



Supplier Diversity Office Comprehensive Annual Report Fiscal Year 2020





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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, Executive Director, Supplier Diversity Office

I am pleased to present the Supplier Diversity Office's (SDO) Comprehensive Annual Report for Fiscal Year 2020 (FY2020), which also includes narrative descriptions of supplier diversity programs and/or results from 11 Commonwealth of Massachusetts quasi-public organizations.

Consistent with the directives in MGL c. 7, §§ 61 and Executive Order 565, the SDO provides certification, programs, training services, and access to business opportunities for Minority (MBE); Women (WBE); Veteran (VBE); Service-Disabled Veteran (SDVOBE); Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) owned businesses, as well as small Massachusetts businesses. The accompanying report includes information about the Commonwealth's diverse and small business programs, including the Certification, Supplier Diversity (SDP), Small Business Purchasing (SBPP), and Affirmative Marketing programs.

Below are some highlights from the report:

- The Commonwealth spent approximately \$2.25 billion with diverse and small businesses (an 8.3% increase over FY2019), which includes discretionary spending of approximately \$1.59 billion (a 7.2% increase over FY2019) and nondiscretionary spending of \$661 million (a more than 11% increase over FY2019).
- Program participants exceeded spending benchmarks for MBE, WBE, and SBPP by 9.9%, 43.5%, and 41%, respectively.
- The Commonwealth continued its efforts to meet its ambitious veteran-owned business benchmark, and three secretariats in the Executive Branch as well as one non-executive agency met their goals.
- Total discretionary supplier diversity spending increased in all categories except veteran and disability-owned business spending. Although the Commonwealth's direct spending in those categories continued to grow, changes in indirect spending resulted in lower total spending with those business categories.
- The number of certified businesses was maintained or increased in all categories with the exception of Portuguese-Owned Business Enterprises (PBE), due to their reclassification, and LGBTBE. The SDO does not perform LGBTBE certification, so the total number of LGBTBEs in the SDO's database depends on the number of these businesses certified by the National LGBT Chamber of Commerce.
- The SDO partnered with a wide range of organizations to recruit and promote diverse and small businesses that sell or have pivoted their operations to sell Personal Protective Equipment (PPE); these efforts resulted in a 657% increase (from 7 to 53) of diverse businesses selling PPE over a two-month period.
- The SDO accomplished a business-outreach milestone by achieving its goal of conducting SDO in the Community Days in all Commonwealth Gateway Cities over a three-year period.
- After signing partnership agreements with all major diversity certification bodies in Massachusetts, the SDO now fully recognizes certifications issued by the City of Boston, GNEMSDC, CWE, NGLCC and Disability:IN.
- The SDO, in partnership with the Operational Services Division's Training Unit, conducted 19 pre-certification workshops and effectively transitioned to delivering the training remotely. These efforts resulted in a 66% increase of attendees compared to FY2019.

- In recognition of its efforts to expand opportunities for Individuals with Disabilities in State Procurement and Contracting, the SDO received the inaugural Disability:IN National Supplier Diversity Partnership Award.
- The SDO continued to grow its indirect spending validation for Statewide Contracts. In FY2020, it increased the number of indirect spending reports verified by 20% and achieved a more than sevenfold increase in the total amount of indirect expenditures verified.
- The SDO increased the visibility of diverse Statewide Contractors to public buyers by upgrading the Statewide Contract Index tool used throughout the Commonwealth.

While the SDO typically does not include in this annual report any activities or announcements that occurred after the conclusion of the reported fiscal year, we are pleased to announce that the Baker/Polito Administration has issued FY2021 legislative and policy changes that will have a tremendous impact on diverse and small businesses, including:

- Elevating the SDO to oversight agency level within the Executive Office for Administration and Finance;
- Mandating that Secretariats and Agencies appoint SDO Liaisons and submit Spending / Procurement Plans, starting in FY2022;
- Directing the SDO to:
 - Aggressively and intentionally promote upcoming procurement opportunities to diverse and small businesses;
 - Solicit and promote resources needed by diverse and small businesses in order to better compete for contract opportunities;
 - Develop and staff a compliance program in order to ensure the integrity of the diverse and small business programs and to monitor certification, contractor and agency compliance.
 - Increase the minimum evaluation percentage assigned to SDP Plans from at least 10% to at least 25% of available points;
 - Expand the SBPP by increasing procurement thresholds effective July 1, 2021;
 - Report Indirect Spend by Type (Subcontracting or Ancillary);
 - Develop and promote a Municipal Supplier Diversity playbook to Massachusetts cities and towns for them to utilize as a roadmap for implementing their own supplier diversity programs; and
 - Report direct and indirect MBE Spend by Race/Ethnicity. This report is the first to include this information.

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Introduction

This report provides an overview of the FY2020 activities and accomplishments of the Supplier Diversity Office (SDO) and presents comprehensive information on diverse and small business spending across the wide range of the Commonwealth departments and quasi-public organizations and their programs.

Executive Summary

- The Commonwealth spent approximately \$2.25 billion with diverse and small businesses (an 8.3% increase over FY2019), which includes discretionary spending of approximately \$1.59 billion (a 7.2% increase over FY2019) and nondiscretionary spending of \$661 million (a more than 11% increase over FY2019).
- Program participants exceeded spending benchmarks for MBE, WBE, and SBPP by 9.9%, 43.5%, and 41%, respectively.
- The Commonwealth continued its efforts to meet its ambitious veteran-owned business benchmark, and three secretariats in the Executive Branch as well as one non-executive agency met their goals.
- Total discretionary supplier diversity spending increased in all categories except veteran and disability-owned business spending. Although the Commonwealth's direct spending in those categories continued to grow, changes in indirect spending resulted in lower total spending with those business categories.
- The number of certified businesses was maintained or increased in all categories with the exception of PBE, due to their reclassification¹, and LGBTBE. The SDO does not perform LGBTBE certification, so the total number of LGBTBEs in the SDO's database depends on the number of these businesses certified by the National LGBT Chamber of Commerce.
- The SDO partnered with a wide range of organizations to recruit and promote diverse and small businesses that sell or have pivoted their operations to sell Personal Protective Equipment (PPE); these efforts resulted in a 657% increase (from 7 to 53) of diverse businesses selling PPE over a two-month period.
- The SDO accomplished a business-outreach milestone by achieving its goal of conducting SDO in the Community Days in all Commonwealth Gateway Cities over a three-year period.
- After signing partnership agreements with all major diversity certification bodies in Massachusetts, the SDO now fully recognizes certifications issued by the City of Boston, GNEMSDC, CWE, NGLCC and Disability:IN.
- The SDO, in partnership with the OSD's Training Unit, conducted 19 pre-certification workshops and effectively transitioned to delivering the training remotely. These efforts resulted in a 66% increase of attendees compared to FY2019.
- In recognition of its efforts to expand opportunities for Individuals with Disabilities in State Procurement and Contracting, the SDO received the inaugural Disability:IN National Supplier Diversity Partnership Award.
- The SDO continued to grow its indirect spending validation for Statewide Contracts. In FY2020, it increased the number of indirect spending reports verified by 20% and achieved a more than sevenfold increase in the total amount of indirect expenditures verified.

¹ Effective April 12, 2016, pursuant to an order issued by the Superior Court of the Commonwealth of Massachusetts, all firms previously certified as Minority Business Enterprises (MBE), based on the owner being of Portuguese origin, no longer shall be considered MBEs, but shall be considered Portuguese Business Enterprises (PBEs). As a result, PBEs are no longer eligible to participate in the SDP. However, PBEs shall be eligible for participation in programs funded by state transportation bond statutes that include such persons as eligible participants.

- The SDO increased the visibility of diverse Statewide Contractors to public buyers by upgrading the Statewide Contract Index tool used throughout the Commonwealth.

This report is the first to include information on the Commonwealth's MBE spending by race and ethnicity.

SDO Overview

The Commonwealth of Massachusetts spends approximately \$4.8 billion each year on goods, services, and construction. The role of the SDO is to certify and support a wide range of diverse and small businesses in competing for contracts being bid across the Commonwealth. The state's diversity programs include firms certified as Minority² (MBE); Women (WBE); Veteran (VBE); Portuguese (PBE); Service-Disabled Veteran (SDVOBE); Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) Owned Business Enterprises.³

SDO works to build a more inclusive supplier base for the Commonwealth through the following programs:

- State Certification Program
- Supplier Diversity Program (SDP)
- Small Business Purchasing Program (SBPP)
- Commonwealth and Municipal Construction Affirmative Marketing Programs (MCAMP)

Below are the SDO's accomplishments for FY2020.

State Certification Program

One of the SDO's primary services at the state level is to certify diverse and small businesses for participation in Massachusetts statewide and departmental procurements for goods and services, as well as departmental and municipal non-federally funded construction procurements⁴. Each week, new businesses are certified, some businesses are decertified, and some businesses withdraw their applications. Therefore, the exact number of certified businesses fluctuates.

In FY2020, the SDO brought the total number of diverse firms available to do business with the Commonwealth and its prime contractors to 3,814 (an 8% increase over FY2019).

Diverse Businesses in the SDO Directory

Certification Type	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
Minority-Owned Business Enterprise (MBE)	1,229	1,290	1,411	9%
Women-Owned Business Enterprise (WBE)	2,023	2,136	2,277	7%
Portuguese-Owned Business Enterprise (PBE)	104	112	102	-9%
Disability-Owned Business Enterprise (DOBE)	47	47	47	0%
Veteran-Owned Businesses Enterprise (VBE)	102	115	140	22%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	125	121	154	27%
LGBT-Owned Business Enterprises (LGBTBE)	84	181	179	-1%
TOTAL⁵	3,310	3,544	3,814	8%

² The term Minority Business Enterprise or MBE is defined in statute as a business that is owned by a racially or ethnically diverse individual. While the terms Minority and MBE are meant to define an ethnically or racially diverse individual or business respectively, they are not meant to denote a smaller or lesser status of the individuals or businesses included in this definition.

³ The SDO's State Certification Unit reviews applications for certification as MBE, WBE, VBE, PBE, and combinations thereof, as well as Minority (M/NPO), Women (W/NPO), and Minority Women Nonprofit Organizations (M/W/NPO). The SDO also accepts certifications issued by recognized third-party certifying organizations for MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE business enterprises.

⁴ SDO's supplier diversity certification is distinct from DCAMM certification for prime, small prime, and file sub-bidders. The latter is focused on construction-related criteria, such as years in business, completed projects, project value, and project evaluation.

⁵ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

The only exceptions to this trend were the PBE category and the LGBT category, in which the number of certified firms decreased by ten and two firms, respectively. The decrease in the number of PBE firms is likely the result of the reclassification of PBE certifications.⁶ The SDO does not issue its own LGBTBE certifications and relies on the National LGBT Chamber of Commerce. The reduction in the number of LGBTBEs by two firms is the result of fluctuation in the number of certified firms.

State Certification

The SDO's State Certification Unit accepts applications, conducts investigations and site visits, and issues SDO certifications for MBE, WBE, VBE, PBE, and combinations thereof, as well as Minority (M/NPO), Women (W/NPO), and Minority Women Nonprofit Organizations (M/W/NPO)⁷. At the end of FY2020, there was a total of 3,288 SDO-certified businesses (3,130 for-profit and 158 nonprofit firms), some of which were certified as both minority- and women-owned/controlled (M/WBE and M/W/NPO). The total number of businesses that were certified by the SDO's state certification program increased by 5% compared to FY2019.

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

Certification Type	FY2018	FY2019	FY2020	FY2019 vs. FY2018 Change (%)
Minority-Owned Business Enterprise (MBE)	1,229	1,283	1,389	8%
Women-Owned Business Enterprise (WBE)	2,023	2,133	2,199	3%
Portuguese-Owned Business Enterprise (PBE)	104	112	112	0%
Veteran-Owned Business Enterprise (VBE)	41	54	72	33%
TOTAL⁸	2,993	3,141	3,288	5%

In FY2020, the number of certified for-profit businesses was maintained or increased in all ethnicity categories.⁹

State-Certified For-Profit Businesses by Ethnicity

Ethnicity/Minority	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
African American, Black	501	522	572	10%
Asian American (Pacific)	171	179	190	6%
Asian American (Subcontinent)	149	157	172	10%
Cape Verdean	34	34	35	3%
Caucasian	1,571	1,653	1,678	2%
Eskimo/Aleut	0	0	0	0%
Hispanic/Latino	289	310	344	11%
Native American	15	16	18	13%

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, no longer shall be considered MBEs, but shall be considered Portuguese Business Enterprises (PBEs). As a result, PBEs are no longer eligible to participate in the SDP. However, PBEs shall be eligible for participation in programs funded by state transportation bond statutes that include such persons as eligible participants.

⁷ The SDO issues Minority and Women Nonprofit Organization (M/NPO and W/NPO) certifications to tax-exempt non-profit organizations that meet the following requirements: (1) at least 51% of the organization's Board of Directors and Voting Membership must be women and/or members of a minority group; (2) the same Board of Directors and Voting Membership must control the NPO's daily and long-term operations; (3) the organization must be regularly and actively engaged in business activity; (4) the organization cannot be dependent upon or influenced by another non-eligible person or organization.

⁸ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

⁹ Only for-profit businesses are categorized by ethnicity. Non-profit organizations are certified based on the composition of their board of directors and the composition of their voting body (if different) and, as a result, cannot be categorized by ethnicity.

Ethnicity/Minority	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
Portuguese	104	113	121	7%
TOTAL	2,834	2,984	3,130	5%

Third-Party Certification Recognition

In addition to offering its own certification services, the SDO recognizes and accepts certifications issued by third-party partner organizations, namely VBE and SDVOBE certifications issued by VetBiz/U.S. Department of Veterans Affairs, SDVOBE and DOBE certifications issued by Disability:IN, and LGBTBE certifications issued by the National LGBT Chamber of Commerce (NGLCC).

In addition to the above, in FY2020, the SDO implemented MOUs signed with three other organizations and recognized its first:

- MBEs and WBEs certified by the City of Boston;
- MBEs certified by the Greater New England Supplier Development Council (GNEMSDC); and
- WBEs certified by the Center for Women and Enterprise (New England WBENC).

This process was expedited by the SDO's new online application system for third-party certified diverse businesses, which became available in FY2020. The new system saves these businesses application time, expedites application processing and enables the SDO to track and report on these business categories more efficiently. The full list of certifications issued and recognized by the SDO is available in Appendix H: SDO Certifications and Third-Party Certifications Issued and Recognized by the Supplier Diversity Office.

Third-Party Certified Businesses in the SDO Directory

Certification Type	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
Disability-Owned Business Enterprise (DOBE)	47	47	47	0%
Veteran-Owned Business Enterprise (VBE)	61	54	68	26%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	125	121	154	27%
LGBT-Owned Business Enterprise (LGBTBE)	84	181	179	-1%
City of Boston MBE	0	0	11	-
City of Boston WBE	0	0	3	-
Greater New England Minority Supplier Development Council MBE	0	0	1	-
Center for Women and Enterprise (New England WBENC) WBE	0	0	63	-
TOTAL	317	403	526	31%

Ongoing Certification Program Activities

In FY2020, the SDO's State Certification Unit processed new applications and conducted triennial renewals and administrative reviews of existing applications.

Certification Program Activities

Activity	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
New Applications	309	268	355	32%
Certification Renewals	975	135	911	575%
Administrative Reviews	137	55	102	85%
TOTAL	1,421	458	1,368	199%

- **New applications.** The SDO reviewed a total of 355 new applications for state MBE, WBE, and VBE certifications (32% more than in the prior fiscal year), including nonprofit applications.
- **Certification renewals & administrative reviews.** The SDO maintained the accuracy of existing certifications by conducting 911 certification renewals and 102 administrative reviews.¹⁰ In FY2019, a significant reduction in the number of renewals occurred due to the transition from a two-year renewal cycle to a three-year renewal cycle implemented in FY2016. In FY2020, the number of renewals returned to its normal level, which explains the significant percentage increase in renewals shown in the table above.
- **Denials and appeals.** Applicants who receive letters of denial or decertification may appeal those decisions to an independent SDO Appeal Board for state applications. There were no tentative initial denials of applications for state certification in FY2020 and, therefore, there were no appeals.

Overview of Diverse and Small Business Spending

In FY2020, the Commonwealth spent more than \$2.24 billion with diverse and small businesses (an 8% increase when compared to FY2019), which occurred in two areas:

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

Discretionary Spending with Diverse and Small Businesses

The SDO’s programs focus on discretionary spending for goods, services, construction, and design, which result from competitively procured contracts.¹¹ The SDO’s programs use policy, benchmark-setting, coordination, training, compliance and recognition of excellence to ensure the participation of diverse and small businesses in these areas of procurement. In FY2020, organizations participating in the Supplier Diversity, Small Business Purchasing, and Affirmative Marketing programs, as well as municipalities participating in the Municipal Construction Affirmative Marketing Program (MCAMP), increased diversity spending by 7% to \$1.58 billion.

¹⁰ Administrative reviews are performed when a certified company changes its business structure, name, scope of products/services offered, or if other material changes take place.

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

Discretionary Spending Benchmark Performance

Business Category	Benchmark (% of Discretionary Budget)	Achieved (% of Discretionary Spending)	% of Benchmark Met
Minority Business Enterprises (MBE)	8%	8.79%	109.90%
Woman Business Enterprises (WBE)	14%	20.09%	143.51%
Veteran Businesses (VBE/SDVOBE)	3%	0.79%	26.41%
Disability Business Enterprises (DOBE/SDVOBE)	No Benchmark	-	-
LGBT-Owned Business Enterprises (LGBTBE)	No Benchmark	-	-
COMMBUYS-Verified Small Businesses	3.3%	4.62%	141.26%

In FY2020, spending benchmarks were met or surpassed, except in the Veteran (VBE/SDVOBE) business category, which continues to be a challenging program goal.

Discretionary Spending with Diverse and Small Businesses

Business Category	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
Minority Business Enterprises (MBE)	\$429,692,317	\$411,677,556	\$433,277,992	5.25%
Woman Business Enterprises (WBE)	\$912,894,978	\$920,489,818	\$1,031,867,984	12.10%
Veteran Businesses (VBE/SDVOBE)	\$31,461,625	\$39,922,636	\$38,208,264	-4.29%
Disability Business Enterprises (DOBE/SDVOBE)	\$6,466,609	\$12,822,789	\$8,418,879	-34.34%
LGBT-Owned Business Enterprises (LGBTBE)	\$167,013	\$189,672	\$517,315	172.74%
COMMBUYS-Verified Small Businesses	\$199,271,431	\$213,124,725	\$222,879,660	4.58%
TOTAL¹²	\$1,458,115,141	\$1,480,006,041	\$1,586,667,058	7.21%

Discretionary spending grew in all business categories except for Veteran and Disability-owned businesses. In those categories, the Commonwealth's direct spending with Veteran- and Disability-owned businesses continued to grow. However, this growth could not make up for lower prime contractor indirect spending with those two groups.¹³

Non-Discretionary Spending with Diverse and Small Businesses

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

In FY2020, combined non-discretionary direct expenditures totaled approximately \$661 million, representing an 11% increase when compared to the prior fiscal year. While most of this spending is the Commonwealth's direct expenditures, indirect spending in this category is reported by the Department of Correction (DOC) and the Group Insurance Commission (GIC), which voluntarily include supplier diversity provisions in non-discretionary contracts.

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

¹³ SDVOBE spending contributes to both veteran and disability business spending measures. As a result, these categories display similar spending patterns. In FY2020, the Commonwealth's direct spending with veteran businesses increased by approximately \$7.1 million dollars while indirect spending decreased by \$8.9 million. Direct spending with disability businesses increased by approximately \$787,000 while indirect spending decreased by \$5.2 million.

Non-Discretionary Spending by Business Category

Business Category	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
Minority Business Enterprises (MBE)	\$259,542,754	\$295,492,194	\$318,291,595	7.72%
Woman Business Enterprises (WBE)	\$242,303,207	\$237,358,466	\$326,112,678	37.39%
Veteran Businesses (VBE/SDVOBE)	\$89,702	\$243,650	\$494,551	102.98%
Disability Business Enterprises (DOBE/SDVOBE)	\$13,079	\$0	\$486,184	-
LGBT-Owned Business Enterprises (LGBTBE)	\$2,909	\$0	\$0	-
COMMBUYS-Verified Small Businesses	\$86,104,621	\$109,760,386	\$136,331,837	24.21%
TOTAL¹⁴	\$588,056,272	\$595,541,329	\$661,140,469	11.02%

Total Spending with Diverse and Small Businesses

Total discretionary and non-discretionary spending with diverse and small businesses in FY2020 increased in all business categories with the exception of veteran- and disability-owned businesses. Overall, spending across all supplier diversity categories grew by over \$169 million, or 8%, compared to FY2019.

Total Program and Non-Program Spending by Business Category

Business Category	FY2018	FY2019	FY2020	% Change
Minority Business Enterprises (MBE)	\$689,235,070	\$707,169,750	\$751,569,587	6.28%
Woman Business Enterprises (WBE)	\$1,155,198,185	\$1,157,848,284	\$1,357,980,662	17.28%
Veteran Businesses (VBE/SDVOBE)	\$31,551,327	\$40,166,286	\$38,702,815	-3.64%
Disability Business Enterprises (DOBE/SDVOBE)	\$5,362,053	\$12,822,789	\$8,905,063	-30.55%
LGBT-Owned Business Enterprises (LGBTBE)	\$52,461	\$189,672	\$571,883	201.51%
COMMBUYS-Verified Small Businesses	\$285,376,053	\$322,885,110	\$359,211,498	11.25%
TOTAL¹⁵	\$2,046,171,412	\$2,075,547,371	\$2,247,807,527	8.30%

Supplier Diversity Program (SDP)

The SDP is enabled through [Executive Order 565](#) to promote equity of opportunity in state government. The SDP applies to all executive department procurements for goods and services exceeding \$150,000. The program institutes policies to encourage participating organizations and their contractors to use SDO-certified MBEs, WBEs, VBEs, SDVOBEs, DOBEs, and LGBTBEs in their contracts for goods and services. In consultation with the Governor's Office for Access and Opportunity, the SDO sets annual benchmark goals for specific certification categories. These goals are expressed as a percentage of each participation organization's discretionary budget. In FY2020, the SDP spending benchmarks were set as follows.

