO)
 NEW ENGLAND HEALTHCARE CONTRACTORS, LLC (MBE)
 NEW ENGLAND HIGHWAY TECHNOLOGIES, LLC (MBE)
 NEW HORIZONS TELECOM, INC (SDVOBE)
 NEWTON DISTRIBUTING COMPANY, INC. (WBE)
 NEXT LEVEL PROMOTIONS, LLC (WBE)
 NG ENVIRONMENTAL CONTRACTORS, LLC (MBE)
 NITSCH ENGINEERING, INC. (WBE)
 NOBIS ENGINEERING, INC. (MBE#)
 NOBSCOT SUPPLY COMPANY (WBE)
 NORFOLK POWER EQUIPMENT, INC. (WBE)
 NORTH BAY COMPANY, INC. (WBE)
 NORTH SHORE STEEL COMPANY, INC. (MBE)
 NORTHEAST ENVIRONMENTAL LABORATORY, INC. (WBE)
 NORTHEAST TRAFFIC CONTROL SERVICES, INC. (WBE*)
 NORTHSTAR LEARNING CENTERS, INC. (M/NPO)
 NOVEL IRON WORKS, INC. (WBE)
 NOVER-ARMSTRONG ASSOCIATES, INC. (WBE)
 NS CONTRACTING CO., INC. (M/WBE)
 NU-CHECKER, INC., D/B/A: RED CAB (M/WBE)
 NWN CORPORATION (WBE*)
 OCCUPATIONAL HEALTH CONNECTIONS, INC. (WBE)
 OFFSHORE CONSTRUCTION, INC. (WBE)
 OHS TRAINING & CONSULTING, INC. (WBE)
 ONE LIFE AT A TIME, INC. (W/NPO)
 ON-TIME PAYROLL SERVICES, LLC (WBE)
 ONYX SPECTRUM TECHNOLOGY, INC. (M/WBE)
 OOT-SHERIDAN CONSULTING (WBE)
 OPTIMUM BUILDING & INSPECTION SERVICES, INC. (MBE)
 OPTIMUM TRANSPORTATION, LLC (M/WBE)
 OPUS DESIGN, LLC (WBE)
 OSBORNE B GAUGH, INC. (WBE)
 OSS, CORP. (SDVOBE)
 OUTKAST ELECTRICAL CONTRACTORS, INC. (MBE)
 OVERTURE PARTNERS, LLC (WBE)
 P L JONES & ASSOCIATES, PC (WBE)
 P L KRYNICKI INSURANCE AGENCY (WBE)
 P&W ENTERPRISES, LLC D/B/A: IMAGE RESOLUTIONS (WBE)
 PACELLA ENTERPRISES, INC. (WBE)
 PACKARD DESIGN, INC. (WBE)
 PALMER TRAILER SALES CO., INC. (WBE)
 PAMELA PERINI CONSULTING (WBE)
 PAMELA SANDLER, AIA ARCHITECT (WBE)
 PARADISE COPIES, INC. (WBE)
 PARENT PRAKOP & ASSOCIATES INSURANCE AGENCY, INC. (WBE)
 PATHWAYS FOR CHANGE, INC. (W/NPO)
 PATIENT CENTERED MEDICAL CARE, INC. (M/WBE)
 PATRIOT PETROLEUM, INC. (WBE)
 PATRIOT TRAFFIC, LLC (WBE)
 PAVAO CONSTRUCTION COMPANY, INC. (PBE+)
 PEABODY PROPERTIES, INC. (WBE)
 PEER CONSULTANTS, P.C. (M/WBE)
 PEERLESS FINANCIAL SOLUTIONS, INC. (WBE)
 PEGASUS COURIER SERVICE, INC. (MBE*)
 PEST END, INC. (WBE)
 PINA CONTAINER SERVICE, LLC (MBE)
 PINCK & CO., INC. (WBE)
 PINNICK CONSTRUCTION & ASSOCIATES, LLC (MBE*)
 PIONARCH, LLC (WBE)
 PIQUETTE & HOWARD ELECTRIC SERVICE, INC. (SDVOBE)
 PJ SPILLANE COMPANY, INC. (WBE)
 PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS (MBE)
 PLACES ASSOCIATES, INC. (WBE)
 PLAYFUL MINDS, LLC (WBE)
 POPULUS GROUP, LLC (MBE*)
 POTENTIAL HORIZONS REALIZED (M/WBE)
 POTENZA CONSTRUCTION COMPANY, LLC (MBE)
 POWDER HORN PRESS, INC. (WBE)
 POWER ENGINEERING CO., INC. (WBE)
 PRECISION ENGINEERING, INC. (WBE)

PREFERRED CONTRACTORS, INC. (WBE)
 PREMIER ABATEMENT & LABOR SERVICES, INC. (MBE)
 PRESERVATION TECHNOLOGY ASSOCIATES (WBE)
 PRICE SOURCE, LLC D/B/A: SPEEDPRO IMAGING (MBE)
 PRIME AE GROUP, INC (MBE)
 PRINT & MORE ASSOCIATES, INC. (MBE)
 PRINTABLETees, LLC (M/WBE*)
 PRIOR ENVIRONMENTAL SERVICES, INC. (WBE)
 PRISTINE ENGINEERS, INC. (MBE)
 PRO PAVING & EXCAVATING, INC. (PBE+)
 PROAV SYSTEMS, INC. (M/WBE)
 PROCOMM SOLUTIONS, INC. (WBE)
 PRODUCTION LINE SUPPORT, INC. (MBE)
 PROFESSIONAL FIRE & SECURITY, INC. (WBE)
 PROFORMA PRINT & PROMOTIONAL SOLUTIONS (WBE*)
 PROV CITY GROUP, LLC (MBE)
 PROVERB, LLC (MBE)
 PRO-WEST & ASSOCIATES, INC. (WBE)
 PRUDENTIAL DOOR & WINDOW, INC. (WBE)
 PSM CONSTRUCTION (MBE)
 PYRAMID PRINTING AND ADVERTISING, INC. (WBE)
 PYRAMID TECHNOLOGY SERVICES, INC. (WBE)
 QUADRANT HEALTH STRATEGIES, INC. (WBE)
 QUALITY MATRIX, INC. (M/WBE)
 QUICK PRINT LTD., INC. D/B/A: QPL, INC., THE IMAGE GROUP (WBE)
 QUINN CABLE TECHNOLOGY (WBE)
 QUINN DAVID & ASSOCIATES, LLC (MBE)
 R L ADAMS TILE CONTRACTING, INC. (WBE)
 R M TECHNOLOGIES, INC. (MBE)
 R N THOMAS CONSULTING GROUP, INC. (MBE*)
 R O U CONSTRUCTION, INC. (MBE)
 R. A. D. EMPLOYMENT SERVICES, INC. (WBE)
 R. A. MITCHELL CO., INC. (WBE)
 R.A. HAMMOND CONSTRUCTION CORPORATION (WBE)
 R.J. NARDONE CONSTRUCTION, INC. (WBE)
 RACHEL MORAN ENGINEERING, INC. D/B/A: R M ENGINEERING, INC. (WBE)
 RADAR SOLUTIONS INTERNATIONAL, INC. (WBE)
 RAMCO SURVEY STAKES CO., INC. (WBE)
 RANSFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)
 RAPPORT INTERNATIONAL, LLC (WBE)
 RAY HALUCH, INC. (WBE)
 RAZZ-M-TAZZ PROMOTIONS, LLC (WBE)
 RBV AND SONS INCORPORATED (MBE)
 READY 2RUN GRAPHIC (SDVOBE)
 REAL COOL PRODUCTIONS, INC. (WBE)
 REALE ASSOCIATES, INC. (WBE)
 REBARS & MESH, INC. (WBE)
 RED TECHNOLOGIES, LLC (WBE)
 REGINA VILLA ASSOCIATES, INC. (WBE)
 REGIS STEEL CORPORATION (MBE)
 REIDY ASSOCIATES (WBE)
 RELIABLE BUS LINES, INC. (MBE)
 RESOURCE CONNECTION, INC. (THE) (WBE)
 RESTORATION PROJECT, INC. (W/NPO)
 RE-STREAM CO. (WBE)
 RICHARD W REID ELECTRICAL CO., INC. (MBE)
 RIMMER ENVIRONMENTAL CONSULTING, LLC (WBE)
 RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC. (M/WBE)
 ROAD-WAY MAINTENANCE SERVICES, INC. (WBE)
 RONALD PIERRE-LOUIS, CPA LLC (MBE)
 ROSALES + PARTNERS, INC. (MBE#)
 ROXBURY TECHNOLOGY, LLC (M/WBE)
 ROYAL, P.C. (WBE)
 RSE ASSOCIATES, INC. (MBE)
 RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER (MBE)
 RWM ENGINEERING, INC. (MBE)
 RYAN-BIGGS CLARK DAVIS ENGINEERING & SURVEYING, P.C. (WBE)
 S & F CONCRETE CONTRACTORS, INC. (PBE+)