FY2020 Supplier Diversity Program Benchmarks

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

¹⁴ This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.

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

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

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

Only executive departments are required to participate in the SDO's procurement programs, which include the SDP and the SBPP. Some non-executive departments and quasi-public organizations participate in the SDP only and do so voluntarily. For quasi-public organizations, the degree of adherence to the SDO's program rules and participation in this report varies:

- Two quasi-public organizations fully participate in the SDP with goal setting, tracking, and reporting consistent with procedures used by executive branch departments:
 - Massachusetts Convention Center Authority (MCCA)
 - Massachusetts Housing Finance Agency (MassHousing)
- Nine additional quasi-public organizations submit narrative program reports for inclusion in the report:
 - Massachusetts Development Finance Agency (MassDevelopment)
 - Massachusetts Gaming Commission
 - Massachusetts Growth Capital Corporation
 - Massachusetts Port Authority (Massport)
 - Massachusetts State College Building Authority
 - Massachusetts Water Resources Authority
 - UMass Building Authority (UMBA)
 - University of Massachusetts (UMass), including the UMass Systems Office and the UMass Building Authority (UMBA)
 - Massachusetts School Building Authority (MSBA)

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

- **Direct spending** with MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE prime contractors; and
- **Indirect spending** resulting from business partnerships between the organizations' contractors and MBE, WBE, VBE, SDVOBE, DOBE, or LGBTBE vendors used in the contractors' operations. This includes subcontracting, as well as other types of business-to-business relationships.¹⁶

Indirect spending can be further subdivided into the following types:¹⁷

- **Subcontracting**, defined as a partnership in which the SDP partner is involved in the provision of products and/or services to the Commonwealth. Such relationships typically, but not always, involve a formal written agreement between the SDP partner and the prime contractor.

¹⁶ While contractors may use DOBE and LGBTBE vendors to meet their contractual SDP commitments, organizations participating in the SDP do not yet have spending goals for these certification categories.

¹⁷ In previous years, indirect spending has also included partner and growth development, defined as a type of partnership where a Commonwealth prime contractor provides education, training, mentoring, resource sharing, joint activities, and general assistance to diverse businesses, which results in increasing their capacity in a specific industry and/or increases the pool of qualified diverse businesses. The SDO issued a policy effective January 1, 2021, stating that "...Bidders and contractors will no longer be allowed to propose or implement Partner Growth and Development partnerships as a form of indirect spending which counts towards SDP spending goals. Existing Partner Growth and Development relationships shall be allowed to continue for the duration of their respective contracts. While valid for the purposes of contract compliance for existing contracts, this type of spending may not be included in spending reports submitted by departments to the SDO and will not contribute to meeting departmental SDP spending goals..."

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

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

Minority-Owned Business Enterprise (MBE) Spending

The 8% benchmark for MBE spending was exceeded by 9.9%, which means that program participants spent 8.79% of their discretionary budgets with minority-owned businesses.

MBE Benchmark Attainment

	FY2020 Discretionary Budget	FY2020 Benchmark (8%)	FY2020 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$183,316,370	\$14,665,310	\$19,997,720	136.36%
Economic Development	\$157,652,669	\$12,612,213	\$19,045,947	151.01%
Education	\$242,605,084	\$19,408,407	\$27,296,805	140.64%
Energy and Environmental Affairs	\$113,383,219	\$9,070,658	\$5,354,944	59.04%
Health and Human Services	\$2,870,274,431	\$229,621,955	\$254,189,470	110.70%
Labor and Workforce Development	\$12,525,845	\$1,002,068	\$7,598,387	758.27%
Public Safety and Security	\$99,329,990	\$7,946,399	\$20,957,302	263.73%
Technology Services and Security	\$76,646,182	\$6,131,695	\$13,120,738	213.98%
Transportation	\$1,017,719,322	\$81,417,546	\$52,783,464	64.83%
Executive Department Subtotal	\$4,773,453,113	\$381,876,249	\$420,344,775	110.07%
Commission Against Discrimination	\$459,502	\$36,760	\$112,659	306.47%
Disabled Persons Protection Commission	\$511,623	\$40,930	\$85,514	208.93%
Massachusetts Gaming Commission	\$6,574,780	\$525,982	\$484,953	92.20%
Office of the Governor	\$44,735	\$3,579	\$6,963	194.55%
Non-Executive Department Subtotal	\$7,590,640	\$607,251	\$690,089	113.64%
Massachusetts Convention Center Authority	\$34,438,200	\$2,755,056	\$2,938,004	106.64%
MassHousing	\$12,190,310	\$975,225	\$464,306	47.61%
Quasi-Public Entity Subtotal	\$46,628,509	\$3,730,281	\$3,402,310	91.21%
TOTAL	\$4,827,672,262	\$386,213,781	\$424,437,174	109.90%

When compared to the previous fiscal year, the Commonwealth's spending with MBEs increased by approximately \$18.7 million, or 4.6%. FY2020 is also the first year for which MBE spending does not include PBE spending resulting from construction contracts commenced prior to FY2016. While spending on some of those contracts continues, the SDO has changed its reporting practices to exclude PBE spending from MBE spending for FY2020 and all subsequent years.¹⁸

¹⁸ Effective April 12, 2016, pursuant to an order issued by the Superior Court of the Commonwealth of Massachusetts, all firms previously certified as Minority Business Enterprises (MBE), based on the owner being of Portuguese origin, no longer shall be considered MBEs, but shall be considered Portuguese Business Enterprises (PBEs). PBEs shall be eligible for participation in programs funded by state

Expenditures with Minority Business Enterprises (MBE)

	FY2017	FY2018	FY2019	FY2020
Administration and Finance	\$37,607,968	\$26,243,968	\$19,789,122	\$19,997,720
Economic Development	\$25,207,267	\$17,946,875	\$18,517,568	\$19,045,947
Education	\$27,000,605	\$24,702,786	\$27,849,797	\$27,296,805
Energy and Environmental Affairs	\$7,236,275	\$6,572,492	\$2,936,125	\$5,354,944
Health and Human Services	\$200,506,817	\$218,891,932	\$239,489,272	\$254,189,470
Labor and Workforce Development	\$1,614,717	\$2,688,132	\$2,671,762	\$7,598,387
Public Safety and Security	\$12,888,072	\$16,955,959	\$15,550,431	\$20,957,302
Technology Services and Security	N/A	\$14,273,474	\$13,733,964	\$13,120,738
Transportation	\$110,315,497	\$87,915,977	\$59,829,779	\$52,783,464
Executive Department Subtotal	\$422,377,219	\$416,191,595	\$400,367,821	\$420,344,775
Commission Against Discrimination	\$88,881	\$52,320	\$94,239	\$112,659
Disabled Persons Protection Commission	\$46,297	\$44,630	\$86,859	\$85,514
Massachusetts Gaming Commission	\$768,586	\$361,356	\$542,611	\$484,953
Office of the Governor	\$34,089	\$5,794	\$5,806	\$6,963
Non-Executive Department Subtotal	\$937,852	\$464,101	\$729,514	\$690,089
Massachusetts Convention Center Authority	\$9,172,195	\$7,216,164	\$4,143,751	\$2,938,004
MassHousing	\$1,610,290	\$1,012,735	\$532,242	\$464,306
Quasi-Public Entity Subtotal	\$10,782,485	\$8,228,899	\$4,675,993	\$3,402,310
TOTAL	\$434,097,556	\$424,884,595	\$405,773,328	\$424,437,174

Women-Owned Business Enterprise (WBE) Spending

In FY2020, total spending with WBEs exceeded the benchmark by more than 43.5% with program participants spending 20.09% of their discretionary budgets with women-owned businesses.

transportation bond statutes that include such persons as eligible participants. A listing of PBEs may be found on the SDO Directory of Certified Businesses. Accounting for the multi-year nature of construction projects and consistent with the DCAMM reporting methodology, the SDO's FY2017 annual report included more than \$21 million in direct and nearly \$54.6 million (\$46.3 million at MassDOT and \$8.3 million at DCAMM) in indirect PBE spending associated with projects awarded prior to April 12, 2016. The FY2018 report included \$5.3 million in direct spending and approximately \$24.7 million (\$21.2 million at MassDOT, \$1.1 million at DCR, and \$2.4 million at DCAMM) in indirect spending associated with such projects. The FY2019 report included approximately \$5.9 million (\$450,000 in direct and \$5.4 million in indirect spending) in business with PBEs from MassDOT projects.

WBE Benchmark Attainment

	FY2020 Discretionary Budget	FY2020 Benchmark (14%)	FY2020 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$183,316,370	\$25,664,292	\$41,742,894	162.65%
Economic Development	\$157,652,669	\$22,071,374	\$36,876,446	167.08%
Education	\$242,605,084	\$33,964,712	\$47,594,487	140.13%
Energy and Environmental Affairs	\$113,383,219	\$15,873,651	\$24,460,832	154.10%
Health and Human Services	\$2,870,274,431	\$401,838,420	\$633,311,230	157.60%
Labor and Workforce Development	\$12,525,845	\$1,753,618	\$4,828,081	275.32%
Public Safety and Security	\$99,329,990	\$13,906,199	\$21,802,574	156.78%
Technology Services and Security	\$76,646,182	\$10,730,466	\$11,847,913	110.41%
Transportation	\$1,017,719,322	\$142,480,705	\$142,899,504	100.29%
Executive Department Subtotal	\$4,773,453,113	\$668,283,436	\$965,363,960	144.45%
Commission Against Discrimination	\$459,502	\$64,330	\$76,453	118.84%
Disabled Persons Protection Commission	\$511,623	\$71,627	\$96,291	134.43%
Massachusetts Gaming Commission	\$6,574,780	\$920,469	\$490,775	53.32%
Office of the Governor	\$44,735	\$6,263	\$7,485	119.51%
Non-Executive Department Subtotal	\$7,590,640	\$1,062,690	\$671,003	63.14%
Massachusetts Convention Center Authority	\$34,438,200	\$4,821,348	\$3,249,838	67.41%
MassHousing	\$12,190,310	\$1,706,643	\$658,840	38.60%
Quasi-Public Entity Subtotal	\$46,628,509	\$6,527,991	\$3,908,678	59.88%
TOTAL	\$4,827,672,262	\$675,874,117	\$969,943,641	143.51%

When compared to the previous fiscal year, the Commonwealth's spending with WBEs increased by approximately \$88.7 million, or 10.06%.

Expenditures with Women Business Enterprises (WBE)

	FY2017	FY2018	FY2019	FY2020
Administration and Finance	\$60,417,285	\$48,552,482	\$34,944,759	\$41,742,894
Economic Development	\$34,169,591	\$33,453,629	\$36,801,367	\$36,876,446
Education	\$39,364,471	\$35,968,067	\$41,901,915	\$47,594,487
Energy and Environmental Affairs	\$19,523,875	\$24,561,324	\$22,368,057	\$24,460,832
Health and Human Services	\$509,290,185	\$539,876,899	\$585,705,670	\$633,311,230
Labor and Workforce Development	\$2,024,870	\$2,580,063	\$2,559,528	\$4,828,081
Public Safety and Security	\$10,361,801	\$13,417,927	\$14,913,445	\$21,802,574
Technology Services and Security	N/A	\$12,987,876	\$15,374,721	\$11,847,913
Transportation	\$171,736,530	\$173,699,949	\$122,539,810	\$142,899,504
Executive Department Subtotal	\$846,888,607	\$885,098,216	\$877,109,271	\$965,363,960
Commission Against Discrimination	\$63,022	\$62,342	\$138,916	\$76,453
Disabled Persons Protection Commission	\$46,416	\$48,000	\$103,033	\$96,291
Massachusetts Gaming Commission	\$328,343	\$162,746	\$510,686	\$490,775
Office of the Governor	\$35,801	\$8,190	\$6,140	\$7,485
Non-Executive Department Subtotal	\$473,582	\$281,279	\$758,775	\$671,003
Massachusetts Convention Center Authority	\$1,597,534	\$1,897,218	\$2,992,572	\$3,249,838
MassHousing	\$577,559	\$640,506	\$408,793	\$658,840
Quasi-Public Entity Subtotal	\$2,175,093	\$2,537,724	\$3,401,366	\$3,908,678
TOTAL	\$849,537,282	\$887,917,218	\$881,269,412	\$969,943,641

Combined Veteran-Owned Business Spending

The Commonwealth continues to pursue the challenging goal of spending 3% of its discretionary budget with veteran-owned (combined VBE and SDVOBE) businesses. While significant progress has been made toward this

goal since FY2015 and three secretariats exceeded this goal in FY2020, the Commonwealth as a whole has not yet attained this benchmark.

Combined Veteran Benchmark Attainment

	FY2020 Discretionary Budget	FY2020 Benchmark (3%)	FY2020 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$183,316,370	\$5,499,491	\$17,456,501	317.42%
Economic Development	\$157,652,669	\$4,729,580	\$148,673	3.14%
Education	\$242,605,084	\$7,278,153	\$699,364	9.61%
Energy and Environmental Affairs	\$113,383,219	\$3,401,497	\$1,361,604	40.03%
Health and Human Services	\$2,870,274,431	\$86,108,233	\$6,190,825	7.19%
Labor and Workforce Development	\$12,525,845	\$375,775	\$725,328	193.02%
Public Safety and Security	\$99,329,990	\$2,979,900	\$7,115,458	238.78%
Technology Services and Security	\$76,646,182	\$2,299,385	\$1,212,299	52.72%
Transportation	\$1,017,719,322	\$30,531,580	\$3,228,222	10.57%
Executive Department Subtotal	\$4,773,453,113	\$143,203,593	\$38,138,273	26.63%
Commission Against Discrimination	\$459,502	\$13,785	\$17,216	124.89%
Disabled Persons Protection Commission	\$511,623	\$15,349	\$4,089	26.64%
Massachusetts Gaming Commission	\$6,574,780	\$197,243	\$48,366	24.52%
Office of the Governor	\$44,735	\$1,342	\$317	23.59%
Non-Executive Department Subtotal	\$7,590,640	\$227,719	\$69,987	30.73%
Massachusetts Convention Center Authority	\$34,438,200	\$1,033,146	\$0	0.00%
MassHousing	\$12,190,310	\$365,709	\$0	0.00%
Quasi-Public Entity Subtotal	\$46,628,509	\$1,398,855	\$0	0.00%
TOTAL	\$4,827,672,262	\$144,830,168	\$38,208,260	26.38%

In FY2020, the Commonwealth's direct spending with veteran-owned businesses continued to grow. It increased by more than \$7 million compared to FY2019. However, indirect spending experienced a decline of \$8.9 million resulting in a net decline of \$1.7 million, or 4%, compared to the prior year.

Expenditures with Veteran-Owned Businesses

FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
\$33,621	\$2,166,802	\$14,877,414	\$31,461,625	\$39,922,636	\$38,208,260

Disability and LGBTBE Spending

DOBE and LGBTBE are the newest categories to be included in the SDP, and the SDO continued to focus on developing contractor capacity in those two categories. Significant changes in spending shown in both categories are due to the relatively small number of contractors currently engaged.

In FY2020, spending in the disability-owned business category experienced the same direct and indirect spending trends as veteran-owned business spending because SDVOBE spending contributes to both categories. The net change in the disability-owned category equaled \$4.4 million, or 34%, compared to FY2019.

On the other hand, spending with LGBT businesses nearly tripled and increased from approximately \$190 thousand to more than \$517 thousand.

Expenditures with Disability-Owned and LGBT Businesses Enterprises

Business Category	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
Disability Businesses	\$6,466,609	\$12,822,789	\$8,418,879	-34.34%
LGBT Businesses	\$167,013	\$189,672	\$517,315	172.74%

Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)¹⁹ 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 \$150,000.²⁰

Small Business Registration

In FY2020, COMMBUYS continued to provide automated registration of small businesses. Similar to the state certification program, some businesses joined the program, while the SBPP participation of others expired. Overall, the program experienced a 4% increase in the number of verified businesses compared to FY2019.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

Certification Type	FY2018	FY2019	FY2020	FY2020 vs. FY2019 Change (%)
COMMBUYS-verified Massachusetts Small Businesses	2,060	1,322	1,376	4%

Small Business Purchasing Program (SBPP) Spending

Only the Commonwealth executive and non-executive departments participate in the SBPP, which has a 3.3% benchmark for discretionary spending. Total SBPP spending in FY2020 exceeded the benchmark by more than 41%, with program participants spending approximately 4.6% of their discretionary budgets with COMMBUYS-verified small businesses.

¹⁹ 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.

²⁰ Effective July 1, 2021, the SBPP will apply to procurements with annual value equal to or less than \$250,000.

SBPP Benchmark Attainment

	FY2020 Discretionary Budget	FY2020 Benchmark (3.3%)	FY2020 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	\$183,316,370	\$6,049,440	\$7,193,023	118.90%
Economic Development	\$157,652,669	\$5,202,538	\$27,993,641	538.08%
Education	\$242,605,084	\$8,005,968	\$32,970,976	411.83%
Energy and Environmental Affairs	\$113,383,219	\$3,741,646	\$9,814,594	262.31%
Health and Human Services	\$2,870,274,431	\$94,719,056	\$105,925,100	111.83%
Labor and Workforce Development	\$12,525,845	\$413,353	\$557,884	134.97%
Public Safety and Security	\$99,329,990	\$3,277,890	\$11,140,867	339.88%
Technology Services and Security	\$76,646,182	\$2,529,324	\$1,562,826	61.79%
Transportation	\$1,017,719,322	\$33,584,738	\$22,580,764	67.24%
Executive Department Subtotal	\$4,773,453,113	\$157,523,953	\$219,739,675	139.50%
Commission Against Discrimination	\$459,502	\$15,164	\$6,747	44.49%
Disabled Persons Protection Commission	\$511,623	\$16,884	\$157,789	934.57%
Massachusetts Gaming Commission	\$6,574,780	\$216,968	\$2,974,230	1370.82%
Office of the Governor	\$44,735	\$1,476	\$1,219	82.57%
Non-Executive Department Subtotal	\$7,590,640	\$250,491	\$3,139,985	1253.53%
Massachusetts Convention Center Authority	\$34,438,200	N/A	N/A	N/A
MassHousing	\$12,190,310	N/A	N/A	N/A
Quasi-Public Entity Subtotal	\$46,628,509	N/A	N/A	N/A
TOTAL	\$4,827,672,262	\$157,774,444	\$222,879,660	141.26%

In FY2020, program participants' expenditures through the SBPP increased by nearly 4.6% over the prior fiscal year.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

	FY2017	FY2018	FY2019	FY2020
Administration and Finance	\$9,847,587	\$8,156,474	\$8,747,689	\$7,193,023
Economic Development	\$23,194,101	\$25,213,508	\$27,997,674	\$27,993,641
Education	\$19,453,389	\$23,360,563	\$29,225,433	\$32,970,976
Energy and Environmental Affairs	\$12,163,421	\$10,594,020	\$11,792,813	\$9,814,594
Health and Human Services	\$94,508,885	\$98,573,524	\$100,847,697	\$105,925,100
Labor and Workforce Development	\$674,075	\$825,815	\$866,168	\$557,884
Public Safety and Security	\$8,346,557	\$8,651,723	\$10,060,392	\$11,140,867
Technology Services and Security		\$3,155,805	\$1,380,713	\$1,562,826
Transportation	\$17,245,042	\$19,934,080	\$20,343,231	\$22,580,764
Executive Department Subtotal	\$185,433,057	\$198,465,513	\$211,261,810	\$219,739,675
Commission Against Discrimination	\$675	\$558	\$3,977	\$6,747
Disabled Persons Protection Commission	\$0	\$0	\$94,428	\$157,789
Massachusetts Gaming Commission	\$857,883	\$803,984	\$1,764,509	\$2,974,230
Office of the Governor	\$26,559	\$1,377	\$0	\$1,219
Non-Executive Department Subtotal	\$885,118	\$805,919	\$1,862,915	\$3,139,985
Massachusetts Convention Center Authority	N/A	N/A	N/A	N/A
MassHousing	N/A	N/A	N/A	N/A
Quasi-Public Entity Subtotal	N/A	N/A	N/A	N/A
TOTAL	\$186,318,175	\$199,271,431	\$213,124,725	\$222,879,660

MBE Spending by Race and Ethnicity

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

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

FY2020 MBE Spending by Race and Ethnicity

Ethnicity/Minority	Direct Spending	Indirect Spending	Total Spending	Total Spending Percentage
African American, Black	\$10,830,441	\$38,894,081.97	\$49,724,523	11.72%
Asian American (Pacific)	\$48,853,276	\$26,274,019.07	\$75,127,295	17.70%
Asian American (Subcontinent)	\$22,301,200	\$20,753,229.55	\$43,054,430	10.14%
Cape Verdean	\$2,889,708	\$5,327,535.28	\$8,217,243	1.94%
Hispanic/Latino	\$11,589,293	\$22,568,655.51	\$34,157,949	8.05%
Multiple (Minority-led Non-profits)	\$204,175,599	\$9,118,758.30	\$213,294,357	50.25%
Native American		\$935,252.25	\$935,252	0.22%
Overlap adjustment ²¹		(\$73,875)	(\$73,875)	-0.02%
Grand Total	\$300,639,517	\$123,797,657	\$424,437,174	100.00%

Client health and social services (also known as Purchase of Service, or POS) provided by M/NPOs accounted for 50% of the Commonwealth’s direct MBE spending in FY2020. These expenditures are shown in the table as spending with multiple races and ethnicities because M/NPO certification is based on the races and ethnicities of multiple individuals comprising the non-profit organization’s board and/or voting body.²² The vast majority of these expenditures are direct payments by Commonwealth departments to certified non-profit organizations.

In terms of FY2020 spending with for-profit businesses, expenditures with companies with Asian American (Pacific) owners accounted for 17.7%, followed by 11.7% expended with African American businesses and 10.1% with Asian American (Subcontinent) businesses. Approximately 8% of total MBE spending took place with Hispanic/Latino businesses. Spending with Cape Verdean businesses represented approximately 2% of the total. Approximately 0.2% of program spending was with Native American businesses.

Municipal Construction Affirmative Marketing Programs (MCAMP)

The Municipal Construction Affirmative Marketing Program was established for the purpose of ensuring the fair participation of minority-owned and women-owned businesses on state assisted building projects.²³ The SDO, in consultation with DCAMM, is charged with establishing MBE and WBE participation goals for state-funded municipal construction contracts. The mission of the MCAMP (formerly known as the Construction Reform

²¹ The determination of M/NPO is made based on the majority of a non-profit organization’s board and/or voting body being included in the definition of “minority,” as defined in MGL c. 7, § 58 and 425 CMR 2.00. Therefore, each board and/or voting body may be comprised of individuals of multiple races and ethnicities and, if the majority of said members are included in the definition of “minority,” then the organization shall be considered a M/NPO.

²² MGL c. 7, § 61(l).

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.

MCAMP uses combined MBE/WBE goals to provide designers and contractors with flexibility in utilizing MBE and/or WBE contractors. The goal percentages are set jointly by the SDO and DCAMM and these goals also apply to DCAMM’s Affirmative Marketing Program.²⁴

MCAMP Supplier Diversity Goals for FY2020²⁵

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

Massachusetts School Building Authority (MSBA) Spending

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

The chart below compares FY2019 and FY2020 MBE/WBE spending on MSBA projects based on notices to proceed issued each year. The total combined MBE/WBE spending in FY2020 equaled \$70,764,156, which represents an increase of \$25,639,522 million or 57% when compared to the prior fiscal year.²⁶

Total Supplier Diversity Spending on MSBA School Projects in FY2019-2020

FY	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
2020	\$617,609,534	\$8,840,816	1.43%	\$61,924,340	10.03%	\$70,764,156	11.5%
2019	\$597,583,613	\$5,904,228	0.99%	\$39,220,406	6.56%	\$45,124,634	7.55%

The combined MBE/WBE participation level in FY2020 was 11.5%, which exceeded the 10.4% participation goal.

Supplier Diversity Performance of MSBA School Projects in FY2020

Project	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
Easthampton Maple Elementary School	\$81,137,000	\$500,000	0.6%	\$10,419,100	12.8%	\$10,919,100	13.5%
Foxborough Mabelle M Burrell	\$27,057,700	\$0	0.0%	\$3,347,400	12.4%	\$3,347,400	12.4%
Wareham Minot Forest Elementary School	\$72,066,370	\$2,704,331	3.8%	\$3,284,327	4.6%	\$5,988,658	8.3%

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

²⁵ On July 1, 2020, the MCAMP goals changed with the release by DCAMM of their new AMP goals, which are the result of the [DCAMM Disparity Study](#).

²⁶ Similar to prior fiscal years, there was no direct spending through the program and all diverse companies were engaged as subcontractors.

Project	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
Central Berkshire Wahconah Regional High	\$59,559,792	\$1,826,640	3.1%	\$3,627,288	6.1%	\$5,453,928	9.2%
Framingham Fuller Middle School	\$63,880,179	\$0	0.0%	\$8,848,768	13.9%	\$8,848,768	13.9%
Northbridge W Edward Balmer	\$77,447,743	\$420,000	0.5%	\$7,324,605	9.5%	\$7,744,605	10.0%
Shrewsbury Beal School	\$72,640,605	\$1,766,100	2.4%	\$13,577,367	18.7%	\$15,343,467	21.1%
Springfield Brightwood-Lincoln Elementary School	\$65,536,531	\$778,745	1.2%	\$5,507,920	8.2%	\$6,286,665	9.4%
Weymouth Maria Weston Chapman Middle School	\$96,878,945	\$845,000	0.9%	\$5,987,565	6.2%	\$6,832,565	7.1%
TOTAL	\$617,609,534	\$8,840,816	1.43%	\$61,924,340	10.03%	\$70,764,156	11.5%

Program Outreach, Collaboration, and Innovation Results

In FY2020, the SDO continued to use its holistic, three-prong approach to developing the supplier diversity marketplace through program recruitment, engagement/retention, and increased spending. This section provides highlights of the SDO's work over the fiscal year in those areas:

Program Recruitment

- Building stronger partnerships with stakeholder organizations:** Over the course of the year, the SDO engaged a multitude of stakeholders and allies to collect feedback and develop close partnership relationships to further the agency's mission of ensuring equity and inclusion in state procurement. These efforts involved virtually every member of the SDO staff, and were further strengthened with the hiring of Rob Williams, Director of Diverse and Small Business Engagement. Organizations who participated in these efforts include the Black Economic Council of Massachusetts (BECMA), Amplify Latinx, the Greater New England Minority Supplier Development Council (GNEMSDC), the National Minority Supplier Development Council (NMSDC), the Center for Women and Enterprise (CWE, New England WBENC), the Women Business Enterprise National Council (WBENC), the National LGBT Chamber of Commerce (NGLCC), Disability:IN, Work Without Limits and the Persons with Disabilities Employment Advocacy Group.

The Governor's Black Advisory Commission (BAC) and Latino Advisory Commission (LAC) as well as the Black and Latino Legislative Caucus provided valuable feedback on the SDO's programs and initiatives.

- Education, networking and one-on-one coaching sessions.** In FY2020, the SDO accomplished an important milestone in its outreach to the Commonwealth's Gateway Cities. Over a period of three years, in partnership with local community economic development offices and chambers of commerce, the Massachusetts Small Business Development Centers, the Procurement Technical Assistance Center, the SDO was able to hold one-on-one coaching sessions with businesses in all 26 Gateway Cities. While

the pandemic did not allow the SDO to visit 8 cities in person, the agency conducted outreach to certified businesses in each and held 34 one-on-one coaching sessions with businesses in Gateway Cities in FY2020.

In addition, SDO staff co-sponsored and participated in a wide range of networking and matchmaking events geared toward small and diverse businesses. Most notably, the SDO and the OSD Marketing, Events and Communication unit:

- Partnered with Northeastern University in cosponsoring the 7th Annual Supplier Diversity Networking Event on August 21st, 2019;
 - Co-sponsored the Disability Supplier Diversity Forum with Work Without Limits and Disability:IN at the Tufts Health Plan headquarters in Watertown;
 - Participated in BECMA’s Mass Black Expo in Boston on November 1st and 2nd, 2019;
 - Hosted an educational program and networking opportunities for small and diverse businesses at the OSD Conference in Worcester on November 7th, 2019;
 - Helped promote and participated in MassHousing’s 11th Annual Western Mass Business Engagement & Inclusion Trade Fair in West Springfield on December 12th, 2019; and
 - Co-sponsored the Boston Business Networking Event on February 12th, 2020.
- **Partnership agreements.** By FY2020, the SDO had signed partnership agreements with all major supplier diversity certification bodies in Massachusetts. Thanks to these partnership agreements, the SDO fully recognizes certifications issued by the GNEMSDC, CWE, Disability:IN, NGLCC, and, since FY2019, the City of Boston. Businesses certified by the NMSDC and WBENC affiliates outside of New England also have a shorter path to certification, as the SDO accepts copies of certification applications and site visit reports on file with those organizations when businesses apply for SDO certification. To streamline the certification process for diverse businesses even further, in FY2020, the SDO initiated partnership agreement negotiations with both NMSDC and WBENC National. If successful, these agreements will extend certification recognition to 22 additional regional affiliates of the NMSDC and 13 additional WBENC Regional Partner Organizations. These partnership agreements were drafted in FY2020 and, as of the publication of this report, are under review with both national organizations and their affiliates.
 - **Training workshops, webinars and webcasts.** The SDO’s partnership with the OSD Training unit continued in FY2020 and resulted in a wide range of in-person training classes, live webinars, and recorded webcasts for both buyers and vendors. The SDO’s Pre-certification Workshops led by a team of SDO staff and a trainer are designed for businesses interested in applying for state certification. These workshops introduce the SDO certification, discuss certification criteria, processes, and forms, and explain the marketing benefits of certification. Attendance at the pre-certification workshop is a requirement for all in-state businesses that wish to become certified.

Date	Location	Attended
July 16, 2019	Boston	71
September 6, 2019	New Bedford	30
September 19, 2019	Boston	61
October 28, 2019	Cambridge	67
October 29, 2019	Whitinsville	31
November 14, 2019	Allston	49
November 19, 2020	Taunton	30
December 11, 2019	Springfield	32
December 13, 2019	Brockton	39
December 19, 2019	Boston	59
January 8, 2020	Boston	79
January 30, 2020	Boston	70

Date	Location	Attended
February 19, 2020	Boston	72
March 12, 2020	Virtual	87
March 31, 2020	Virtual	102
April 30, 2020	Virtual	136
May 14, 2020	Virtual	92
June 4, 2020	Virtual	124
June 25, 2020	Virtual	151
Total	19	1,382

In FY2020, the SDO offered 19 pre-certification workshops (three more compared to FY2019), initially in person throughout the Commonwealth and, beginning in March 2020, as webinars online. On average, each in-person workshop drew approximately 53 attendees while virtual events drew an average of 115 attendees per workshop. This combination of offline and online workshop sessions brought in a total of 1,382 attendees, a 66% increase compared to the prior fiscal year.

- **Continued use of the Certification Self-Assessment Tool.** The SDO’s interactive Certification Self-Assessment Tool asks businesses a series of simple questions and then uses the answers to offer tailored guidance on accessing applicable SDO programs. In FY2020, the Self-Assessment Tool continued to be one of the SDO’s most used resources. Over the course of the year, it was accessed 2,553 times (a 7% increase from FY2019), and 330 companies completed the assessment (a 13% decrease from FY2019).

Program Engagement and Retention

- **Online certification system enhancements.** The SDO began FY2020 by releasing three new enhancements for its online certification system. These changes completed the SDO’s transition of all of its application and renewal processes to the internet. In addition, the system upgrades gave the SDO the capability to send out targeted custom emails with announcements of bidding opportunities and networking events.

The release of the new features was only the beginning, however. After decades of paper-based certification renewals, certified businesses had to be informed about the change and set up in the new system. To make the transition easier, the SDO developed job aids, postcard notifications and continues to provide one-on-one assistance for certified businesses renewing their certifications online for the first time.

- **Expanding Opportunities for Individuals with Disabilities in State Procurement and Contracting.** Pursuant to Section 4 of Chapter 219 of the Acts of 2016, An Act Relative To Job Creation And Workforce Development, and Section 88 of Chapter 154 of the Acts of 2018, the SDO partnered with the Massachusetts Office on Disability in the implementation of the following goals to provide opportunities for individuals with disabilities in all areas of state procurement and contracting:
 - Expand Inclusion of Disability-Owned Business Enterprises (DOBE) and Service-Disabled Veteran-Owned Business Enterprises (SDVOBE).
 - Transform and expand the SDO Individuals with Disabilities Pilot Program into an Ongoing Program.
 - Further Develop the Program Webpage with Resources and Tools for Employers and Individuals with Disabilities Seeking Employment.

Among the results of these efforts is the increase in the number of Service-Disabled Veteran-Owned Businesses recognized by the SDO. The SDO created a new [Learn about SDO’s Individuals with Disabilities Program](#) webpage, which included the program background, Commonwealth resources and

tools for employers, and Commonwealth resources and tools for job seekers with disabilities. In addition, the SDO issued a COMMBUYS [Request for Information \(RFI\): Organizations Assisting Employers in Hiring Individuals with Disabilities](#) seeking information on private nonprofit organizations that provide client services in this field. The solicitation continues to be open for interested organizations.

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

- **Disability:IN Award.** On October 8th, 2019, the SDO received the inaugural Disability:IN 2019 National Supplier Diversity Partnership Award. The ceremony took place at Work Without Limits and Disability:IN’s Raise the Bar HIRE conference held at the Four Points by Sheraton in Norwood. The award recognized the SDO’s efforts in promoting the inclusion of individuals with disabilities in the workforce and disability-owned businesses in Commonwealth contracting.

Program Spending

- **Fostering Business Opportunities for Diverse Personal Protective Equipment (PPE) Suppliers.** In May 2020, the SDO in partnership with the Governor’s Office for Access and Opportunity, the Executive Office of Housing and Community Development (EOHED), the Massachusetts Manufacturing Emergency Response Team (MERT), the Massachusetts Manufacturing Extension Partnership (MassMEP), and the Massachusetts Technology Collaborative embarked on a project to connect diverse suppliers of PPE with public and private business opportunities. Utilizing the Agile Scrum approach, the SDO team identified new and existing diverse suppliers of PPE, surveyed their product offerings and made the information available to public and private buyers.

Throughout the project, which extended beyond FY2020, the SDO collaborated with its certification partners, the OSD Sourcing and Marketing units, BECMA, Amplify Latinx, GNEMSDC, the BAC and LAC, and a wide range of other entities. All available outreach venues were used to contact and identify diverse PPE suppliers as well as companies that pivoted to selling PPE during the pandemic. Businesses that did not have an SDO certification were invited to pre-certification workshops, and all certified companies were added to the publicly available list of PPE suppliers maintained by EOHED on the Mass.gov website. These efforts produced the following results between May and June 2020.

FY2020 Results of the Program to Foster Business Opportunities for Diverse PPE Suppliers Program

Certification Type	May	June	% increase
MBE	2	24	1,100%
WBE	7	34	386%
Veteran-owned	0	3	-
Disability-owned	0	1	-
LGBTBE	0	2	-
Total Diverse Vendors	7	53	657%
Total Vendors (Including Non-Diverse)	54	114	111%

Since public-sector buyers were more likely to purchase PPE using Massachusetts Statewide Contracts, the SDO worked with OSD Sourcing to mark diverse suppliers of PPE on all lists available to public buyers thus enabling them to make a preference for diverse suppliers. This collaboration also extended beyond FY2020 and included existing Statewide Contracts as well as the OSD’s innovative program to make PPE available to the Commonwealth’s K-12 schools. The latter program, developed for the Massachusetts

Department of Elementary and Secondary Education, includes 25 contractors out of which 15, or 60%, are diverse, including 4 MBEs.

- **SDP Spending Compliance Verification.** FY2020 was the third year of implementation of the SDP Spending Compliance Verification program. The goal of the effort was to assess the accuracy of SDP reports submitted by Statewide Contractors by requesting SDO-certified vendors to confirm that they received the payments as stated on the spending reports. Out of the 143 sets of reports representing more than \$138 million dollars in reporting spending were reviewed by certified businesses. The amount of spending verified in FY2020 was more than 7.7 times larger compared to FY2019. Based on the responses received, the SDO found the following:
 - **Accurate and understated reports:** Spending in 125 sets of reports (87% of the reports, representing 92% of the expenditures reported) were confirmed to be accurate²⁷ or higher than reported. Of that number, 9 sets (6% of the responses, representing 0.31% of the expenditures reported) were understated, and the Statewide Contractor, in fact, spent more than reported.
 - **Overstated reports:** Eighteen sets of reports (13% of the reports and 8% of the expenditures reported) were found to be overstated by the Statewide Contractors. In each of those cases, the SDO notified the OSD Sourcing unit and requested that the contractor amend the SDP reports submitted to OSD or otherwise resolve the reporting issue. Data used for this Annual Report spending section was updated to reflect accurate (and not the overstated) spending amounts for the contractors in question.

Summary of Responses to the FY2020 SDP Spending Compliance Verification

Response Type	Number of Responses	% of Responses	Reported Expenditures	% of Total Reported Expenditures
Accurate	116	81%	\$126,772,625.04	92%
Understated	9	6%	\$431,725.51	0.31%
Overstated	18	13%	\$11,283,445.24	8%
Total	143	100%	\$138,487,795.79	100%

- **Increasing the visibility of diverse contractors to buyers.** Providing buyers easily accessible information on the diverse businesses they can use is key to enabling diverse vendor preference. In addition to highlighting diverse suppliers of PPE, the SDO collaborated with the OSD Data and Analytics unit to ensure that all buyers using Commonwealth Statewide Contracts are able to easily identify and engage diverse and small contractors. Beginning in FY2020, the OSD’s [Statewide Contract Index](#) tool for public-sector purchasers includes a special worksheet displaying detailed certification information for all available Statewide Contractors.
- **DCAMM AMP working group.** In FY2020, the SDO participated in this working group, which released the AMP Goals, resulting from the DCAMM AMP Disparity Study, for MBE and WBE participation in Construction and Design contracts. This working group conducted 38 public meetings throughout the Commonwealth to provide information from the disparity study and to elicit information from the public. These goals will be incorporated into all DCAMM state building construction and design projects and state funded school building construction and design projects which are funded by the Massachusetts School Building Authority (MSBA).

²⁷ To allow for the time gap between the order being placed by the prime contractor, invoicing, payment and the final payment being recorded by the certified partner, the SDO allowed for a 10% margin of error in reporting. However, while the report was categorized as accurate, the amount confirmed by the partner was used in this report.

Narrative Reports by Quasi-Public Organizations

In FY2020, SDO, in collaboration with the Governor's Office of Access, Opportunity and Community Affairs, continued to coordinate supplier diversity activities among more than two dozen quasi-public organizations across the state. In addition to meetings, resources, and best practices, participants in this effort were offered an opportunity to report their supplier diversity program results through this Annual Report. This chapter contains information from 11 quasi-public organizations that submitted such narrative reports, including two organizations also participating in the quantitative sections of this report (the Massachusetts Convention Center Authority and MassHousing).

Massachusetts Convention Center Authority (MCCA)

The MCCA adopted the Administration's methodology and procedures for measuring diverse business spending, beginning with its FY2017 reporting. While it has not tracked additional categories for diverse business types in the past, the MCCA now is asking vendors to report their certification status among a broader set of business categories (e.g., veteran-owned, LGBT-owned). In FY2018, the MCCA was proud to receive a Supplier Diversity Award for its efforts in promoting economic opportunity for small and diverse businesses in the Commonwealth in the prior fiscal year. Through its centralized Purchasing and Procurement team, the MCCA is looking to continually build upon this achievement to increase opportunities for diverse suppliers. In the fall of 2019, the MCCA was also able to serve as one of the sponsors of the Mass Black Expo inaugural event at the Boston Convention & Exhibition Center (BCEC).

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

Massachusetts Development Finance Agency (MassDevelopment)

Massachusetts Development Finance Agency's (MassDevelopment) Board of Directors (Board) voted at its June 8, 2017, Board of Directors Meeting to adopt a Diverse Business Participation Program (Program) for MassDevelopment's direct contracting. This Program encourages parties seeking contracts with MassDevelopment to use good faith efforts to include MBEs, WBEs, VBEs, and SDVOBEs. MassDevelopment refers to these four categories as Diverse Business Enterprises (DBEs).²⁸

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

In FY2018, MassDevelopment worked to roll out the Program and track its "baseline" for future years and annual reporting to the Board. The baseline year annual report was a major undertaking and resulted through collaboration between the finance, legal/procurement and information technology divisions. In FY2018, 11% of MassDevelopment's total direct contracting was procured through a DBE vendor. While this was our baseline year, MassDevelopment acknowledged in its Board report that atypical capital improvement projects on its real estate assets accounted for a majority of the DBE spend in FY2018. Accordingly, in 2019, 6.1% of direct contracting was procured through a DBE vendor, a noticeable reduction relative to the baseline year.

²⁸ The abbreviation "DBE" as used by MassDevelopment is distinct from the federal Disadvantaged Business Enterprise certification with the same abbreviation.

MassDevelopment used the same methodology as FY2018 in determining its FY2020 reporting. MassDevelopment's total consolidated dollar spend on all vendors for FY2020 (the denominator of the percentage calculation) was \$13,123,738.²⁹ MassDevelopment then identified (through cross-checking with the SDO database and through subsequent coding), all vendors eligible for inclusion in the Program. The total SDO certified, DBE vendor spend (the numerator) was determined to be \$1,050,898. Accordingly, 8.0% of MassDevelopment's total direct contracting was procured through a DBE vendor in FY2020. In addition, MassDevelopment had a small percentage of non-certified DBE spend and those vendors are in the process of seeking or updating their SDO certifications. This increase in the percentage of direct contract spending through DBE vendors is largely due to a decline in total direct contract spending, rather than an increase in the dollar spending on DBE vendors. As a consequence, MassDevelopment intends to work with its DEI consultant in this calendar year to assess ways in which we can continue to increase the share of spending with DBE contractors.

Massachusetts Gaming Commission (MGC)

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

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

The Massachusetts Gaming Commission Licensees' Supplier Diversity Performance in FY2020

	MBE		WBE		VBE	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	8%	7%	14%	10%	5%	3%
MGM Springfield	10%	3%	15%	14%	2%	1.6%
Plainridge Park	6%	7%	12%	16%	3%	5%

The most current information on supplier diversity status can be found in their quarterly reports posted to the website.

Oversight for each licensee's spending involves quarterly diversity reporting, compliance audits and reviews, as well as working with community organizations to assist the casinos in sourcing diverse vendors. Although FY20 was the first time the Commonwealth saw all three licensees in their operational phase, Plainridge Park Casino, MGM Springfield and Encore Boston Harbor all had to cease operations for over 3 months due to the pandemic, which had direct impacts on the overall spend.

Massachusetts Growth Capital Corporation (MGCC)

Massachusetts Growth Capital Corporation (MGCC) works to provide economic opportunities to MBEs, WBEs, and VBEs through financial services and technical assistance. In November 2015, MGCC launched the Diversity Goal Support Program to support private and public contracts. The goal of the program is to enable MBEs, WBEs, and VBEs to better compete for public contracts in Massachusetts. The program gives these firms the opportunity to access credit to meet up-front expenses in the awarding of a contract, helping to bridge the gap

²⁹ Vendors with payments of less than \$1,000.00 were excluded for administrative ease.

between the start of a project and when the business starts receiving payment from the client. In addition, MGCC will provide working capital loans and will work with customers to overcome obstacles in accessing capital.

MGCC communicates with statewide partners and the SDO to expand its reach to diverse suppliers. Program information, as well as further inclusive opportunities and initiatives supported by MGCC, may be found on [MGCC's website](http://empoweringsmallbusiness.org) (empoweringsmallbusiness.org).

Massachusetts Housing Finance Agency (MassHousing)

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

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

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

Recently compiled data from fiscal year 2020 (which ended June 30, 2020) shows that out of more than \$563 million spent by management companies and contractors at MassHousing-financed developments, more than \$177 million was spent with minority- and/or women-owned business.

In FY2020, of \$312 million in construction contracts awarded at MassHousing-financed developments, \$85 million (approximately 27%) went to MBEs and \$21 million (almost 7%) to WBEs. Of the \$251.2 million spent on goods and services at MassHousing-financed rental developments, \$40.9 million (approximately 16%) went to MBEs and \$30.2 million (almost 12%) went to WBEs.