 S O S CORPORATION (WBE)
 S. BARZOLA CONCRETE CORP. (M/WBE)
 SAAM ARCHITECTURE, LLC (WBE)
 SAFETY LOCATORS, LLC (WBE)
 SAHASRA TECHNOLOGIES CORP. (M/WBE)
 SAMBO OKOLO & COMPANY, LLC (MBE)
 SAMIOTES CONSULTANTS, INC. (WBE)

SAN, INC. D/B/A: OMNI DIGITAL PRINTERS (MBE)
 SAR ENGINEERING, INC. (MBE)
 SAUGUS CONSTRUCTION CORPORATION (M/WBE)
 SAVIN ENGINEERS P C (MBE)
 SAVIN PRODUCTS COMPANY, INC. (WBE)
 SAVVY STAFFING SOLUTIONS, LLC (WBE)
 SAY YES INSTITUTE (WBE)
 SCHEDULE DYNAMICS, INC. (WBE)
 SCHWARTZ HANNUM PC (WBE)
 SDA CONSULTING, INC. D/B/A: SDA (M/WBE)
 SEACOAST ASPHALT SERVICES, INC. (WBE)
 SEALCOATING, INC. (WBE*)
 SEATING, INC. (WBE)
 SECURITY CONSTRUCTION SERVICES, INC. D/B/A: SECURITY FENCE CO. (WBE)
 SERAPHIC SPRINGS HEALTH CARE AGENCY, INC. (M/WBE)
 SERRANO & SERRANO CONSTRUCTION, INC. (M/WBE*)
 SERVICENET, INC. (W/NPO)
 SHADLEY ASSOCIATES, P.C. (WBE)
 SHAFIIS', INC. (WBE)
 SHEKAR & ASSOCIATES, INC. (MBE)
 SHEN MILSOM & WILKE, INC. (MBE)
 SHI INTERNATIONAL CORP. (M/WBE)
 SHRED KING CORPORATION (WBE)
 SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS (M/WBE)
 SIGN DESIGN, INC. (WBE)
 SILVER SCREEN DESIGN, INC. (WBE)
 SIMONDS, INC. (WBE)
 SIMOSCONSULTING, INC. (WBE)
 SITE SPECIFICS, LLC (WBE)
 SUB ENTERPRISES, INC. D/B/A: SANDRA NETWORK (WBE)
 SLS TRANSLATIONS (WBE)
 SMEAD MANUFACTURING COMPANY, (THE) (WBE)
 SMI DEMOLITION, INC. (MBE)
 SMITH MARINE, INC. (WBE)
 SMITH, SULLIVAN & BROWN, P.C. F/K/A: SMITH SULLIVAN & COMPANY, P.C. (WBE)
 SOIL EXPLORATION CORPORATION (WBE)
 SOLOMON MCCOWN & COMPANY, INC. (WBE)
 SOLTRIX TECHNOLOGY SOLUTIONS, INC. (M/WBE)
 SOUTH COVE COMMUNITY HEALTH CENTER, INC. (M/NPO)
 SOUTH SHORE GENERATOR SERVICE, INC. (WBE)
 SOUTH SHORE PIPELINE SERVICES, INC. (WBE)
 SOUTH SHORE STAFFING, INC. (WBE)
 SOVEREIGN CONSULTING, INC. (MBE)
 SPEC'S DESIGN GROUP, LLC (WBE)
 SPEXSYS, LLC (WBE)
 SPINDLE CITY INSULATION, INC. (WBE)
 SPOTLIGHT GRAPHICS, INC. (WBE)
 SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE (W/NPO)
 SPRINGFIELD PARTNERS FOR COMMUNITY ACTION, INC. (M/NPO)
 STADIUM OIL HEAT, INC. (WBE)
 STANDARD MODERN COMPANY, INC. (WBE)
 STANLEY STREET TREATMENT AND RESOURCES, INC. (W/NPO)
 STAR BRIGHT BOOKS, INC. (WBE)
 STAR BUILDING SERVICES, INC. (M/WBE)
 STARBURST PRINTING & GRAPHICS, INC. (MBE)
 STATE CLEANING SERVICE, INC. (WBE)
 STATEWIDE AQUASTORE, INC. (WBE)
 STATEWIDE CLEANING INCORPORATED (MBE)
 STEERE ENGINEERING, INC. (WBE)
 STEFURA ASSOCIATES, INC. (WBE)
 STELLAR SERVICES, INC. (MBE)
 STEPHENSON & BROOK COMPANY (WBE)
 STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING (MBE)
 STEWART INTERNATIONAL, LTD. (WBE)
 STONE & BERG COMPANY, INC. (WBE)
 STRATEGIC ENVIRONMENTAL SERVICES, INC. (WBE)
 STRATEGIC THINKING GROUP (WBE)
 STRATEGY MATTERS, LLC (WBE)
 SUBURBAN SERVICE CORPORATION OF NORWOOD (WBE)
 SUN SPECIALTIES, INC. (WBE)
 SUPPLIES EXCHANGE SYSTEMS (MBE)
 SUPPORTIVE CARE, INC. (M/WBE)
 SUPRA OFFICE SOLUTIONS, INC. (MBE)

SUPREME SAFETY, INC. (WBE)
 SUSAN KOHLER-GRAY MANAGEMENT CONSULTANTS (WBE)
 SUSTAINABILITY SERVICES GROUP, LLC (MBE)
 SWAN CONSULTING & ASSOCIATES, INC. (WBE*)
 SWBAILEY CONSULTING, LLC (WBE)
 SWIFT STAFFING AGENCY, INC. (MBE)
 SYLVIA AND COMPANY INSURANCE AGENCY, INC. (WBE)
 T & J COMPUTER SERVICE, LLC (M/WBE)
 T A C CONSTRUCTION CO., INC. (MBE)
 T J MCCARTNEY, INC. (WBE)
 TAIBBI EQUIPMENT CORP. (WBE)
 TAINO CONSULTING GROUP, LLC (MBE)
 TALEVI AND HAESCHE, LLC (WBE)
 TANGO CONSTRUCTION, INC. (MBE)
 TANISHA SYSTEMS, INC. (MBE)
 TANTAR CORP. D/B/A: OPTAMARK PRINTING & MARKETING (M/WBE)
 TARA CONSTRUCTION, INC. (MBE)
 TAUNTON ELECTRICAL CORP. (MBE)
 TAVARES, LLC (MBE)
 TAYLOR & LLOYD, INC. (WBE)
 TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST ENVIRONMENTAL SOLUTIONS (WBE)
 TCOGNITION, INC. (MBE)
 TCS OF AMERICA ENTERPRISES, LLC (M/WBE)
 TECH NETWORKS OF BOSTON, INC. (WBE)
 TEN KEY ACCOUNTING AND BOOKKEEPING SERVICES, INC. (WBE)
 TFJ MANAGEMENT SERVICES (MBE)
 THE AULSON CO., INC. (SDVOBE)
 THIRD SECTOR NEW ENGLAND, INC. (W/NPO)
 THOMAS BARRIERS, LLC (WBE)
 THOMAS CONSTRUCTION CO., INC. (MBE)
 THOMPSON COMPANY, INC. (WBE)
 TIC BUSINESS CONSULTANTS, LTD (WBE)
 TITAN ROOFING COMPANY (MBE)
 TLC CLEANING & JANITORIAL SUPPLY CO., INC. (WBE)
 TODD TSIANG (MBE)
 TOMO360, LLC (M/WBE)
 TONY'S TRANSPORTATION, INC. (MBE)
 TOOLS UNLIMITED, INC. (WBE)
 TORDEN LLC (SDVOBE)
 TOTAL APPROACH THERAPY (WBE)
 TOTAL MECHANICAL SERVICE CORP. (MBE)
 TOWERS GOLDE, LLC (WBE)
 TOWERWALL, INC. (WBE)
 TOWN SANITATION, INC. (WBE)
 TRAINING ASSOCIATES CORPORATION, THE (WBE)
 TRAMM ELEVATOR COMPANY, INC. (MBE)
 TRANSACTION ASSOCIATES, INC. (WBE)
 TRANSCEND MAINTENANCE SERVICES, INC. (M/WBE)
 TRANSFLUENCI, LLC (M/WBE)
 TRANSITION HOUSE, INC. (M/W/NPO)
 TRANSPORTATION CONTROL SYSTEMS, INC. (WBE)
 TRAVERS PRINTING, INC. (WBE)
 TRAVIS ASSOCIATES, INC. (WBE)
 TRILOGY INSURANCE GROUP, INC. (WBE)
 TRINITY CONSULTING, INC. (WBE*)
 TRINITY HEALTH SERVICES, INC. (MBE)
 TRI-STATE PAINTING, INC. (WBE*)
 TRITON LEASING AND RENTAL, INC. (WBE)
 TROUTRUN, INC. (WBE)
 TRUAX CORPORATION (WBE)
 TSM DESIGN, INC. (WBE)