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

Finally, in FY2020, MassHousing spent nearly 9% of the Agency's operating budget with Diverse Business Owners. MassHousing also actively worked to engage WBEs at all levels of contracting and procurement.

Massachusetts Port Authority (Massport)

The Massachusetts Port Authority ("Massport") is an independent public authority, self-supporting and is governed by a seven-member Board appointed by the Governor. Prior to the impact of COVID-19, Massport contributed \$22 billion a year in total economic impact.

Massport is a world class organization of people moving people and goods – connecting Massachusetts and New England to the world – safely, securely and efficiently, with a commitment to sustainability, our neighboring communities, and diversity, equity and inclusion.

Given the unexpected impact of the COVID-19 pandemic, Massport experienced lower passenger volume, which required controlled expenses and payments to vendors.

Massport remains committed to helping address the disparity in the participation of businesses owned by people of color, women and other diverse groups. Massport's Supplier Diversity program objectives are to expand partnerships and increase participation of certified minority business enterprises (MBEs); women business enterprises (WBEs), and other diverse groups. During FY20, Massport achieved 3.9% diverse supplier participation.

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

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (the "MSBA") is a quasi-independent state authority that provides partial reimbursement grant funding for school construction projects that are participating in the MSBA's grant program. The MSBA is committed to developing and strengthening Minority and Woman-Owned Business Enterprises ("M/WBEs") and expanding equal opportunity in the primary and secondary industries affected by MSBA procurements for goods and services. The MSBA works in partnership with the Massachusetts Supplier Diversity Office ("SDO") to notify certified M/WBEs of upcoming MSBA procurements. Also, the MSBA strongly considers a respondent's intent to further the development of M/WBEs or the existence of a relationship which furthers these goals when evaluating responses to procurements. The MSBA publishes RFR's for open procurements on the [MSBA's website](#) and on [COMMBUYS](#) where the MSBA welcomes M/WBEs to submit responses to these procurements.

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

Massachusetts State College Building Authority (MSCBA)

The Massachusetts State College Building Authority (MSCBA or Authority) is responsible for financing, designing, constructing, and overseeing the management of residence halls and student activity facilities for the nine state universities and 15 community colleges. The Authority is committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion. The Authority partners with the Commonwealth's Supplier Diversity Office, other state entities, and industry associations to strengthen the diverse workforce within the Commonwealth. In addition to adopting the Commonwealth's diversity goals for hiring design and construction firms, the MSCBA continues to reach out to the subcontractor community by engaging Minority Business Enterprises, Woman-Owned Business Enterprises, and Veteran-Owned Business Enterprises in a web-based trade contractor prequalification process where they are awarded additional credit toward becoming prequalified to bid on MSCBA projects. Notification of current opportunities are posted in the Central Register and at [MSCBA Solicitations](#).

Along with the MBE/WBE goals, the Authority has also adopted workforce participation goals to ensure opportunities for minority and women individuals to participate in our construction projects. Monthly review of the workforce data on each project results in an open dialog, creates demand, and results in real job opportunities. The Authority tracks this data on all projects to the established goals to measure growth and identify areas in need of improvement. Further, the Authority promotes diversity throughout other internally

hired vendors and in other types of procurement, and regularly engages minority and women owned firms for consulting and project support roles, as well as in financing activities. The MSCBA’s annual report and additional information, including current projects and annual reports, may be viewed online at www.mscba.org.

Massachusetts Water Resources Authority (MWRA)

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

A quarterly report is generated on spending for MBE/WBE/DBEs, which includes construction, goods/non-professional services and professional services contracts. These expenditures are presented to the MWRA’s Board of Directors in the quarterly Orange Notebook Report on Key Indicators of MWRA Performance. The table below shows the MWRA’s FY2020 Report.

MWRA FY2020 Supplier Diversity Spending

Type	Certification	Diverse Spending	Annual Goal	% of Goal Met
Construction	MBE	3,641,145	7,978,774	45.6%
	WBE	2,446,388	3,967,346	61.7%
Professional Services	MBE	2,322,007	2,074,508	111.9%
	WBE	942,850	1,667,119	56.6%
Goods/Services	MBE	340,656	361,841	94.1%
	WBE	993,375	1,222,192	81.3%

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

University of Massachusetts (UMass)

During FY2020, UMass implemented a shared service organization, the Unified Procurement Services Team (UPST), which centralized procurement operations across the UMass System. This positions UMass to continue to expand the university’s Supplier Diversity Program in FY21 and beyond. During FY20, the UMass team continued its active participation in industry networking events and as a member of the Steering Committee for the State Quasi-Public Agencies Supplier Diversity Committee. UMass also continued to support the Boston Chamber of Commerce Pacesetters Initiative, which prioritizes the creation of opportunities for local, ethnic minority-owned companies.

Goods and Services: UMass System Office

The UPST has continued to utilize automated online bidding to help vendors more easily identify opportunities and respond to invitations to bid. The team is also standardizing bid documents to further streamline the bid submission process. Currently, request for proposal (RFP) documents can be accessed at the [UMass Procurement Portal](#).

A new electronic bidding tool will launch in Spring of 2021 and at that time will be found at [UMass Public Sourcing Portal](#). This new tool will integrate into our supplier management system, allowing UMass to proactively notify diverse suppliers of new opportunities in their respective goods and services category.

FY2020 UMass Goods and Services Diverse Spending³⁰

Certification	FY20 Spending
Minority Owned Businesses	\$19,959,391
Women Owned Businesses	\$26,607,669
Veteran Owned Business	\$8,568.465
Disabled Business Owners	\$3,613,916

Construction: University of Massachusetts Building Authority (UMBA)

The University of Massachusetts Building Authority (UMBA), a public institution, implemented effective best practices with regard to its Minority and Women-Owned Business Enterprise (MBE /WBE) and workforce participation compliance program. This action was guided by UMBA's prior policy, under which the goal was to award 17.9% of MBW/WBE design contracts and 10.4% of MBE/WBE construction contracts.

UMBA will continue to establish greater opportunity for MBE and WBE firms and assist our contractors in meeting the new goals established by the Commonwealth of Massachusetts in its updated policy from July 2020. Design contract goals have been increased to 6.6% for MBEs and 15.0% for WBEs, and the construction contract goals have been increased to 4.2% for MBEs and 8.8% for WBEs. UMBA will continue its efforts to increase representative participation of MBE and WBE firms in the areas of professional services, project managers, commissioning contracts, material and equipment vendor purchases.

UMBA has worked closely with architectural firms, general contractors, construction managers and subcontractors to achieve and, in many cases, exceed the established compliance goals related to MBE and WBE participation in the past, and will continue that effort to meet and surpass the newly established compliance goals. In an effort to promote best practices and to expand the impact of its compliance efforts, UMBA has established regional design & construction compliance initiatives on the Amherst, Boston, Dartmouth, Lowell and Worcester campuses. These working groups meet regularly with construction managers, building trades, vocational/technical schools and community groups to assist contractors and subcontractors with the hiring of MBE and WBE firms, and also encourage these firms to hire minorities and women as a part of their workforce. In these efforts, UMBA continues to work in collaboration with state and municipal agencies, private development firms, and community organizations to further promote the opportunities available for MBE and WBE firms to contract on capital projects.

For FY2020, UMBA paid out \$44.2 million to MBE and WBE firms engaged on capital projects. This accounts for approximately 22% of UMBA's capital spending.

³⁰ UMass goods and services diversity spending information includes direct expenditures only.

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

Secretariat Code	Secretariat / Entity Name	Discretionary Budget	MBE			WBE			Veteran			Small Business		
			Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met	Benchmark	Total Expenditure	% Benchmark Met
ANF	ADMINISTRATION AND FINANCE	\$183,316,370	\$14,665,310	\$19,997,720	136.36%	\$25,664,292	\$41,742,894	162.65%	\$5,499,491	\$17,456,501	317.42%	\$6,049,440	\$7,193,023	118.90%
EED	ECONOMIC DEVELOPMENT	\$157,652,669	\$12,612,213	\$19,045,947	151.01%	\$22,071,374	\$36,876,446	167.08%	\$4,729,580	\$148,673	3.14%	\$5,202,538	\$27,993,641	538.08%
EDU	EDUCATION	\$242,605,084	\$19,408,407	\$27,296,805	140.64%	\$33,964,712	\$47,594,487	140.13%	\$7,278,153	\$699,364	9.61%	\$8,005,968	\$32,970,976	411.83%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	\$113,383,219	\$9,070,658	\$5,354,944	59.04%	\$15,873,651	\$24,460,832	154.10%	\$3,401,497	\$1,361,604	40.03%	\$3,741,646	\$9,814,594	262.31%
EHS	HEALTH AND HUMAN SERVICES	\$2,870,274,431	\$229,621,955	\$254,189,470	110.70%	\$401,838,420	\$633,311,230	157.60%	\$86,108,233	\$6,190,825	7.19%	\$94,719,056	\$105,925,100	111.83%
EOL	LABOR AND WORKFORCE DEVELOPMENT	\$12,525,845	\$1,002,068	\$7,598,387	758.27%	\$1,753,618	\$4,828,081	275.32%	\$375,775	\$725,328	193.02%	\$413,353	\$557,884	134.97%
EPS	PUBLIC SAFETY AND SECURITY	\$99,329,990	\$7,946,399	\$20,957,302	263.73%	\$13,906,199	\$21,802,574	156.78%	\$2,979,900	\$7,115,458	238.78%	\$3,277,890	\$11,140,867	339.88%
ITD	TECHNOLOGY SERVICES AND SECURITY	\$76,646,182	\$6,131,695	\$13,120,738	213.98%	\$10,730,466	\$11,847,913	110.41%	\$2,299,385	\$1,212,299	52.72%	\$2,529,324	\$1,562,826	61.79%
DOT	TRANSPORTATION	\$1,017,719,322	\$81,417,546	\$52,783,464	64.83%	\$142,480,705	\$142,899,504	100.29%	\$30,531,580	\$3,228,222	10.57%	\$33,584,738	\$22,580,764	67.24%
	Executive Subtotal	\$4,773,453,113	\$381,876,249	\$420,344,775	110.07%	\$668,283,436	\$965,363,960	144.45%	\$143,203,593	\$38,138,273	26.63%	\$157,523,953	\$219,739,675	139.50%
CAD	COMMISSION AGAINST DISCRIMINATION	\$459,502	\$36,760	\$112,659	306.47%	\$64,330	\$76,453	118.84%	\$13,785	\$17,216	124.89%	\$15,164	\$6,747	44.49%
DAC	DISABLED PERSONS PROTECTION COMMISSION	\$511,623	\$40,930	\$85,514	208.93%	\$71,627	\$96,291	134.43%	\$15,349	\$4,089	26.64%	\$16,884	\$157,789	934.57%
MGC	MASSACHUSETTS GAMING COMMISSION	\$6,574,780	\$525,982	\$484,953	92.20%	\$920,469	\$490,775	53.32%	\$197,243	\$48,366	24.52%	\$216,968	\$2,974,230	1370.82%
GOV	OFFICE OF THE GOVERNOR	\$44,735	\$3,579	\$6,963	194.55%	\$6,263	\$7,485	119.51%	\$1,342	\$317	23.59%	\$1,476	\$1,219	82.57%
	Non-Executive and Constitutional Subtotal	\$7,590,640	\$607,251	\$690,089	113.64%	\$1,062,690	\$671,003	63.14%	\$227,719	\$69,987	30.73%	\$250,491	\$3,139,985	1253.53%
MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$34,438,200	\$2,755,056	\$2,938,004	106.64%	\$4,821,348	\$3,249,838	67.41%	\$1,033,146	\$0	0.00%	N/A	N/A	N/A
MHA	MASS HOUSING	\$12,190,310	\$975,225	\$464,306	47.61%	\$1,706,643	\$658,840	38.60%	\$365,709	\$0	0.00%	N/A	N/A	N/A
	Quasi-Public Subtotal	\$46,628,509	\$3,730,281	\$3,402,310	91.21%	\$6,527,991	\$3,908,678	59.88%	\$1,398,855	\$0	0.00%	N/A	N/A	N/A
	TOTAL	\$4,827,672,262	\$386,213,781	\$424,437,174	109.90%	\$675,874,117	\$969,943,641	143.51%	\$144,830,168	\$38,208,260	26.38%	\$157,774,444	\$222,879,660	141.26%

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

Appendix B: MBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$23,910	\$1,913	\$180	\$385	\$565	29.52%	(\$1,348)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$122,244	\$9,780	\$61,226	\$2,548	\$63,774	652.12%	\$53,995
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,871,573	\$1,509,726	\$4,673,029	\$770,370	\$5,443,399	360.56%	\$3,933,673
ANF	ATB	APPELLATE TAX BOARD	\$1,811	\$145	\$1,371	\$525	\$1,895	1308.48%	\$1,751
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,317,647	\$105,412	\$496	\$22,155	\$22,651	21.49%	(\$82,760)
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,648	\$612	\$847	\$398	\$1,245	203.41%	\$633
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$139,408,110	\$11,152,649	\$1,175,013	\$11,420,030	\$12,595,043	112.93%	\$1,442,395
ANF	DOR	DEPARTMENT OF REVENUE	\$10,751,592	\$860,127	\$426,822	\$453,811	\$880,633	102.38%	\$20,505
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,713,962	\$217,117	\$283,623	\$49,371	\$332,993	153.37%	\$115,876
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,595,135	\$127,611	\$9,371	\$39,449	\$48,821	38.26%	(\$78,790)
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,645	\$452	\$113	\$790	\$903	199.91%	\$451
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$48,651	\$3,892	\$1,420	\$323	\$1,743	44.78%	(\$2,149)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,364,728	\$429,178	\$1,985	\$139,886	\$141,871	33.06%	(\$527,307)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$996,397	\$79,712	\$82,865	\$51,666	\$134,531	168.77%	\$54,819
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,087,315	\$166,985	\$284,601	\$43,051	\$327,653	196.22%	\$160,667
		TOTAL	\$183,316,370	\$14,665,310	\$7,002,963	\$12,994,757	\$19,997,720	136.36%	\$5,332,410
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$459,502	\$36,760	\$90,521	\$22,138	\$112,659	306.47%	\$75,899
		TOTAL	\$459,502	\$36,760	\$90,521	\$22,138	\$112,659	306.47%	\$75,899
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$511,623	\$40,930	\$71,124	\$14,390	\$85,514	208.93%	\$44,584
		TOTAL	\$511,623	\$40,930	\$71,124	\$14,390	\$85,514	208.93%	\$44,584
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,017,719,322	\$81,417,546	\$25,206,070	\$27,577,394	\$52,783,464	64.83%	(\$28,634,082)
		TOTAL	\$1,017,719,322	\$81,417,546	\$25,206,070	\$27,577,394	\$52,783,464	64.83%	(\$28,634,082)
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$1,590,280	\$4,127,222	\$872,941	\$91,702	\$964,643	23.37%	(\$3,162,580)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$1,462,646	\$1,462,646	\$3,384,829	\$1,134,075	\$4,518,904	308.95%	\$3,056,258
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$167,706,160	\$13,416,493	\$20,426,922	\$1,367,769	\$21,794,691	162.45%	\$8,378,198
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$5,025,569	\$402,046	\$9,002	\$9,565	\$18,567	4.62%	(\$383,479)
		TOTAL	\$242,605,084	\$19,408,407	\$24,693,694	\$2,603,111	\$27,296,805	140.64%	\$7,888,398
EED	DOB	DIVISION OF BANKS	\$381,529	\$30,522	\$26,493	\$26,176	\$52,669	172.56%	\$22,147
EED	DOI	DIVISION OF INSURANCE	\$531,110	\$42,489	\$110,771	\$8,423	\$119,195	280.53%	\$76,706
EED	DOS	DIVISION OF STANDARDS	\$24,304	\$1,944	\$0	\$1,900	\$1,900	97.71%	(\$44)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$760,335	\$60,827	\$589,060	\$94,819	\$683,879	1124.31%	\$623,052
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$758,459	\$60,677	\$3,974	\$29,720	\$33,695	55.53%	(\$26,982)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$153,940,691	\$12,315,255	\$16,725,476	\$862,162	\$17,587,638	142.81%	\$5,272,383
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,104,801	\$88,384	\$474,952	\$53,635	\$528,587	598.06%	\$440,203
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$56,220	\$4,498	\$6,413	\$1,017	\$7,430	165.20%	\$2,933
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$9,972	\$798	\$900	\$251	\$1,151	144.33%	\$354
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$85,246	\$6,820	\$23,349	\$6,455	\$29,804	437.02%	\$22,984
		TOTAL	\$157,652,669	\$12,612,213	\$17,961,389	\$1,084,559	\$19,045,947	151.01%	\$6,433,734
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,756,988	\$140,559	\$33,608	\$185,932	\$219,539	156.19%	\$78,980
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$380,528,147	\$30,442,252	\$12,951,921	\$3,382,109	\$16,334,029	53.66%	(\$14,108,222)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,101,853,755	\$88,148,300	\$66,508,716	\$6,072,842	\$72,581,557	82.34%	(\$15,566,743)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$259,406,357	\$20,752,509	\$30,343,394	\$6,540,834	\$36,884,227	177.73%	\$16,131,719
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$314,976,712	\$25,198,137	\$24,065,912	\$1,334,005	\$25,399,917	100.80%	\$201,780
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$67,389,048	\$5,391,124	\$5,513,701	\$942,928	\$6,456,629	119.76%	\$1,065,505
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$284,658,918	\$22,772,713	\$15,510,135	\$5,227,521	\$20,737,656	91.06%	(\$2,035,057)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$362,190,442	\$28,975,235	\$35,334,403	\$34,297,209	\$69,631,611	240.31%	\$40,656,376
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,850,232	\$148,019	\$30,957	\$142,063	\$173,020	116.89%	\$25,001
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,399,338	\$911,947	\$18,390	\$57,252	\$75,643	8.29%	(\$836,305)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,933,033	\$154,643	\$6,648	\$3,567	\$10,215	6.61%	(\$144,427)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,696,349	\$4,535,708	\$4,093,648	\$328,146	\$4,421,794	97.49%	(\$113,914)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,307,262	\$184,581	\$112,016	\$46,396	\$158,412	85.82%	(\$26,169)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$714,087	\$57,127	\$87,484	\$51,731	\$139,215	243.69%	\$82,088
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,613,764	\$1,809,101	\$676,096	\$289,908	\$966,004	53.40%	(\$843,097)
		TOTAL	\$2,870,274,431	\$229,621,955	\$195,287,028	\$58,902,442	\$254,189,470	110.70%	\$24,567,515

ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$978,146	\$78,252	\$15,430	\$18,381	\$33,810	43.21%	(\$44,441)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$80,619,887	\$6,449,591	\$148,648	\$2,955,361	\$3,104,010	48.13%	(\$3,345,581)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,697,854	\$135,828	\$129,354	\$37,110	\$166,464	122.55%	\$30,635
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,132,240	\$170,579	\$106	\$72,848	\$72,954	42.77%	(\$97,626)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,850,250	\$708,020	\$883,736	\$451,480	\$1,335,217	188.58%	\$627,197
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,984,709	\$718,777	\$264,281	\$216,469	\$480,751	66.88%	(\$238,026)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,699,251	\$695,940	\$11,842	\$103,366	\$115,208	16.55%	(\$580,732)
ENV	SRB	STATE RECLAMATION BOARD	\$1,420,882	\$113,671	\$7,678	\$38,853	\$46,531	40.93%	(\$67,140)
		TOTAL	\$113,383,219	\$9,070,658	\$1,461,075	\$3,893,868	\$5,354,944	59.04%	(\$3,715,714)
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,525,845	\$1,002,068	\$6,847,132	\$751,256	\$7,598,387	758.27%	\$6,596,319
		TOTAL	\$12,525,845	\$1,002,068	\$6,847,132	\$751,256	\$7,598,387	758.27%	\$6,596,319
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,988,892	\$239,111	\$686,811	\$2,649,643	\$3,336,455	1395.36%	\$3,097,343
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$232,943	\$18,635	\$128,957	\$17,540	\$146,497	786.12%	\$127,861
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$890,723	\$71,258	\$46,466	\$14,778	\$61,244	85.95%	(\$10,014)
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,013,687	\$161,095	\$69,419	\$85,871	\$155,290	96.40%	(\$5,804)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,114,450	\$249,156	\$38,924	\$283,100	\$322,025	129.25%	\$72,869
EPS	DOC	DEPARTMENT OF CORRECTION	\$30,684,801	\$2,454,784	\$1,131,241	\$4,287,952	\$5,419,193	220.76%	\$2,964,409
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,854,746	\$1,828,380	\$7,000,501	\$1,100,904	\$8,101,406	443.09%	\$6,273,026
EPS	MIL	MILITARY DIVISION	\$8,859,290	\$708,743	\$682,065	\$136,649	\$818,714	115.52%	\$109,971
EPS	PAR	PAROLE BOARD	\$1,255,413	\$100,433	\$8,532	\$40,426	\$48,959	48.75%	(\$51,474)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,928,995	\$2,074,320	\$1,267,051	\$1,258,044	\$2,525,095	121.73%	\$450,775
EPS	SOR	SEX OFFENDER REGISTRY	\$506,052	\$40,484	\$16,355	\$6,069	\$22,424	55.39%	(\$18,060)
		TOTAL	\$99,329,990	\$7,946,399	\$11,076,324	\$9,880,978	\$20,957,302	263.73%	\$13,010,902
GOV	GOV	GOVERNORS OFFICE	\$44,735	\$3,579	\$5,849	\$1,114	\$6,963	194.55%	\$3,384
		TOTAL	\$44,735	\$3,579	\$5,849	\$1,114	\$6,963	194.55%	\$3,384
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$76,646,182	\$6,131,695	\$9,111,620	\$4,009,118	\$13,120,738	213.98%	\$6,989,043
		TOTAL	\$76,646,182	\$6,131,695	\$9,111,620	\$4,009,118	\$13,120,738	213.98%	\$6,989,043
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$34,438,200	\$2,755,056	\$933,608	\$2,004,396	\$2,938,004	106.64%	\$182,948
		TOTAL	\$34,438,200	\$2,755,056	\$933,608	\$2,004,396	\$2,938,004	106.64%	\$182,948
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,574,780	\$525,982	\$426,815	\$58,138	\$484,953	92.20%	(\$41,029)
		TOTAL	\$6,574,780	\$525,982	\$426,815	\$58,138	\$484,953	92.20%	(\$41,029)
MHA	MHA	MASSHOUSING	\$12,190,310	\$975,225	\$464,306	\$0	\$464,306	47.61%	(\$510,919)
		TOTAL	\$12,190,310	\$975,225	\$464,306	\$0	\$464,306	47.61%	(\$510,919)
		YEAR TO DATE GRAND TOTAL	\$4,827,672,262	\$386,213,781	\$300,639,517	\$123,797,657	\$424,437,174	109.90%	\$38,223,393

Appendix C: WBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$23,910	\$3,347	\$1,409	\$425	\$1,834	54.78%	(\$1,514)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$122,244	\$17,114	\$61,245	\$2,814	\$64,059	374.30%	\$46,945
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,871,573	\$2,642,020	\$4,690,310	\$850,919	\$5,541,230	209.73%	\$2,899,209
ANF	ATB	APPELLATE TAX BOARD	\$1,811	\$254	\$1,371	\$580	\$1,950	769.35%	\$1,697
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,317,647	\$184,471	\$55,285	\$87,645	\$142,930	77.48%	(\$41,540)
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,648	\$1,071	\$847	\$439	\$1,286	120.12%	\$215
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$139,408,110	\$19,517,135	\$12,535,823	\$18,838,595	\$31,374,418	160.75%	\$11,857,282
ANF	DOR	DEPARTMENT OF REVENUE	\$10,751,592	\$1,505,223	\$2,125,990	\$553,559	\$2,679,549	178.02%	\$1,174,326
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,713,962	\$379,955	\$585,377	\$54,533	\$639,909	168.42%	\$259,955
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,595,135	\$223,319	\$556,270	\$43,574	\$599,844	268.60%	\$376,525
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,645	\$790	\$1,462	\$873	\$2,334	295.37%	\$1,544
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$48,651	\$6,811	\$1,420	\$357	\$1,777	26.08%	(\$5,034)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,364,728	\$751,062	\$54,099	\$148,871	\$202,970	27.02%	(\$548,092)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$996,397	\$139,496	\$96,998	\$57,068	\$154,066	110.44%	\$14,570
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,087,315	\$292,224	\$287,184	\$47,553	\$334,736	114.55%	\$42,512
		TOTAL	\$183,316,370	\$25,664,292	\$21,055,089	\$20,687,804	\$41,742,894	162.65%	\$16,078,602
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$459,502	\$64,330	\$52,000	\$24,453	\$76,453	118.84%	\$12,123
		TOTAL	\$459,502	\$64,330	\$52,000	\$24,453	\$76,453	118.84%	\$12,123
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$511,623	\$71,627	\$80,396	\$15,895	\$96,291	134.43%	\$24,663

		TOTAL	\$511,623	\$71,627	\$80,396	\$15,895	\$96,291	134.43%	\$24,663
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,017,719,322	\$142,480,705	\$73,017,463	\$69,882,040	\$142,899,504	100.29%	\$418,799
		TOTAL	\$1,017,719,322	\$142,480,705	\$73,017,463	\$69,882,040	\$142,899,504	100.29%	\$418,799
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$51,590,280	\$7,222,639	\$2,225,410	\$246,615	\$2,472,025	34.23%	(\$4,750,614)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$18,283,075	\$2,559,631	\$3,668,155	\$1,252,653	\$4,920,809	192.25%	\$2,361,178
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$167,706,160	\$23,478,862	\$37,388,735	\$2,644,301	\$40,033,036	170.51%	\$16,554,173
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$5,025,569	\$703,580	\$158,502	\$10,565	\$168,618	23.97%	(\$534,962)
		TOTAL	\$242,605,084	\$33,964,712	\$43,440,353	\$4,154,134	\$47,594,487	140.13%	\$13,629,775
EED	DOB	DIVISION OF BANKS	\$381,529	\$53,414	\$34,385	\$28,913	\$63,299	118.51%	\$9,884
EED	DOI	DIVISION OF INSURANCE	\$531,110	\$74,355	\$114,246	\$9,304	\$123,550	166.16%	\$49,194
EED	DOS	DIVISION OF STANDARDS	\$24,304	\$3,403	\$0	\$2,099	\$2,099	61.68%	(\$1,304)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$760,335	\$106,447	\$671,010	\$104,733	\$775,743	728.76%	\$669,296
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$758,459	\$106,184	\$67,332	\$32,828	\$100,160	94.33%	(\$6,024)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$153,940,691	\$21,551,697	\$32,060,573	\$2,975,599	\$35,036,172	162.57%	\$13,484,476
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,104,801	\$154,672	\$691,786	\$59,243	\$751,030	485.56%	\$596,357
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$56,220	\$7,871	\$4,981	\$1,123	\$6,104	77.55%	(\$1,767)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$9,972	\$1,396	\$95	\$278	\$373	26.69%	(\$1,023)
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$85,246	\$11,934	\$10,788	\$7,130	\$17,918	150.13%	\$5,983
		TOTAL	\$157,652,669	\$22,071,374	\$33,655,196	\$3,221,249	\$36,876,446	167.08%	\$14,805,072
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,756,988	\$245,978	\$337,299	\$205,373	\$542,672	220.62%	\$296,694
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$380,528,147	\$53,273,941	\$109,161,854	\$6,860,350	\$116,022,204	217.78%	\$62,748,263
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,101,853,755	\$154,259,526	\$228,132,889	\$11,661,615	\$239,794,504	155.45%	\$85,534,979
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$259,406,357	\$36,316,890	\$71,323,248	\$14,791,269	\$86,114,517	237.12%	\$49,797,627
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$314,976,712	\$44,096,740	\$58,819,617	\$3,363,812	\$62,183,429	141.02%	\$18,086,690
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$67,389,048	\$9,434,467	\$19,335,718	\$1,384,077	\$20,719,795	219.62%	\$11,285,328
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$284,658,918	\$39,852,249	\$23,611,430	\$5,699,086	\$29,310,516	73.55%	(\$10,541,732)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$362,190,442	\$50,706,662	\$21,650,935	\$43,650,028	\$65,300,963	128.78%	\$14,594,301
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,850,232	\$259,032	\$713,705	\$156,917	\$870,622	336.11%	\$611,589
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,399,338	\$1,595,907	\$1,767,350	\$136,034	\$1,903,384	119.27%	\$307,477
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,933,033	\$270,625	\$1,266,464	\$8,757	\$1,275,220	471.21%	\$1,004,596
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,696,349	\$7,937,489	\$5,704,635	\$736,804	\$6,441,439	81.15%	(\$1,496,050)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,307,262	\$323,017	\$40,421	\$147,644	\$188,065	58.22%	(\$134,951)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$714,087	\$99,972	\$73,110	\$557,743	\$630,853	631.03%	\$530,881
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,613,764	\$3,165,927	\$1,505,097	\$507,949	\$2,013,046	63.58%	(\$1,152,881)
		TOTAL	\$2,870,274,431	\$401,838,420	\$543,443,773	\$89,867,457	\$633,311,230	157.60%	\$231,472,810
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$978,146	\$136,940	\$86,923	\$20,302	\$107,226	78.30%	(\$29,715)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$80,619,887	\$11,286,784	\$10,346,565	\$5,915,657	\$16,262,222	144.08%	\$4,975,438
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,697,854	\$237,700	\$254,732	\$40,990	\$295,722	124.41%	\$58,022
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,132,240	\$298,514	\$159	\$80,465	\$80,623	27.01%	(\$217,890)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,850,250	\$1,239,035	\$4,490,288	\$498,687	\$4,988,975	402.65%	\$3,749,940
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,984,709	\$1,257,859	\$310,396	\$442,008	\$752,404	59.82%	(\$505,455)
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,699,251	\$1,217,895	\$1,824,839	\$79,137	\$1,903,977	156.33%	\$686,082
ENV	SRB	STATE RECLAMATION BOARD	\$1,420,882	\$198,923	\$26,769	\$42,915	\$69,684	35.03%	(\$129,240)
		TOTAL	\$113,383,219	\$15,873,651	\$17,340,671	\$7,120,161	\$24,460,832	154.10%	\$8,587,182
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,525,845	\$1,753,618	\$3,998,274	\$829,806	\$4,828,081	275.32%	\$3,074,462
		TOTAL	\$12,525,845	\$1,753,618	\$3,998,274	\$829,806	\$4,828,081	275.32%	\$3,074,462
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,988,892	\$418,445	\$412,267	\$2,926,688	\$3,338,955	797.94%	\$2,920,510
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$232,943	\$32,612	\$92,950	\$19,374	\$112,324	344.42%	\$79,712
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$890,723	\$124,701	\$42,274	\$16,323	\$58,598	46.99%	(\$66,103)
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,013,687	\$281,916	\$256,314	\$94,850	\$351,164	124.56%	\$69,247
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,114,450	\$436,023	\$120,572	\$320,415	\$440,987	101.14%	\$4,964
EPS	DOC	DEPARTMENT OF CORRECTION	\$30,684,801	\$4,295,872	\$3,030,126	\$4,121,008	\$7,151,134	166.47%	\$2,855,262
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,854,746	\$3,199,664	\$3,356,110	\$1,223,393	\$4,579,503	143.12%	\$1,379,839
EPS	MIL	MILITARY DIVISION	\$8,859,290	\$1,240,301	\$1,597,961	\$150,936	\$1,748,898	141.01%	\$508,597
EPS	PAR	PAROLE BOARD	\$1,255,413	\$175,758	\$90,150	\$44,839	\$134,989	76.80%	(\$40,769)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,928,995	\$3,630,059	\$1,838,515	\$2,033,798	\$3,872,313	106.67%	\$242,254
EPS	SOR	SEX OFFENDER REGISTRY	\$506,052	\$70,847	\$7,006	\$6,703	\$13,710	19.35%	(\$57,137)
		TOTAL	\$99,329,990	\$13,906,199	\$10,844,245	\$10,958,329	\$21,802,574	156.78%	\$7,896,375
GOV	GOV	GOVERNORS OFFICE	\$44,735	\$6,263	\$6,254	\$1,230	\$7,485	119.51%	\$1,222
		TOTAL	\$44,735	\$6,263	\$6,254	\$1,230	\$7,485	119.51%	\$1,222
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$76,646,182	\$10,730,466	\$7,419,604	\$4,428,309	\$11,847,913	110.41%	\$1,117,448

		TOTAL	\$76,646,182	\$10,730,466	\$7,419,604	\$4,428,309	\$11,847,913	110.41%	\$1,117,448
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$34,438,200	\$4,821,348	\$2,055,423	\$1,194,414	\$3,249,838	67.41%	(\$1,571,510)
		TOTAL	\$34,438,200	\$4,821,348	\$2,055,423	\$1,194,414	\$3,249,838	67.41%	(\$1,571,510)
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,574,780	\$920,469	\$426,558	\$64,217	\$490,775	53.32%	(\$429,694)
		TOTAL	\$6,574,780	\$920,469	\$426,558	\$64,217	\$490,775	53.32%	(\$429,694)
MHA	MHA	MASSHOUSING	\$12,190,310	\$1,706,643	\$658,840	\$0	\$658,840	38.60%	(\$1,047,803)
		TOTAL	\$12,190,310	\$1,706,643	\$658,840	\$0	\$658,840	38.60%	(\$1,047,803)
		YEAR TO DATE GRAND TOTAL	\$4,827,672,262	\$675,874,117	\$757,494,142	\$212,449,499	\$969,943,641	143.51%	\$294,069,525

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

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$23,910	\$717	\$0	\$109	\$109	15.24%	(\$608)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$122,244	\$3,667	\$0	\$724	\$724	19.74%	(\$2,943)
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,871,573	\$566,147	\$210	\$218,919	\$219,130	38.71%	(\$347,018)
ANF	ATB	APPELLATE TAX BOARD	\$1,811	\$54	\$0	\$149	\$149	274.58%	\$95
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,317,647	\$39,529	\$0	\$6,118	\$6,118	15.48%	(\$33,411)
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,648	\$229	\$0	\$113	\$113	49.28%	(\$116)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$139,408,110	\$4,182,243	\$14,828,133	\$2,170,117	\$16,998,250	406.44%	\$12,816,007
ANF	DOR	DEPARTMENT OF REVENUE	\$10,751,592	\$322,548	\$27,126	\$126,687	\$153,813	47.69%	(\$168,734)
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,713,962	\$81,419	\$0	\$14,030	\$14,030	17.23%	(\$67,389)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,595,135	\$47,854	\$1,201	\$11,211	\$12,412	25.94%	(\$35,442)
ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,645	\$169	\$0	\$224	\$224	132.56%	\$55
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$48,651	\$1,460	\$0	\$92	\$92	6.29%	(\$1,368)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,364,728	\$160,942	\$0	\$24,419	\$24,419	15.17%	(\$136,522)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$996,397	\$29,892	\$0	\$14,682	\$14,682	49.12%	(\$15,210)
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,087,315	\$62,619	\$0	\$12,234	\$12,234	19.54%	(\$50,385)
		TOTAL	\$183,316,370	\$5,499,491	\$14,856,671	\$2,599,830	\$17,456,501	317.42%	\$11,957,009
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$459,502	\$13,785	\$10,925	\$6,291	\$17,216	124.89%	\$3,431
		TOTAL	\$459,502	\$13,785	\$10,925	\$6,291	\$17,216	124.89%	\$3,431
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$511,623	\$15,349	\$0	\$4,089	\$4,089	26.64%	(\$11,259)
		TOTAL	\$511,623	\$15,349	\$0	\$4,089	\$4,089	26.64%	(\$11,259)
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,017,719,322	\$30,531,580	\$816,906	\$2,411,316	\$3,228,222	10.57%	(\$27,303,358)
		TOTAL	\$1,017,719,322	\$30,531,580	\$816,906	\$2,411,316	\$3,228,222	10.57%	(\$27,303,358)
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$51,590,280	\$1,547,708	\$0	\$26,257	\$26,257	1.70%	(\$1,521,452)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$18,283,075	\$548,492	\$281,885	\$322,275	\$604,160	110.15%	\$55,668
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$167,706,160	\$5,031,185	\$77	\$66,071	\$66,148	1.31%	(\$4,965,037)
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$5,025,569	\$150,767	\$81	\$2,718	\$2,799	1.86%	(\$147,968)
		TOTAL	\$242,605,084	\$7,278,153	\$282,042	\$417,321	\$699,364	9.61%	(\$6,578,789)
EED	DOB	DIVISION OF BANKS	\$381,529	\$11,446	\$0	\$7,439	\$7,439	64.99%	(\$4,007)
EED	DOI	DIVISION OF INSURANCE	\$531,110	\$15,933	\$0	\$2,394	\$2,394	15.02%	(\$13,540)
EED	DOS	DIVISION OF STANDARDS	\$24,304	\$729	\$0	\$540	\$540	74.05%	(\$189)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$760,335	\$22,810	\$0	\$26,945	\$26,945	118.13%	\$4,135
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$758,459	\$22,754	\$0	\$8,446	\$8,446	37.12%	(\$14,308)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$153,940,691	\$4,618,221	\$0	\$85,473	\$85,473	1.85%	(\$4,532,747)
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,104,801	\$33,144	\$0	\$15,242	\$15,242	45.99%	(\$17,902)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$56,220	\$1,687	\$0	\$289	\$289	17.13%	(\$1,398)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$9,972	\$299	\$0	\$71	\$71	23.88%	(\$228)
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$85,246	\$2,557	\$0	\$1,834	\$1,834	71.73%	(\$723)
		TOTAL	\$157,652,669	\$4,729,580	\$0	\$148,673	\$148,673	3.14%	(\$4,580,907)
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,756,988	\$2,710	\$16,345	\$52,837	\$69,182	131.25%	\$16,472
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$380,528,147	\$11,415,844	\$373,582	\$217,494	\$591,077	5.18%	(\$10,824,767)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,101,853,755	\$33,055,613	\$221,055	\$414,996	\$636,050	1.92%	(\$32,419,562)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$259,406,357	\$7,782,191	\$920,718	\$1,152,925	\$2,073,644	26.65%	(\$5,708,547)
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$314,976,712	\$9,449,301	\$0	\$121,735	\$121,735	1.29%	(\$9,327,566)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$67,389,048	\$2,021,671	\$108,221	\$89,049	\$197,271	9.76%	(\$1,824,401)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$284,658,918	\$8,539,768	\$859,787	\$1,441,621	\$2,301,408	26.95%	(\$6,238,360)

EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$362,190,442	\$10,865,713	\$0	\$2,274	\$2,274	0.02%	(\$10,863,439)
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,850,232	\$55,507	\$6,865	\$40,371	\$47,236	85.10%	(\$8,271)
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,399,338	\$341,980	\$0	\$21,780	\$21,780	6.37%	(\$320,200)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,933,033	\$57,991	\$0	\$901	\$901	1.55%	(\$57,090)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,696,349	\$1,700,890	\$0	\$58,620	\$58,620	3.45%	(\$1,642,270)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,307,262	\$69,218	\$532	\$248	\$780	1.13%	(\$68,438)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$714,087	\$21,423	\$0	\$4,248	\$4,248	19.83%	(\$17,175)
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,613,764	\$678,413	\$0	\$64,620	\$64,620	9.53%	(\$613,793)
		TOTAL	\$2,870,274,431	\$86,108,233	\$2,507,106	\$3,683,718	\$6,190,825	7.19%	(\$79,917,408)
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$978,146	\$29,344	\$32,757	\$5,223	\$37,980	129.43%	\$8,636
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$80,619,887	\$2,418,597	\$41,515	\$468,785	\$510,301	21.10%	(\$1,908,296)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,697,854	\$50,936	\$0	\$10,546	\$10,546	20.70%	(\$40,390)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,132,240	\$63,967	\$0	\$20,701	\$20,701	32.36%	(\$43,266)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,850,250	\$265,508	\$23,454	\$128,299	\$151,753	57.16%	(\$113,754)
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,984,709	\$269,541	\$413,332	\$124,705	\$538,036	199.61%	\$268,495
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,699,251	\$260,978	\$55,017	\$20,360	\$75,377	28.88%	(\$185,600)
ENV	SRB	STATE RECLAMATION BOARD	\$1,420,882	\$42,626	\$5,868	\$11,041	\$16,909	39.67%	(\$25,718)
		TOTAL	\$113,383,219	\$3,401,497	\$571,943	\$789,660	\$1,361,604	40.03%	(\$2,039,893)
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,525,845	\$375,775	\$511,840	\$213,488	\$725,328	193.02%	\$349,552
		TOTAL	\$12,525,845	\$375,775	\$511,840	\$213,488	\$725,328	193.02%	\$349,552
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,988,892	\$89,667	\$83,990	\$752,961	\$836,951	933.40%	\$747,284
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$232,943	\$6,988	\$0	\$4,984	\$4,984	71.33%	(\$2,004)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$890,723	\$26,722	\$542	\$4,200	\$4,741	17.74%	(\$21,980)
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,013,687	\$60,411	\$1,907	\$24,402	\$26,309	43.55%	(\$34,102)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,114,450	\$93,433	\$0	\$63,379	\$63,379	67.83%	(\$30,055)
EPS	DOC	DEPARTMENT OF CORRECTION	\$30,684,801	\$920,544	\$1,611,658	\$551,698	\$2,163,356	235.01%	\$1,242,812
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,854,746	\$685,642	\$120,215	\$309,862	\$430,077	62.73%	(\$255,566)
EPS	MIL	MILITARY DIVISION	\$8,859,290	\$265,779	\$147,333	\$38,832	\$186,165	70.05%	(\$79,614)
EPS	PAR	PAROLE BOARD	\$1,255,413	\$37,662	\$0	\$11,405	\$11,405	30.28%	(\$26,258)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,928,995	\$777,870	\$3,016,211	\$370,155	\$3,386,366	435.34%	\$2,608,496
EPS	SOR	SEX OFFENDER REGISTRY	\$506,052	\$15,182	\$0	\$1,725	\$1,725	11.36%	(\$13,457)
		TOTAL	\$99,329,990	\$2,979,900	\$4,981,855	\$2,133,603	\$7,115,458	238.78%	\$4,135,558
GOV	GOV	GOVERNORS OFFICE	\$44,735	\$1,342	\$0	\$317	\$317	23.59%	(\$1,026)
		TOTAL	\$44,735	\$1,342	\$0	\$317	\$317	23.59%	(\$1,026)
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$76,646,182	\$2,299,385	\$73,010	\$1,139,289	\$1,212,299	52.72%	(\$1,087,086)
		TOTAL	\$76,646,182	\$2,299,385	\$73,010	\$1,139,289	\$1,212,299	52.72%	(\$1,087,086)
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$34,438,200	\$1,033,146	\$0	\$0	\$0	0.00%	(\$1,033,146)
		TOTAL	\$34,438,200	\$1,033,146	\$0	\$0	\$0	0.00%	(\$1,033,146)
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,574,780	\$197,243	\$31,845	\$16,521	\$48,366	24.52%	(\$148,877)
		TOTAL	\$6,574,780	\$197,243	\$31,845	\$16,521	\$48,366	24.52%	(\$148,877)
MHA	MHA	MASSHOUSING	\$12,190,310	\$365,709	\$0	\$0	\$0	0.00%	(\$365,709)
		TOTAL	\$12,190,310	\$365,709	\$0	\$0	\$0	0.00%	(\$365,709)
		YEAR TO DATE GRAND TOTAL	\$4,827,672,262	\$144,830,168	\$24,644,143	\$13,564,117	\$38,208,260	26.38%	(\$106,621,908)