 TSPS INDUSTRIES, INC D/B/A: TAGG INDUSTRIES (SDVOBE)
 TURTLE & HUGHES, INC. (WBE)
 U.S. DRYWALL, INC. (PBE+)
 UEL CONTRACTORS, INC. (WBE)
 ULTIMATE ABATEMENT COMPANY, INC. (WBE)
 UNIC PRO, INC. (M/WBE)
 UNITED ELEVATOR COMPANY, INC. (WBE)
 UNITED PERSONNEL SERVICES, INC. (WBE)
 UNITED PRINT PARTNERS, INC. (WBE)
 UNITED STONE AND SITE, INC. (WBE)
 UNIVERSAL PLASTICS CORPORATION (MBE)
 UNLIMITED REMOVAL AND DEMOLITION, INC. (MBE)
 URBAN EDGE HOUSING CORPORATION, INC. (MBE)
 URBAN INSULATION, INC. (WBE)
 US ECO PRODUCTS CORPORATION (WBE)

USA COURIERS, INC. (WBE)
 UZOMA CARE CORPORATION D/B/A: HOME INSTEAD SENIOR CARE (MBE)
 V&S FINISHING, INC. (WBE)
 VALLEY GREEN SHREDDING, LLC (VBE)
 VANGUARD GENERAL SERVICES CORPORATION (MBE)
 VARANDAS & SONS CONSTRUCTION, INC. (PBE+)
 VAV INTERNATIONAL, INC. (MBE)
 VELL & ASSOCIATES, INC. (WBE)
 VENILIA GARDENS, INC. (M/NPO)
 VENTURE COMMUNITY SERVICES, INC. (W/NPO)
 VERC, INC. (WBE)
 VESUME GROUP, LLC, THE (WBE)
 VETERAN CONSTRUCTION & UTILITY SERVICES INC. (SDVOBE)
 VIGIL ELECTRIC COMPANY, INC. (MBE)

VILLAGE FORGE, INC. (WBE)
 VINE BOOKKEEPING (WBE)
 VINE HOMECARE & STAFFING, INC. (MBE)
 VIVA CONSULTING, LLC (WBE)
 VJ ASSOCIATES OF NEW ENGLAND, INC. (MBE)
 VLINK, INC. (MBE)
 VODAVI TECHNOLOGIES, LLC (WBE)
 VP ENGINEERING, INC. (MBE#)
 W. A. DESIGN, LLC D/B/A: WILD APPLE DESIGN GROUP (WBE)
 W.J. HOEY TIRE CO., INC. (WBE)
 W.S. ANDERSON, INC. (MBE)
 WALTECH, INC. (MBE)
 WAYSIDE PROFESSIONALS, INC. (WBE)
 WEBJECT SYSTEMS, INC. (MBE)
 WELCH ASSOCIATES LAND SURVEYORS, INC. (WBE)

WELLSPRING FARM, LLC (WBE)
 WEST FLOOR COVERING, INC. (WBE)
 WESTERN MASSACHUSETTS TRAINING CONSORTIUM (W/NPO)
 WESTNET, INC. (MBE)
 WESTPORT CURBSETTERS, INC. (WBE)
 WESTVIEW BUILDING COMPANY, INC. (M/WBE)
 WHITTIER STREET HEALTH CENTER COMMITTEE, INC. (M/NPO)
 WHOLESALE DISTRIBUTION (THOSCO, INC.) (WBE)
 WICKED STITCH, THE (WBE)
 WILKEM SCIENTIFIC, LTD. (WBE)
 WILLIAMS ELECTRIC, LLC (MBE)
 WOMANSHELTER/COMPANERAS, INC. (W/NPO)
 WOMEN'S INSTITUTE FOR HOUSING & ECONOMIC DEVELOPMENT (W/NPO)
 WOOD & WIRE FENCE CO., INC. (PBE+)

WORKPLACE ESSENTIALS, INC. (WBE)
 WORKPLACE RESOURCE, LTD (WBE)
 WORLD WIDE TECHNOLOGY, INC. (MBE)
 XPERTTECH, INC. (M/WBE)
 XPRESSMAN TRUCKING & COURIER, INC. (WBE)
 YANKEE PEST CONTROL, INC. (SDVOBE)
 YELLINMCCARRON, INC. (WBE)
 YESDEE GLOBAL CORPORATION (M/WBE#)
 YOUR PERSONAL BEST: WORKSHOPS FOR SUCCESS (WBE)
 YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)
 YWCA OF GREATER LAWRENCE (W/NPO)
 YWCA OF SOUTHEASTERN MASS (W/NPO)
 YWCA OF WESTERN MASS (W/NPO)