Appendix E: SBPP Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	\$23,910	\$789	\$1,229	\$0	\$1,229	155.74%	\$440
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	\$122,244	\$4,034	\$60,859	\$0	\$60,859	1508.64%	\$56,825
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	\$18,871,573	\$622,762	\$505,026	\$0	\$505,026	81.09%	(\$117,736)
ANF	ATB	APPELLATE TAX BOARD	\$1,811	\$60	\$0	\$0	\$0	0.00%	(\$60)
ANF	BSB	BUREAU OF THE STATE HOUSE	\$1,317,647	\$43,482	\$78,600	\$0	\$78,600	180.76%	\$35,118
ANF	CSC	CIVIL SERVICE COMMISSION	\$7,648	\$252	\$0	\$0	\$0	0.00%	(\$252)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	\$139,408,110	\$4,600,468	\$6,193,125	\$0	\$6,193,125	134.62%	\$1,592,658
ANF	DOR	DEPARTMENT OF REVENUE	\$10,751,592	\$354,803	\$182,575	\$0	\$182,575	51.46%	(\$172,227)
ANF	GIC	GROUP INSURANCE COMMISSION	\$2,713,962	\$89,561	\$7,517	\$0	\$7,517	8.39%	(\$82,044)
ANF	HRD	HUMAN RESOURCES DIVISION	\$1,595,135	\$52,639	\$95,683	\$0	\$95,683	181.77%	\$43,043

ANF	LIB	GEORGE FINGOLD LIBRARY	\$5,645	\$186	\$7,032	\$0	\$7,032	3774.76%	\$6,846
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	\$48,651	\$1,605	\$0	\$0	\$0	0.00%	(\$1,605)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	\$5,364,728	\$177,036	\$36,847	\$0	\$36,847	20.81%	(\$140,189)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	\$996,397	\$32,881	\$2,810	\$0	\$2,810	8.55%	(\$30,071)
ANF	TRB	TEACHERS RETIREMENT BOARD	\$2,087,315	\$68,881	\$21,720	\$0	\$21,720	31.53%	(\$47,162)
		TOTAL	\$183,316,370	\$6,049,440	\$7,193,023	\$0	\$7,193,023	118.90%	\$1,143,583
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	\$459,502	\$15,164	\$6,747	\$0	\$6,747	44.49%	(\$8,417)
		TOTAL	\$459,502	\$15,164	\$6,747	\$0	\$6,747	44.49%	(\$8,417)
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	\$511,623	\$16,884	\$157,789	\$0	\$157,789	934.57%	\$140,905
		TOTAL	\$511,623	\$16,884	\$157,789	\$0	\$157,789	934.57%	\$140,905
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	\$1,017,719,322	\$33,584,738	\$22,580,764	\$0	\$22,580,764	67.24%	(\$11,003,974)
		TOTAL	\$1,017,719,322	\$33,584,738	\$22,580,764	\$0	\$22,580,764	67.24%	(\$11,003,974)
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	\$51,590,280	\$1,702,479	\$2,462,807	\$0	\$2,462,807	144.66%	\$760,328
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	\$18,283,075	\$603,341	\$2,944,264	\$0	\$2,944,264	487.99%	\$2,340,922
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	\$167,706,160	\$5,534,303	\$27,554,066	\$0	\$27,554,066	497.88%	\$22,019,763
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	\$5,025,569	\$165,844	\$9,839	\$0	\$9,839	5.93%	(\$156,005)
		TOTAL	\$242,605,084	\$8,005,968	\$32,970,976	\$0	\$32,970,976	411.83%	\$24,965,008
EED	DOB	DIVISION OF BANKS	\$381,529	\$12,590	\$3,338	\$0	\$3,338	26.51%	(\$9,253)
EED	DOI	DIVISION OF INSURANCE	\$531,110	\$17,527	\$115,117	\$0	\$115,117	656.81%	\$97,590
EED	DOS	DIVISION OF STANDARDS	\$24,304	\$802	\$0	\$0	\$0	0.00%	(\$802)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	\$760,335	\$25,091	\$60	\$0	\$60	0.24%	(\$25,032)
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	\$758,459	\$25,029	\$18,576	\$0	\$18,576	74.22%	(\$6,453)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	\$153,940,691	\$5,080,043	\$27,821,777	\$0	\$27,821,777	547.67%	\$22,741,734
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	\$1,104,801	\$36,458	\$2,558	\$0	\$2,558	7.02%	(\$33,901)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	\$56,220	\$1,855	\$9,969	\$0	\$9,969	537.32%	\$8,113
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	\$9,972	\$329	\$900	\$0	\$900	273.50%	\$571
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	\$85,246	\$2,813	\$21,348	\$0	\$21,348	758.85%	\$18,534
		TOTAL	\$157,652,669	\$5,202,538	\$27,993,641	\$0	\$27,993,641	538.08%	\$22,791,103
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	\$1,756,988	\$57,981	\$394,821	\$0	\$394,821	680.95%	\$336,840
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	\$380,528,147	\$12,557,429	\$7,643,927	\$0	\$7,643,927	60.87%	(\$4,913,502)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	\$1,101,853,755	\$36,361,174	\$29,283,254	\$0	\$29,283,254	80.53%	(\$7,077,920)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	\$259,406,357	\$8,560,410	\$28,906,267	\$0	\$28,906,267	337.67%	\$20,345,857
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	\$314,976,712	\$10,394,232	\$2,793,888	\$0	\$2,793,888	26.88%	(\$7,600,344)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	\$67,389,048	\$2,223,839	\$1,532,795	\$0	\$1,532,795	68.93%	(\$691,044)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	\$284,658,918	\$9,393,744	\$8,645,964	\$0	\$8,645,964	92.04%	(\$747,780)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	\$362,190,442	\$11,952,285	\$13,379,368	\$0	\$13,379,368	111.94%	\$1,427,083
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	\$1,850,232	\$61,058	\$286,841	\$0	\$286,841	469.79%	\$225,784
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	\$11,399,338	\$376,178	\$993,649	\$0	\$993,649	264.14%	\$617,471
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	\$1,933,033	\$63,790	\$91,133	\$0	\$91,133	142.86%	\$27,343
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	\$56,696,349	\$1,870,980	\$9,012,362	\$0	\$9,012,362	481.69%	\$7,141,383
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	\$2,307,262	\$76,140	\$167,242	\$0	\$167,242	219.65%	\$91,103
EHS	VET	DEPARTMENT OF VETERANS SERVICES	\$714,087	\$23,565	\$88,641	\$0	\$88,641	376.16%	\$65,076
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	\$22,613,764	\$746,254	\$2,704,949	\$0	\$2,704,949	362.47%	\$1,958,695
		TOTAL	\$2,870,274,431	\$94,719,056	\$105,925,100	\$0	\$105,925,100	111.83%	\$11,206,044
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	\$978,146	\$32,279	\$159,661	\$0	\$159,661	494.63%	\$127,382
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	\$80,619,887	\$2,660,456	\$6,886,891	\$0	\$6,886,891	258.86%	\$4,226,434
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	\$1,697,854	\$56,029	\$14,936	\$0	\$14,936	26.66%	(\$41,093)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	\$2,132,240	\$70,364	\$977,039	\$0	\$977,039	1388.55%	\$906,675
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	\$8,850,250	\$292,058	\$483,829	\$0	\$483,829	165.66%	\$191,771
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	\$8,984,709	\$296,495	\$425,428	\$0	\$425,428	143.49%	\$128,933
ENV	FWE	DEPARTMENT OF FISH AND GAME	\$8,699,251	\$287,075	\$851,881	\$0	\$851,881	296.74%	\$564,806
ENV	SRB	STATE RECLAMATION BOARD	\$1,420,882	\$46,889	\$14,928	\$0	\$14,928	31.84%	(\$31,961)
		TOTAL	\$113,383,219	\$3,741,646	\$9,814,594	\$0	\$9,814,594	262.31%	\$6,072,948
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	\$12,525,845	\$413,353	\$557,884	\$0	\$557,884	134.97%	\$144,531
		TOTAL	\$12,525,845	\$413,353	\$557,884	\$0	\$557,884	134.97%	\$144,531
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	\$2,988,892	\$98,633	\$453,610	\$0	\$453,610	459.89%	\$354,976
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	\$232,943	\$7,687	\$176,531	\$0	\$176,531	2296.46%	\$168,844
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	\$890,723	\$29,394	\$69,106	\$0	\$69,106	235.10%	\$39,712
EPS	CME	CHIEF MEDICAL EXAMINER	\$2,013,687	\$66,452	\$545,126	\$0	\$545,126	820.33%	\$478,674
EPS	DFS	DEPARTMENT OF FIRE SERVICES	\$3,114,450	\$102,777	\$755,310	\$0	\$755,310	734.90%	\$652,533
EPS	DOC	DEPARTMENT OF CORRECTION	\$30,684,801	\$1,012,598	\$3,429,935	\$0	\$3,429,935	338.73%	\$2,417,336

EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	\$22,854,746	\$754,207	\$851,956	\$0	\$851,956	112.96%	\$97,749
EPS	MIL	MILITARY DIVISION	\$8,859,290	\$292,357	\$1,948,690	\$0	\$1,948,690	666.55%	\$1,656,334
EPS	PAR	PAROLE BOARD	\$1,255,413	\$41,429	\$14,540	\$0	\$14,540	35.10%	(\$26,889)
EPS	POL	DEPARTMENT OF STATE POLICE	\$25,928,995	\$855,657	\$2,887,207	\$0	\$2,887,207	337.43%	\$2,031,550
EPS	SOR	SEX OFFENDER REGISTRY	\$506,052	\$16,700	\$8,857	\$0	\$8,857	53.04%	(\$7,843)
		TOTAL	\$99,329,990	\$3,277,890	\$11,140,867	\$0	\$11,140,867	339.88%	\$7,862,977
GOV	GOV	GOVERNORS OFFICE	\$44,735	\$1,476	\$1,219	\$0	\$1,219	82.57%	(\$257)
		TOTAL	\$44,735	\$1,476	\$1,219	\$0	\$1,219	82.57%	(\$257)
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	\$76,646,182	\$2,529,324	\$1,562,826	\$0	\$1,562,826	61.79%	(\$966,498)
		TOTAL	\$76,646,182	\$2,529,324	\$1,562,826	\$0	\$1,562,826	61.79%	(\$966,498)
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	\$34,438,200	\$1,136,461	N/A	N/A	N/A	N/A	N/A
		TOTAL	\$34,438,200	\$1,136,461	N/A	N/A	N/A	N/A	N/A
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	\$6,574,780	\$216,968	\$2,974,230	\$0	\$2,974,230	1370.82%	\$2,757,263
		TOTAL	\$6,574,780	\$216,968	\$2,974,230	\$0	\$2,974,230	1370.82%	\$2,757,263
MHA	MHA	MASSHOUSING	\$12,190,310	\$402,280	N/A	N/A	N/A	N/A	N/A
		TOTAL	\$12,190,310	\$402,280	N/A	N/A	N/A	N/A	N/A
		YEAR TO DATE GRAND TOTAL	\$4,827,672,262	\$159,313,185	\$222,879,660	\$0	\$222,879,660	139.90%	\$65,105,216

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 FY2020, including certifications held during the year. Additional notations:

*Company certification no longer valid at the time of report publication.

1-STOP DESIGN SHOP INC (WBE)	AMERICAN CHINESE CHRISTIAN (MBE, SBPP)	BAY STATE BUILDING SPECIALTIES INC (SBPP)	BRUNOS ROLLOFF INC (SBPP)
21ST CENTURY HOME CARE INC (MBE, WBE, SBPP)	AMERICAN DOCTORS ONLINE (SBPP)	BAY STATE ENVELOPE INC (WBE)	BRYAN HORCH (SBPP)
3LPLACE INC (SBPP)	AMERICAN ENVIRONMENTAL, INC. (MBE)	BAYADA HOME HEALTH CARE INC (SBPP)	BRYANT ASSOCIATES INC (MBE)
495 TRUCK & AUTO RECYCLERS (SBPP)	AMERICAN FIRE EQUIPMENT CO INC (SBPP)	BAYLINE INC (SBPP)	BUILDERS SYSTEMS INC (SBPP)
908 DEVICES INC. (SBPP)	AMERICAN MOVING & INSTALLATION INC (WBE)	BAYSIDE ENGINEERING INC (SBPP)	BULLDOG FIRE APPARATUS (SBPP)
A & D COLD STORAGE, INC. (SBPP)	AMERICAN PEST SOLUTIONS INC (SBPP)	BAYSTATE MOBILE VETERINARY SERVICES (SBPP)	BURNELL CONTROLS INC (SBPP)
A & E ENVIRONMENTAL INC (WBE, SBPP)	AMERICAN SERVICE CO INC (SBPP)	BBE CORPORATION (WBE)	BUYER ADVERTISING INC (WBE)
A BOILARD SONS INC (SBPP)	AMERICAN SPORT FLOORS INC (SBPP)	BC TENT & AWNING CO INC (SBPP)	C & A CONSTRUCTION CO (WBE)
A M APPRAISAL ASSOCIATES, INC (SBPP)	AMERICAN TRANSMEDIA LLC (SBPP)	BEAVERBROOK STEP INC (WBE)	C & C CONSULTING ENGINEERS LLC (MBE)
A PLUS CONSTRUCTION SERVICES CORP (SBPP)	AMERICAN VETERANS TRUCKING, INC. (SDVOBE)	BEHAVIORAL HEALTH NETWORK INC (WBE)	C & D SIGNS INC. (SBPP)
A PRIME HANDLING INC (SBPP)	AMY E TRAMONTOZZI (SBPP)	BELCHERTOWN AUTO PARTS INC (SBPP)	C A CROWLEY ENGINEERING INC (WBE)
A R BELLI INC (WBE)	AMY SOBEL (SBPP)	BELCHERTOWN DAY SCHOOL (SBPP)	C W DOUGLAS CO INC (SBPP)
A W GIFFORD INC (SBPP)	AMY WELLS (SBPP)	BEME WATER SYSTEM SOL INC (SBPP)	C4 INNOVATIONS LLC (WBE)
A-1 BATTERY & ELECTRIC INC (SBPP)	ANALYTICAL BALANCE CORP (SBPP)	BENCHMARK OFFICE SYSTEMS INC (WBE)	CAIN 176 CORP (SBPP)
A1 DATASHRED, LLC (WBE)	ANDERSEN & SCOLARI INC (SBPP)	BENS UNIFORMS INC (SBPP)	CAM OFFICE SERVICES INC (MBE, WBE)
AARON POSNIK & CO INC (SBPP)	ANDREAS POLICE SUPPLY INC (WBE, SBPP)	BERKSHIRE AREA HEALTH (WBE, SBPP)	CAMBRIDGE COMMUNITY CENTER INC (SBPP)
ABBEY RD HOME CARE SERVICES INC (WBE, SBPP)	ANDY RAMOS ELECTRIC LLC (SDVOBE, SBPP)	BERKSHIRE DIRECT MARKETING GROUP (SBPP)	CAMBRIDGE COMPUTER SERVS INC (WBE)
ABIDE INC (WBE)	ANGELA M BENSON (SBPP)	BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP)	CAMOSSE MASONRY SUPPLY INC (SBPP)
AC & R SUPPLY CO (SBPP)	ANN BEHA ARCHITECTS INC (MBE)	BERKSHIRE HILLS MUSIC ACADEMY (SBPP)	CAMPROMO PARTNERS LLC (SBPP)
ACCELARE INC (SBPP)	ANTONELLIS CONSTRUCTION INC (MBE, SBPP)	BERKSHIRE HOME CARE, INC (SBPP)	CANDACE SAUNDERS (SBPP)
ACCENT BANNER LLC (WBE)	APC DEVELOPMENTS GROUP, INC (VBE)	BERKSHIRE TRAINING AND EMPLOYMENT, INC. (SBPP)	CAPACCIO ENVIRONMENTAL ENG INC (WBE, SBPP)
ACCESS INVESTIGATIONS INC (SBPP)	APEX HEALTHCARE SERVICES INC (WBE)	BEST PAINT CORPORATION (SBPP)	CAPE ANN TRANSPORT AUTHORITY (SBPP)
ACCUFILE INC (SBPP)	APOLLO SAFETY INC (VBE, SBPP)	BESTPRO CLEANING LLC (MBE, WBE, SBPP)	CAPE COD BATTERY INC (SBPP)
ACCURATE COURT REPORTING INC (SBPP)	APPLIED FORM + SPACE LLC (MBE)	BETH KARON GOLDBERG (WBE)	CAPE COD CHILDREN S PLACE INC (WBE)
ACE MEDICAL SERVICES INC (MBE)	APRIL J NATURALE (SBPP)	BETTS PLUMBING & HEATING SUPPLY INC (WBE, SBPP)	CAPE COD DISPUTE RESOLUTION (SBPP)
ACE TEMPERATURE CONTROL (SBPP)	AQUATIC RESTORATION CONSULTING LLC (WBE)	BEVCO ASSOCIATES INC (MBE, WBE)	CAPUANO PRIVATE HOME CARE INC (SBPP)
ACIRON CONSULTING INC (MBE)	AQUEDUCT TECHNOLOGIES INC (MBE)	BEVERLY CHILDRENS LEARNING CTR INC (WBE, SBPP)	CARACAS CONSTRUCTION CORP (MBE)
ACK MARINE & GENERAL CONTRACTING LLC (WBE)	ARCAND SALES & SERVICE INC (SBPP)	BIDDOS ONLINE INC. (WBE, SBPP)	CAREY AUTO INC (SBPP)
ACT LEASING INC (SBPP)	ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE)	BIERMANN SERVICES INC (WBE)	CARIBBEAN FOUND OF BOSTON INC (SBPP)
ACTION APPAREL INC. (SBPP)	ARCHIPELAGO STRATEGIES GROUP INC (MBE, WBE, LGTB)	BIG FOOT MOVING & STORAGE INC (SBPP)	CARING HEALTH CENTER INC (MBE)
ACTION FOR BOSTON COMMUNITY (MBE, WBE)	ARCHITECTURAL ENGINEERS INC (WBE)	BIGELOW NURSERIES INC (WBE)	CARROLL COMMUNICATIONS GROUP LLC (SBPP)
ACTION INC (SBPP)	ARCO WELDING SUPPLY CO INC (SBPP)	BILL TOMPKINS CORP (WBE, VBE, SBPP)	CASA ESPERANZA INC. (MBE)
ADAM GRAPHIC CORPORATION (WBE)	ARGUS COMMUNICATIONS INC (MBE)	BIOMARINE RESEARCH CORP (SBPP)	CASA MYRNA VAZQUEZ INC (WBE)
ADAM M MARTIN (SBPP)	ARMOR DOOR & LOCK INC (WBE)	BLUE FLEET WELDING INC (SBPP)	CASSIDY CORP. (SBPP)
ADAMS PLUMBING & HEATING, INC. (WBE)	ARROW SECURITY CO. INC (SDVOBE)	BLUE SAGE CONSULTING INC (WBE)	CASUAL GOURMET INC (WBE)
ADAMSON INDUSTRIES CORP (WBE, SBPP)	ARTHUR T BROSNAN JR (SBPP)	BMCA INC (VBE, SBPP)	CATHERINE M GALLAGHER (SBPP)
ADAPTIVE SPORTS NEW ENGLAND (SBPP)	ASAP FIRE & SAFETY CORP INC (SBPP)	BOSHCO INC (SBPP)	CATHERINE RAHILLY-TIERNEY MD (WBE*)
ADAPTIVISION INC (SBPP)	ASIAN TASK FORCE AGAINST (MBE, WBE)	BOSTON ALCOHOLISM AND SUBSTANCE (SBPP)	CAUSEMEDIA INC (MBE, WBE)
ADOLESCENT CONSULTATION (SBPP)	ASSABET MACK SERVICE INC (SBPP)	BOSTON ASIAN YOUTH ESSENTIAL (MBE)	CAVALIER COACH CORP (WBE)
ADS ENVIRONMENTAL ENGINEERING, LLC (SBPP)	ASSOCIATED ELECTRIC MECH INC (WBE)	BOSTON AUTOMATIC TIME CLOCK CO (SBPP)	CAVENDISH SCOTT EAST INC (SBPP)
ADVANCE AIR & HEAT CO INC (WBE, SBPP)	ASSOCIATION OF GOVERNMENT (SBPP)	BOSTON BENEFIT PARTNERS LLC (WBE*)	CDS CONTRACTING SERVICES LLC (MBE)
ADVANCED ALARM SYSTEMS INC (SBPP)	ASSOCIATION OF HAITIAN WOMEN (SBPP)	BOSTON BUSINESS PRINTING INC (SBPP)	CDW CONSULTANTS INC (WBE, SBPP)
ADVANCED PRESENTATION SYSTEMS INC (MBE, WBE)	ATANE ENGINEERS PC (MBE*)	BOSTON CHINATOWN NEIGHBORHOOD CENTER (MBE, SBPP)	CELESTE N DERECHO PHD (WBE, SBPP)
ADVERTISING PRODUCTS CORP (WBE, SBPP)	ATKINSON CARPET INSTALLATION (WBE)	BOSTON MAILING COMPANY INC (WBE)	CELESTE R WILSON (SBPP)
AETNA CORPORATION (SBPP)	ATL CONST INC (SBPP)	BOSTON RESCUE MISSION INC (SBPP)	CENTER FOR COASTAL STUDIES (SBPP)
AHEARN EQUIPMENT INC (WBE)	ATLANTIC EQUIPMENT LLC (SBPP)	BOYDEN & PERRON GARAGE, INC (SBPP)	CENTER FOR COLLABORATIVE EDUC (SBPP)
AI ENGINEERS INC (MBE)	ATLANTIC HEARING CARE INC (SBPP)	BOYS & GIRLS CLUB FAMILY CENTER, INC. (MBE)	CENTER FOR HUMAN (WBE)
AIDS PROJECT WORCESTER INC (SBPP)	ATLAS CONTRACTING INC (SBPP)	BOYS & GIRLS CLUB OF (SBPP)	CENTER OF HOPE FOUNDATION, INCORPORATED (WBE)
AIR CLEANING SPECIALISTS OF NE (SBPP)	ATTENTIVE HOME CARE INC (MBE, WBE*, SBPP)	BOYS & GIRLS CLUBS OF METRO SOUTH (SBPP)	CENTRAL BOSTON ELDER SERVICES INC (MBE)
AIR-MART INC (MBE)	AUDIOLOGY & HEARING SOLUTIONS INC (SBPP)	BOYS AND GIRLS CLUB OF GREATER LOWELL (SBPP)	CENTRAL BUREAU OF INVESTIGATION INC (WBE, SBPP)
ALAN P FAUTELUX (SBPP)	AUGUST BUILDING ENTERPRISES (WBE)	BOYS AND GIRLS CLUBS OF METROWEST INC (SBPP)	CENTRAL CEILINGS INC (VBE)
ALCO AUTO PARTS CO INC (SBPP)	AULSON CO INC (SDVOBE, SBPP)	BRAND COMPANY INC (SBPP)	CENTRAL MASS AREA HEALTH (WBE)
ALDORE TETREAUULT & SONS INC (WBE)	AUTO BODY CLINIC (SBPP)	BREYDI NETWORK MANAGEMENT CORPORATION (MBE)	CENTRO LAS AMERICAS INC (MBE)
ALICE GRAHAM-BROWN (SBPP)	AVFX, INC. (SBPP)	BRENNAN CONSULTING, INC. (WBE)	CENTURY HOMECARE LLC (MBE, WBE)
ALL COMM TECHNOLOGIES INC (SBPP)	AXIOM COLLABORATIVE INC (MBE, WBE)	BRIECOR INC (SBPP)	CENTURY PAVING & CONST CORP (SBPP)
ALL OUT ADVENTURES INC (SBPP)	AXIOM PARTNERS INC (SBPP)	BRIGHAM INDUSTRIES INC (WBE)	CHARTER CONTRACTING COMPANY LLC (MBE)
ALL SPORTS HEROES UNIFORMS (WBE)	AYALA LIVNY (SBPP)	BRISTOL ELDER SERVICES INC (WBE)	CHB EXCAVATING INC (MBE)
ALLEN & MAJOR ASSOCIATES INC. (SDVOBE, SBPP)	B C CONSTRUCTION CO INC (SDVOBE)	BRITE-LITE ELEC CO INC (SBPP)	CHELMSFORD AUTO ELECTRIC INC (SBPP)
ALLIANCE DETECTIVE & SECURITY (WBE)	B2B HOLDINGS INC (WBE, SBPP)	BROADSIDE BOOKSHOP INC (WBE, SBPP)	CHEM NUT EQUIPMENT INC. (SBPP)
ALLIANCE HM CARE VSTG NURSE AGENCY (MBE, WBE, SBPP)	BANKS II QUAN ASSOCIATES (WBE, SBPP)	BROCKTON AREA MULTI-SERVS INC (MBE)	CHEVIN FLEET SOLUTIONS LLC (SBPP)
ALLIANCE IMAGING INC (SBPP)	BANNER ENVIRONMENTAL SERVICES INC (WBE)	BROCKTON AREA WORKFORCE INVESTMENT (SBPP)	CHICOPEE CHILD DEVELOPMENT (SBPP)
ALLIED COLLISION CTR OF MIDDLE (SBPP)	BARBARA KROL-SINCLAIR (SBPP)	BROCKTON NEIGHBORHOOD HLTH CTR (WBE)	CHILDREN'S SERVICES OF ROXBURY, INC. (MBE)
ALLIED HOME HEALTH CARE INC (SBPP)	BARBARA G JONES (SBPP)	BRONNER GROUP LLC (WBE)	CHILDREN'S TRUST, INC. (SBPP)
ALLSTATE FIRE EQUIPMENT INC (SBPP)	BARGMANN HENDRIE & ARCHETYPE INC. (WBE)	BROWNVIEW HOUSE INC (MBE)	CHOICE COMMUNITY SUPPORTS INC (SBPP)
ALL-TECH ELECTRIC INC. (SBPP)	BAY COLONY GROUP INC (VBE, SBPP)	BROWN RICHARDSON & ROWE INC (WBE)	CHOPCHOP FAMILY, INC.. (WBE, SBPP)
AMDA ENTERPRISES INC (WBE, SBPP)	BAY STATE ALARM SECURITY INC (SDVOBE)	BRUCE FORTUNATO (SBPP)	CINDY J CROWLEY (SBPP)

CITIWORKS, CORP. (SBPP)
 CITIZEN SECURITY CORP (SBPP)
 CITIZENS INN INC (SBPP)
 CITY SEALCOATING INC (MBE, SBPP)
 CIVITECTS PC (WBE)
 CLARK & GREEN INC (SBPP)
 CLARK PAINT & VARNISH CO INC (SBPP)
 CLAUDINE GAJ (WBE)
 CLEAN CUT SOLUTIONS, LLC (SBPP)
 CLIFFHANGERS INC (SBPP)
 CLIVUS NEW ENGLAND INC (SBPP)
 CM CLEANING COMPANY INC (WBE, SBPP)
 COASTAL MARINE CONSTRUCTION LLC (WBE)
 COCHRANE VENTILATION INC (SBPP)
 CODMAN SQUARE HEALTH CENTER (MBE)
 COHEN CLEARLY, PC (SBPP)
 COLD SPRING ENV CONSULT (SBPP)
 COLLABORATIVE HEALTHCARE STRATEGIES, INC (SBPP)
 COLLABORATIVE TECHNOLOGY PARTNERS, INC. (SBPP)
 COLLINS CONSTRUCTION CO INC (WBE)
 COLONIAL TRAVELER MOTOR COURT, (SBPP)
 COLORTRIEVE SYSTEMS INC. (WBE, SBPP)
 COMEAU EXCAVATING INC (WBE)
 COMMODORE BUILDERS CORPORATION (WBE)
 COMMONWEALTH FAMILY (WBE)
 COMMONWEALTH INFORMATICS, INC. (SBPP)
 COMMUNICATE HEALTH, INC. (WBE, LGTBE, SBPP)
 COMMUNITY ACTION PIONEER VALLEY, INC. (WBE)
 COMMUNITY ADOLESCENT RESOURCE (WBE, SBPP)
 COMMUNITY AUTISM RESOURCES INC (WBE, SBPP)
 COMMUNITY FIRE & POLICE (SBPP)
 COMMUNITY NETWORKS CORPORATION (SBPP)
 COMMUNITY REHAB CARE INC (WBE, SBPP)
 COMMUNITY SERVICE NETWORK INC (WBE)
 COMMUNITY WORKSHOPS INC (SBPP)
 COMPREHENSIVE ENVIRONMENTAL INC (WBE, SBPP)
 COMTRONICS CORP (WBE*)
 CONECO ENGINEERS & SCIENTISTS INC (SBPP)
 CONGREGACION LEON DE JUDA (SBPP)
 CONLON PRODUCTS INC (SBPP)
 CONNOLLY PRINTING LLC (SBPP)
 CONSERVE THRU CONTROL, INC. (SBPP)
 CONSIDER IT DUNN INC (SBPP)
 CONSOLIDATED UTILITIES CORP (SBPP)
 CONTINENTAL RESOURCES INC (WBE)
 CONVENTURES INC (WBE)
 COOK FOREST PRODUCTS INC (WBE)
 COOLSOFT LLC (MBE)
 COPLEY COURT REPORTING INC (SBPP)
 CORAL M GROUT (SBPP)
 COREY A ELIAS (SBPP)
 CORPORATION FOR PUBLIC MGMT (SBPP)
 CORRECTIONAL PSYCHIATRIC SERVI (MBE)
 CORRTECH INC. (SBPP)
 COSCO INC (WBE)
 CRAYON CAMPUS INC. (SBPP)
 CRAYON CAMPUS LEARNING CTR INC. (SBPP)
 CREATIVE TOUCH DESIGN LLC (WBE)
 CRIPSUS ATTUCKS CHILDRENS (MBE)
 CROSBY SCHLESSINGER & (WBE)
 CROSS CULTURAL COMM SYSTEM INC (WBE)
 CROSSROADS FOR KIDS INC (SBPP)
 CT-FAMILY CARE SERVICES LLC (MBE)
 CTS SERVICES INC (WBE)
 CULTURE COACH INTERNATIONAL (WBE)
 CUPPLES ASSOCIATES CONSULTING.LLC (SBPP)
 CURRY WATERPROOFING & MASONRY REST INC (WBE)
 CUSTODIEN LLC (MBE)
 D & R INVESTMENTS INC (SBPP)
 D B I WASTE SYSTEMS INC (SDVOBE)
 D.N. BROTHERS INC (SBPP)
 DAGLE ELECTRICAL CONSTR CORP (WBE)
 DAI, INC. (SBPP)
 DALKIA ENERGY SOLUTIONS, LLC (SBPP)

DANDREO BROS GEN CONTRACT & MASONRY LLC (SBPP)
 DANIEL P BELANGER II (SBPP)
 DANIEL PENN ASSOCIATES LLC (MBE)
 DARTER SPECIALTIES INC (WBE)
 DAVEN CORP (WBE)
 DAVID A LEVY CPA PC (SBPP)
 DAYMARK ENERGY ADVISORS, INC (SBPP)
 DEBBIES UNIFORM AND SUPPLY (SBPP)
 DEBOISE CONTRACTORS CO (MBE)
 DEBORAH H. STEVENS (SBPP)
 DEBORAH REIDY (WBE)
 DEBRA POASTER (SBPP)
 DEBRA S. BLOCK (SBPP)
 DECONTAMINATION DECOMMISSION & ENV SVCS (SBPP)
 DEDHAM SPORTSMENS CENTER INC (SBPP)
 DEFENSE INVESTIGATORS GROUP INC (WBE, SBPP)
 DEPTHANDS (SBPP)
 DELECTABLE DESIRES PASTRIES INC (MBE, WBE)
 DELPHI TECHNOLOGY SOLUTIONS INC (SBPP)
 DELUCCA FENCE COMPANY INC (WBE)
 DENNISON MEMORIAL COMMUNITY CENTER (SBPP)
 DESIGN DIVISION INC (SBPP)
 DEVALLES MEMORIAL FAMILY (WBE)
 DEVELOPMENTAL DISABILITIES (SBPP)
 DEVELOPMENTAL EVALUATION (WBE)
 DEVON LANE FARM SUPPLY INC (SBPP)
 DH REPORTING SERVICES INC (SBPP)
 DHK ARCHITECTS, INC. (MBE, SBPP)
 DIETZ & COMPANY ARCHITECTS INC (WBE)
 DIGITAL PROSPECTORS CORP (WBE)
 DILLON BOILER SERVICES CO INC (WBE)
 DIMOCK COMMUNITY HEALTH CTR (MBE)
 DISABILITY POLICY CONSORTIUM INC (SBPP)
 DISABILITY RESOURCE CENTER INC (SBPP)
 DIVERSIFIED TECHNOLOGY CONSLTS (MBE)
 DODSON & FLINKER INC (SBPP)
 DOMENIC QUARAGLIA ENGINEERING, INC. (SBPP)
 DOMINIC J GERVASI (SBPP)
 DONE RIGHT BUILDING SERVICE INC (MBE)
 DONLON DRAPER INC (SBPP)
 DONNA JACKSON (SBPP)
 DORIS O WONG ASSOCIATES INC (MBE, WBE, SBPP)
 DOROTHEA M ROURKE (SBPP)
 DOVE, INC. (WBE, SBPP)
 DPV TRANSPORTATION INC (MBE)
 DRAIN SHOOTER INC (WBE)
 DSA DETECTION LLC (SBPP)
 E & E BOTTOMLINE INC (SBPP)
 E C DIVERS INC (SBPP)
 E COAST REFINISH & SURFACE STRIPPING INC (SBPP)
 E T & L CORP (WBE)
 E W SYKES (SBPP)
 E5 BUILDERS LLC (MBE, WBE, SBPP)
 EAGLE FLAG OF AMERICA INC (SBPP)
 EAGLE POINT BUILDERS (WBE, SBPP)
 EARLY LEARNING CHILD CARE INC (WBE, SBPP)
 EAST BOSTON ECUMENICAL (SBPP)
 EAST BOSTON SOCIAL CENTERS INC (SBPP)
 EAST COAST PRINTING INC (SBPP)
 EAST END HOUSE (SBPP)
 EASTERN BAG & PAPER CO INC (WBE)
 ECOLOGIC ENTOMOLOGY LLC (LGBTBE, SBPP)
 ECONOMIC MOBILITY PATHWAYS INC (WBE)
 EDCO COLLABORATIVE (SBPP)
 EDGEMERE CONSULTING CORPORATION (SBPP)
 EDM SERVICES INC. (SBPP)
 EDWARD M. KENNEDY COM HLTH CTR, INC (WBE)
 EDWARD PAIGE CORPORATION (WBE)
 EDWARD V CASEY (SBPP)
 ELECTRIC TIME COMPANY INC (SBPP)
 ELECTRICAL ENGINEERING & SVC CO (SBPP)
 ELECTRICAL INSTALLATIONS INC (WBE)
 ELECTRONIC SECURITY & CONTROL (WBE)
 ELEVATE BOSTON FOUNDATION INC (SBPP)

ELITE ENVELOPE AND GRAPHICS (SBPP)
 ELIX CINTRON (SBPP)
 ELIZABETH STONE HOUSE INC (MBE*, WBE)
 ELLIE'S PET BARN INC (SBPP)
 ELLIS MEMORIAL & ELDRIDGE (SBPP)
 EMBREE & WHITE INC (SBPP)
 EMH RECOVERY INC (SBPP)
 EMILY SALEMA (SBPP)
 EMMAUS INC (WBE)
 EMPIRE HISTORICAL MASONRY RESTORATIONS (WBE)
 ENCORE CONTRACTING SERVICES INC (MBE)
 ENCORE IMAGES INC (WBE)
 END MASS OVERDOSE, INC (SBPP)
 ENLACE DE FAMILIAS DE HOLYOKE (MBE)
 ENVIRONMENTAL INTEGRITY COMPANY LLC (WBE)
 ENVIROTECH LABORATORIES INC (SBPP)
 EOS APPROACH LLC (WBE)
 EOS SYSTEMS (SBPP)
 EPSILON ASSOCIATES INC (SBPP)
 EPXRESS YOURSELF (MBE)
 ERIK J HOLLUCK (SBPP)
 ESPRIT_PARTNERSHIP FOR INDEPENDENCE INC (SBPP)
 E-SQUARED CONSULTING CORPORATION (MBE)
 ESS GROUP INC (SBPP)
 ESSENTIAL PARTNERS INC (SBPP)
 ESLOGIC SERVICES, INC. (SBPP)
 EVE BASSETT (SBPP)
 EXPORT ENTERPRISES OF MA INC (SBPP)
 FAIRFAX DATA SYSTEMS INC (MBE, WBE)
 FAIRHAVEN LUMBER LLC (SBPP)
 FALL RIVER ELECTRICAL ASSOCIAT (SBPP)
 FAMILY DAY CARE PROGRAM (MBE, WBE)
 FATHERS' UPLIFT INC (MBE)
 FENNICK MCREIDIE ARCHITECTURE LTD (WBE)
 FENWAY LIBRARY ORGANIZATION INC (SBPP)
 FERRARON SPRING WORKS INC (WBE)
 FERREIRA TOWING INC (WBE)
 FH CANN & ASSOCIATES INC (WBE)
 FIBERTECH SERVICES INC (SBPP)
 FINEGOLD ALEXANDER ARCHITECTS, INC. (WBE)
 FINEPOINT ASSOCIATES LLC (WBE)
 FIRE SYSTEMS INC (SBPP)
 FIRST CHURCH IN CAMBRIDGE (SBPP)
 FIRST WORLD USA INC (MBE, SBPP)
 FLETCHER SEWER & DRAIN INC (WBE)
 FLN-MAR RUBBER & PLASTICS INC (SBPP)
 FLOWETIK, LLC (SBPP)
 FOLAN WATERPROOFING (WBE)
 FOWLER PRINTING & GRAPHICS INC (WBE)
 FRANK LABELLES SALES (SBPP)
 FRANK P MCCARTIN CO INC (SBPP)
 FRANKLIN COUNTY COMMUNITY (SBPP)
 FRANKLIN CTY & NO QUABBIN CHDS ADVOCACY (SBPP)
 FRANKLIN II INC (SBPP)
 FRASER ENGINEERING COMPANY INC (WBE)
 FRIENDS OF CHILDREN INC (SBPP)
 FULLERTON HEATING INC (SBPP)
 G & L LABS, INC. (SBPP)
 G A BLANCO & SONS INC (MBE, SBPP)
 G T EXCAVATING CORP (WBE)
 GAAMHA INCORPORATED (WBE, SBPP)
 GAF ENGINEERING INC (SBPP)
 GANDARA MENTAL HEALTH CENTER INC (MBE)
 GANGCI PRINTING INC (WBE)
 GENERAL AIR CONDITIONING (MBE)
 GENERAL ENVIRONMENTAL SERVICES INC (WBE, SBPP)
 GENERAL SUPPLY & METALS INC (SBPP)
 GENESIS CLUB HOUSE INC (SBPP)
 GEORGE MURPHY (SBPP)
 GERALDINE K SHEA (SBPP)
 GFM ENTERPRISES INC (WBE)
 GIFFORD STREET WELLNESS CENTER, LLC (SBPP)
 GILLETTE RESTAURANT EQUIPMENT (WBE, SBPP)
 GIRLS CLUB OF GREENFIELD INC (SBPP)

GIRLS INC OF THE VALLEY (SBPP)
 GIRLS INCORPORATED OF GREATER LOWELL (SBPP)
 GIRLS INCORPORATED OF LYNN (WBE)
 GLADYS ALLEN BRIGHAM COMMUNITY CTR (WBE)
 GLASS AND MIRROR (WBE, SBPP)
 GLOBAL LINK LANGUAGE SERVICES, INC. (WBE, SBPP)
 GM2 ASSOCIATES INC (MBE)
 GO GREEN SOLUTIONS INC (MBE, WBE)
 GOLDEN HEART HOME HEALTHCARE LLC (MBE)
 GOLDMAN REINDORF ARCHITECTS INC (WBE)
 GOMES CONSTRUCTION CO INC (WBE, SBPP)
 GOODWILL INDUSTRIES (SBPP)
 GORMAN ACTUARIAL, INC (MBE, WBE, SBPP)
 GOVERNMENT SCIENTIFIC SOURCE (WBE)
 GRANT STEEL CO INC (SBPP)
 GRAVES AND DOYLE, ATTORNEYS AT LAW (SBPP)
 GREAT GETAWAYS INC (WBE, SBPP)
 GREATER HOLYOKE YMCA (SBPP)
 GREATER MILFORD EYE ASSOC INC (SBPP)
 GREATER NORTH SHORE LINK, INC. (SBPP)
 GREEN CASTLE BUSINESS SOLUTIONS (MBE, WBE, SBPP)
 GREEN INTERNAT AFFILIATES INC (MBE)
 GREENFIELD GLASS CO INC (WBE, SBPP)
 GUERRIERE & HALNON INC (SBPP)
 GUIDEWIRE, INC. (WBE)
 GUIDOS PLATE GLASS SERV (SBPP)
 GURNEYS SAW MILL (SBPP)
 GUSTIN ADVERTISING GROUP INC (WBE)
 H M NUNES & SONS CONST INC (WBE, SBPP)
 HAITIAN AMERICAN PUBLIC HEALTH (MBE)
 HALYARD, LLC (SBPP)
 HAMPSHIRE HILLS INC (SBPP)
 HAMPSHIRE-FRANKLIN CHILDRENS (SBPP)
 HANRAHAN CONSULTING LLC (SBPP)
 HAPPY DAY CHILD CARE (SBPP)
 HARBOR HEALTH SERVICES INC (WBE)
 HARBORCOV INC (WBE)
 HARMONY ENVIRONMENTAL INC (SBPP)
 HARMONY HEALTHCARE INTERNATIONAL INC (WBE, SBPP)
 HAWKINS POINT PARTNERS LLC (WBE)
 HAYDEN SAFE & LOCK CO INC (SBPP)
 HAYWOOD ASSOCIATES INC (SBPP)
 HBC NEW ENGLAND HEARING INSTRUMENTS LLC (SBPP)
 HEALING ABUSED WORKING FOR CHANGE, INC. (WBE)
 HEALTH IMPERATIVES, INC (WBE)
 HEALTH QUARTERS INC (WBE, SBPP)
 HEALTH TRAINING EDUCATIONAL SERVS INC (SBPP)
 HEALTHDATAVIZ LLC (WBE, SBPP)
 HEALTHY CHILDREN PROJECT INC (WBE)
 HELCO SAFETY EQUIPMENT CORP (WBE, SBPP)
 HELEN JONES (SBPP)
 HELENE KARL ARCHITECTS INC (WBE, SBPP)
 HELP SERVICES NETWORK INC (MBE, WBE)
 HERCULES SLR (US) INC (SBPP)
 HERON INC. (WBE)
 HFSE INC (WBE, SBPP)
 HIGGINS ENERGY ALTERNATIVES (SBPP)
 HIGH 5 ADVENTURE LEARNING (SBPP)
 HIGH COUNTRY WORKWEAR INC (SBPP)
 HILDEBRAND FAM SELF HELP CTR (SBPP)
 HINES DERM. ASSOC. INC. (MBE, WBE)
 HISPANIC RESOURCES INC (MBE)
 HOLYOKE HEALTH CENTER INC (MBE)
 HOMES FOR FAMILIES INC (SBPP)
 HOPE RESTORED HUMAN SERVICES (MBE, SBPP)
 HORSLEY & WITTEN INC (SBPP)
 HOUSING FAMILIES INC. (SBPP)
 HOWE LUMBER CO INC (SBPP)
 HRV CONFORMANCE VERIFICATION ASSOC INC (WBE)
 HUB GLASS SERVICES INC (WBE)
 HUMAN SERVICE FORUM, INC (WBE)
 HUNTER SYSTEMS GROUP INC (SBPP)
 HURST LANDSCAPE AND SITE SERVICES INC (SBPP)
 HYDRA TECH, INC (SBPP)

IBC OFFSHORE INC (WBE)
 ICON ARCHITECTURE INC (WBE)
 INANNA ARTHEN (WBE*)
 INDEPENDENCE ASSOCIATES INC (SBPP)
 INDEPENDENCE HOUSE INC (WBE)
 INDUSTRIAL PROTECTION PRODUCTS (SBPP)
 INDUSTRIAL STEEL & BOIL SERV (SBPP)
 INFRASTRUCTURE LTD (WBE)
 INNO4 LLC (SBPP)
 INQUILINOS BORICUAS EN ACCION (MBE, SBPP)
 INSTITUTE FOR HEALTH AND (WBE)
 INSURANCEONE INSURANCE AGENCY INC (MBE)
 INTEGRATED WILDLIFT CONTROL (WBE*)
 INTELLIGENT SYS & CONTROLS CONT LLC (SBPP)
 INTERACTION INSTITUTE FOR (SBPP)
 INTERCULTURAL PRODUCTIONS, LLC (MBE)
 INTERNATIONAL BAR-TECH SOLUTIO (SBPP)
 INTERNATIONAL INSTITUTE OF GR LAWR (SBPP)
 INTERNATIONAL MARKETING SERVICES, LLC (SBPP)
 INTERPRETERS & TRANSLATORS INC (MBE*, WBE*)
 INTERPRETERS ASSOCIATES INC (MBE, WBE, SBPP)
 INTERSEMINARIAN-PROJECT PLACE (SBPP)
 IRON HORSE STRUCTURES (SBPP)
 IRON TREE SERVICE LLC (SBPP)
 IRONMAN INC (SBPP)
 ISLAND HEALTH INC. (SBPP)
 IT MANTRA LLC (MBE, WBE)
 J B SIMONS INC (SBPP)
 J F GRIFFIN PUBLISHING LLC (SBPP)
 J J WILMOT CORP (SBPP)
 J L RAYMAAKERS & SONS INC (WBE)
 J M BOOTH & ASSOCIATES, INC (SBPP)
 J M EQUIPMENT CO INC (SBPP)
 J P RIVARD TRAILER SALES INC (SBPP)
 J TROPEANO INC (WBE)
 J W FISHERS MFG INC (WBE)
 JACKRABBIT DESIGN, INC. (SBPP)
 JAJ TILE COMPANY INC (WBE)
 JAMAICA PLAIN NEIGHBORHOOD DEVEL CORP (MBE)
 JAMES E LARKIN INC (SBPP)
 JANE DOE INC MASS COALITION (SBPP)
 JEANNE GEIGER CRISIS CTR INC (WBE)
 JEFF OLLIVIERRE (MBE)
 JEFFREY M PERROTTI (SBPP)
 JENNIFER BETH HASHLEY (SBPP)
 JENNIFER LEIGH VORCE (SBPP)
 JENNIFER LEONARD (SBPP)
 JENNY LY SHEEHAN (SBPP)
 JG HOME HEALTH CARE SERVICES (SBPP)
 JILL KOURAFAS (SBPP)
 JKH ENTERPRISES LLC (SBPP)
 JOHN ASHFORD LINK HOUSE INC (SBPP)
 JOHN B CRUZ CONSTRUCTION CO INC (MBE)
 JOHN C CARTWRIGHT (SBPP)
 JOHN CANTO LANDSCAP & BOBCAT (MBE)
 JOHN F KENNEDY FAMILY SERV CENTER INC (SBPP)
 JOHN F SHEA CO INC (SBPP)
 JOHN F URATO (SBPP)
 JOHN GRAHAM (SBPP)
 JOHN LEONARD EMPLOYMENT SERV INC (WBE)
 JOHN S TUOHY (SBPP)
 JONES & FULLER REPORTING INC (SBPP)
 JONES ARCHITECTURE INC (SBPP)
 JONES WHITSETT ARCHITECTS INC (WBE, SBPP)
 JORDAN ENTERPRISES (MBE, SBPP)
 JOSEPH A LAVALLEE (SBPP)
 JS CONTRACTORS INC (SBPP)
 JSSJR ENTERPRISES INC (SBPP)
 JT STURM CORPORATION (SBPP)
 JULIES CATERING INC (WBE)
 JULIE ALBETSKI (SBPP)
 JULIE DONNELLY (SBPP)
 JULIES FAMILY LEARNING PROG INC (SBPP)
 JUST A START (WBE)

JUSTICE RESOURCE INSTITUTE (WBE)
 JUSTICE RESOURCE INSTITUTE INC (WBE)
 K AND M COMMUNICATIONS CORP (WBE)
 K N E CORPORATION (SBPP)
 K5 CORPORATION (WBE)
 KANAAN CONSULTING US INC (SBPP)
 KAREN L SANDLER (SBPP)
 KARLA GAGNON (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)
 KEATING CONSULTING INC (WBE, SBPP)
 KEITH L WALKER (SBPP)
 KEVILLE ENTERPRISES INC (WBE)
 KEYSTONE CONSULTING GROUP (SBPP)
 KHJ INTEGRATED MARKETING INC (WBE)
 KIDDIR KAMPAS INC (WBE)
 KIDS ARE PEOPLE ELEMENTARY (SBPP)
 KIDS UNLIMITED SERVICES INC (WBE, SBPP)
 KING OPTICAL CO INC (SBPP)
 KITTRIDGE EQUIPMENT COMPANY INC (WBE)
 KJP PARTNERS LLP (SBPP)
 KNEELAND CONSTRUCTION COMPANY (SBPP)
 KOBO UTILITY CONSTRUCTION CORP (SBPP)
 KOSMOS CONSTRUCTION INC (SBPP)
 KUHN RIDDLE ARCHITECTS INC (WBE)
 KURTZ INC (WBE)
 KYRAM RESEARCH ASSOCIATES INC (WBE)
 KYIBA INC (MBE)
 L & L CONTRACTING INC (WBE)
 L B WHEATON INC (SBPP)
 L P COLLEGE INC (WBE)
 LABUR LLC (SBPP)
 LAILONNIE J KEENE (WBE)
 LAMSON ENGINEERING CORP (MBE)
 LANCASTER PACKAGING INC (MBE, WBE)
 LANCELOT JANITORIAL & PAPER (SBPP)
 LANDSCAPEXPRESS INC (SBPP)
 LANE PRINTING CO INC (WBE, SBPP)
 LANGUAGE BRIDGE LLC (WBE)
 LASHWAY LUMBER INC (SBPP)
 LAST CALL MEDIA INC (SBPP)
 LATIN AMERICAN HLTH (MBE)
 LAURIE JEAN ROCK (WBE, SBPP)
 LEADING EDGE DESIGN GROUP INC (MBE)
 LEDGES SCHOOL & RESIDENT INC (SBPP)
 LEERS WEINZAPFEL ASSOCS INC (WBE)
 LEMELIN ENVIRONMENTAL SERVICES INC (WBE)
 LEMIEUX HEATING INC (SBPP)
 LENOX CONSTRUCTION CO INC (WBE)
 LEONARD C MINNIS (SBPP)
 LESLIE STEIN-DABUSH (WBE)
 LETS GO TECHNOLOGY INC (SBPP)
 LEVITAN & ASSOCIATES INC (SBPP)
 LEXINGTON GROUP INC (SBPP)
 LIBERTY PRINTING CO INC (WBE*)
 LIFE NEEDS CO-OP INC (SBPP)
 LIFE SKILLS INC (WBE)
 LIFT & CARE SYSTEMS INC (SBPP)
 LIFTRUCK PARTS & SVC II INC (SBPP)
 LIGHTHOUSE WELLNESS AND HEALTH EDUCATION (WBE, SBPP)
 LIKARR INC (SBPP)
 LIM CONSULTANTS INC (MBE, WBE, SBPP)
 LIN ASSOCIATES INC (MBE, SBPP)
 LINDA M PALMER APRN BC LLC (SBPP)
 LIONHEART FOUNDATION (SBPP)
 LITTLE FOLKS COMMUNITY (SBPP)
 LITTLE PEOPLES COLLEGE INC (WBE)
 LIVING IN FREEDOM TOGETHER INC. (SBPP)
 LIVING INDEPENDENTLY FOR EQUALITY INC (SBPP)
 LJG ASSOCIATES INC (SBPP)
 LML GREEN DRY CLEANING LLC (SBPP)

LORI SAULNIER (SBPP)
 LOWELL ASSOC FOR THE BLIND (SBPP)
 LOWELL DAY NURSERY ASSOC (SBPP)
 LOWELL HOUSE INC (SBPP)
 LUMINOSITY BEHAVIORAL HEALTH SVCS INC (SBPP)
 LVJ TRAILERS & EQUIPMENT LLC (SBPP)
 LYNN COMMUNITY HEALTH INC (MBE)
 LYNN COMMUNITY HEALTH INC (MBE)
 LYNN LADDER & SCAFFOLDING CO (WBE)
 LYNN SHELTER ASSOCIATION INC (SBPP)
 M & M CONTRACT CLEANING INC (MBE, SBPP)
 M & R CONSULTANTS CORPORATION (MBE)
 M & W HEATING INC (SBPP)
 M E OBRIEN & SONS INC (WBE)
 M O L F E INC (WBE)
 MACKAY CONST SERVICES INC (SBPP)
 MADELINE CRUZ (MBE, WBE, SBPP)
 MADISON PARK DEVELOPMENT CORP (MBE, SBPP)
 MAESTRANZI BROS INC (SBPP)
 MALLORY HEADSETS INC (MBE, WBE, SBPP)
 MANSFIELD PAPER CO INC (WBE)
 MARC KERBLE (SBPP)
 MAREN BROWN ASSOCIATES LLC (SBPP)
 MARGARET FULLER (SBPP)
 MARIA F SALVADOR (SBPP)
 MARIANNE F O'CONNOR (SBPP)
 MARIE R DUINN (SBPP)
 MARK A BOLDRIGHINI (SBPP)
 MARK ANASTAS (SBPP)
 MARK VALUSKI (SBPP)
 MARKET MENTORS LLC (WBE, SBPP)
 MARKETING DOCTOR INC (WBE, SBPP)
 MARKETING EDGE CONSULTING GROUP (WBE)
 MARONEY ASSOCIATES INCORPORATED (SBPP)
 MARTHA'S VINEYARD CENTER FOR LIVING (SBPP)
 MARTINO GLASS COMPANY INC (WBE, SBPP)
 MARY JO SCHWIE LOUGHBRAN (SBPP)
 MARYANN THOMPSON (WBE)
 MASCON INC (MBE)
 MASEMAN INC (SBPP)
 MASS ASSOC OF EARLY EDUCATION AND CARE (SBPP)
 MASS ASSOC OF HEALTH BOARDS INC (SBPP)
 MASS COALITION PREVENTION MEDICAL ERRORS (SBPP)
 MASS HIGH EDUCATION CO (SBPP)
 MASS HLTH QUAL PARTNERS, INC. (WBE)
 MASS MENTORING PARTNERSHIP (SBPP)
 MASS PIPELINE SERVICES INC. (WBE)
 MASS TANK INSPECTIONS SERVICES LLC (SDVOBE)
 MASSACHUSETTS ASSOCIATION OF (SBPP)
 MASSACHUSETTS COASTAL RAILROAD, LLC (SBPP)
 MASSACHUSETTS COUNCIL ON COMPU (SBPP)
 MASSACHUSETTS HEALTH OFFICERS (SBPP)
 MASSACHUSETTS INTERSCHOLASTIC (SBPP)
 MASSACHUSETTS PUBLIC HEALTH (SBPP)
 MASSACHUSETTS WOODLANDS INSTITUTE (SBPP)
 MASSEY CONSTRUCTION CORP (SBPP)
 MASTV/EL PLANETA LLC (MBE)
 MATTAPAN COMMUNITY (MBE)
 MAUREAN A DEVINE (SBPP)
 MAX & JASON ENTERPRISES, INC. (SBPP)
 MAXIMOS INC (SBPP)
 MCCALL & ALMY, INC. (SBPP)
 MCDERMOTT-PALLOTTA INC (SBPP)
 MCELROY SCENIC SERVICES LLC (WBE)
 MCGRORY EQUIPMENT CORP (WBE)
 MCI CONTRACTING INC (SBPP)
 MCKENNEY ELECTRICAL CO INC (SBPP)
 MD STETSON COMPANY INC (WBE*)
 MEDEX HEALTH CARE INC (MBE, WBE)
 MEDIATION WORKS INC (SBPP)
 MEDICAL RESOURCES GROUP, LLC (SBPP)
 MEDUVI LLC (MBE, WBE, SBPP)
 MELISSA BETH VISOVICH (SBPP)
 MENTAL HEALTH ASSOCIATION INC (WBE)

MERCIER ELECTRIC & COMMUNICATION INC (SBPP)
 METRO EQUIPMENT CORP (WBE, SBPP)
 METRO NORTH REGIONAL (SBPP)
 METROPOLITAN TELEPHONE CO INC (SBPP)
 METROWEST LEGAL SERVICES INC (SBPP)
 MG PRODUCTS LLC (WBE, SBPP)
 MICHAEL A HARVEY (SBPP)
 MICHAEL GIUNTA (SBPP)
 MICHAEL J SHEPARD, P.C. (SBPP)
 MICHAEL P DAVIDS (MBE)
 MICHAEL R JOHNSON (SBPP)
 MICROTEK INC (WBE)
 MIDTOWN HOME HEALTH SERVICE (MBE, WBE)
 MILFORD 495 RENTAL CENTER (SBPP)
 MILFORD AUDIOLOGYCENTER (SBPP)
 MILHENCH INC (WBE)
 MILLENNIUM PRINTING CORP (WBE)
 MILLER DYER SPEARS INC (WBE, SBPP)
 MINASIAN BECKER LLC (WBE)
 MINI WAREHOUSING INC (SBPP)
 MINUTEMAN PEST CONTROL CO INC (SBPP)
 MINUTEMAN TRUCKS INC (MBE)
 MJ HENRY & ASSOCIATES, INC (SBPP)
 ML SCHMITT INC (SBPP)
 MODERN MARKING PRODUCTS INC (SBPP)
 MOLLOR CONSULTING GROUP LLC (WBE)
 MONAGHAN PRINTING INC (WBE)
 MONAHANS MARINE INC (SBPP)
 MONROE TRACTOR & IMPL CO INC (WBE)
 MORAIS CONCRETE SERVICE INC (WBE, SBPP)
 MOSS ELECTRICAL SERVICE INC (SBPP)
 MOTHERS FOR JUSTICE AND EQUALITY (MBE, WBE, SBPP)
 MULTICULTURAL NEURBEHAVIORAL (SBPP)
 MULTICULTURAL WELLNESS CTR (MBE, WBE)
 MURPHY HESSE TOOMEY & LEHANE (SBPP)
 MURPHY SPECIALTY INC (SBPP)
 MY MARKETING SOLUTIONS INC (WBE)
 MYRMIDON NETWORKS INC (SBPP)
 MYRNA S GREENFIELD (SBPP)
 MYRTISE KRETSSEDEMAS (SBPP)
 MYSTIC LEARNING CENTER INC (SBPP)
 NABS BINDERY SERVICE INC (SBPP)
 NAMI OF MASSACHUSETTS (SBPP)
 NATIONAL MECHANICAL SVC INC (SBPP)
 NATIONAL OFFICE SYSTEMS NEW ENGLAND INC (SBPP)
 NATIONAL VAN BUILDERS INC (SBPP)
 NATIONAL VIDEO REPORTERS INC (SBPP)
 NAVA PBC (MBE)
 NEEDHAM CERTIFIED WELDING CORP (WBE)
 NEPTUNE UNIFORMS & EQUIPMENT INC (SBPP)
 NEW BEDFORD FLOOR (MBE, WBE, SBPP)
 NEW BEDFORD WELDING SUPP (SBPP)
 NEW BEDFORD WOMENS CTR INC (WBE)
 NEW BOSTON CRANE SERVICE AND SLEDS LLC (SBPP)
 NEW ECOLOGY INC (SBPP)
 NEW ENGLAND AFTERCARE (SBPP)
 NEW ENGLAND ART & FRAMING, INC. (SBPP)
 NEW ENGLAND BUILDERS AND (SBPP)
 NEW ENGLAND DOOR CLOSER INC (SBPP)
 NEW ENGLAND FARM WORKERS (MBE)
 NEW ENGLAND LABORERS TRAINING (SBPP)
 NEW ENGLAND LEARNING CENTER (SBPP)
 NEW ENGLAND SCHOOL SERVICES INC (SBPP)
 NEW ENGLAND SIGN SERVICES INC (WBE, SBPP)
 NEW ENGLAND TIME SOLUTIONS, INC. (SBPP)
 NEW ENGLAND TRACTOR TRAILER (SBPP)
 NEW HOPE INC (WBE)
 NEW NORTH CITIZENS COUNCIL (MBE)
 NEW ORLEANS TELEPORT INC (MBE, WBE)
 NEWROADS ENVIRONMENTAL SERVICES LLC (SBPP)
 NICOLA A WILLIAMS (SBPP)
 NIEMIEC MARINE INC (SBPP)
 NITSCH ENGINEERING, INC (WBE)
 NOBIS ENGINEERING INC (MBE)

NOLAN SHEEHAN PATTEN LLP (SBPP)
 NORFOLK POWER EQUIPMENT INC (WBE)
 NORRAPRO LLC (SBPP)
 NORTH ADAMS TOWER COMPANY INC (SBPP)
 NORTH CHARLES MENTAL HEALTH (SBPP)
 NORTH SHORE HEALTH PROJECT INC (SBPP)
 NORTH SHORE COUNSELING CENTER (SBPP)
 NORTH SHORE CYCLE INC (SBPP)
 NORTH SHORE FAMILY DAYCARE INC (WBE)
 NORTH SHORE MOTOR SPORTS (SBPP)
 NORTH SUFFOLK MENTAL (WBE)
 NORTH SUFFOLK MENTAL HLTH (WBE)
 NORTHEAST DOCUMENT CONSERVATION CENTER (SBPP)
 NORTHEAST ENVIROMENTAL LABORAT (WBE, SBPP)
 NORTHEAST FOREST & FIRE MGMT (WBE, SBPP)
 NORTHEAST SURVEY CONSULTANTS PC (SBPP)
 NORTHEAST TRAFFIC CONTROL (SBPP)
 NORTHEAST WASTE MANAGEMENT (SBPP)
 NORTHEAST WORK & SAFETY BOATS LLC (WBE)
 NORTHERN BERKSHIRE COMMUNITY (SBPP)
 NORTHERN LIGHT PRODUCTIONS (SBPP)
 NORTHSTAR LEARNING CENTERS INC (WBE, SBPP)
 NOVER-ARMSTRONG ASSOCIATES INC (WBE)
 NPC REPROGRAPHICS CO INC (SBPP)
 NU-CHECKER INC (WBE, WBE)
 NWI INVESTIGATIVE GROUP INC (SBPP)
 OAKDALE FOUNDATION INC (WBE)
 OCCUHEALTH INC (SBPP)
 OCCUPATIONAL REHAB GROUP (SBPP)
 OCEAN STATE SIGNAL CO (WBE)
 OCONNOR REAL ESTATE ASSOCS INC (SBPP)
 OCONNORS AWARDS UNLIMITED INC (SBPP)
 OHRENBURGER COMMUNITY SCHOOL COUNCIL INC (SBPP)
 OHS TRAINING & CONSULTING INC (WBE, SBPP)
 ON THE RISE INC (SBPP)
 ON THE WATER LLC (SBPP)
 ONE SOURCE CONSTRUCTION LLC (WBE)
 OPEN THE DOOR INC (WBE)
 OPPEL INC (WBE)
 OREILLY TALBOT & OKUN ASSOCINC (SBPP)
 ORINATION CULTURAL ARTS CENTER (SBPP)
 ORION COMMUNICATIONS INC (WBE)
 ORTHOPEDIC TRAUMA P C (SBPP)
 ORTHOTICS & PROSTHETICS LABS (SBPP)
 OUR DEAF SURVIVORS CENTER, INC (SBPP)
 OUR FATHERS HOUSE (SBPP)
 OUR SPACE OUR PLACE INC (SBPP)
 OUTLOOK EAP INC (WBE)
 OVERTURE PARTNERS LLC (WBE)
 OX BOW MARINA INC (SBPP)
 P A W INC (WBE*)
 P. MOORE PAINTING + CONTRACTING CO (WBE)
 PAMELA BORGES DOSSANTOS (WBE)
 PARADISE COPIES INC (WBE, SBPP)
 PARALLAX CONSULTING LLC (SBPP)
 PARENTS HELPING PARENTS (SBPP)
 PARTNERS FOR HEALTHIER COMMUNITY INC (SBPP)
 PARTNERS INTERPRETING (SBPP)
 PATHWAY TO POSSIBLE, INC (WBE)
 PATHWAYS FOR CHANGE, INC (WBE, SBPP)
 PATHWAYS FOR CHILDREN INC (WBE)
 PATIENT CENTERED MEDICAL CARE INC (WBE, WBE)
 PATRICIA A FORD (SBPP)
 PATRIOT ARMORED SYSTEMS, LLC (SBPP)
 PATRIOT PLUMBING & HEATING, INC. (SBPP)
 PAUL DUGAS (SBPP)
 PAUL J ROTKIEWICZ (SBPP)
 PC SURVIVORS OF MASS LLC (WBE, SBPP)
 PEABODY PROPERTIES INC (WBE)
 PEOPLEGIS INC (SBPP)
 PEOPLESERVE PRS INC (SBPP)
 PEREGRINE ENERGY GROUP INC (SBPP)
 PERRY DEAN ROGERS & PARTNERS (WBE)
 PETERSEN LACHANCE REGAN PINO, LLC (SBPP)

PICKET FENCES INCORPORATED (SBPP)
 PINCK & CO INC (WBE)
 PINKERGREEN DESIGN LLC (SBPP)
 PINNACLE ADVISORY GROUP (WBE)
 PIONEER LANDSCAPES INC (SBPP)
 PIONEER VALLEY EYE ASSOC P C (SBPP)
 PITTSFIELD LAWN & TRACTOR INC (SBPP)
 PITTSFIELD TIRE & AUTO SERVICE (SBPP)
 PJ SPILLANE COMPANY INC (WBE)
 PJ SYSTEMS INCORPORATED (WBE)
 PLASTIC CARD SYSTEMS INC (WBE, SBPP)
 PLYMOUTH AREA COALITION FOR (SBPP)
 PLYMOUTH AREA COMMUNITY TV (SBPP)
 PMA CONSULTANTS LLC (WBE)
 PODGURSKI CORPORATION (SBPP)
 POIRIER ELECTRIC INC (SBPP)
 POTTER'S PRINTING INC (SBPP)
 POWDER HORN PRESS INC (WBE, SBPP)
 POWER WASHER SALES, LLC (SBPP)
 PR RESTAURANTS LLC (SBPP)
 PRECISE PAVING INC. (SBPP)
 PRECISION FITNESS EQUIPMENT INC (SBPP)
 PREMIER ABATEMENT & LABOR SERVICES, INC. (WBE)
 PREPFORWARD (WBE)
 PRESSLEY ASSOCIATES INC (WBE)
 PRIDE ENVIRONMENTAL (WBE)
 PRIME AE GROUP INC (WBE)
 PRO DISPLAYS NORTHEAST INC (SBPP)
 PRO PAVING & EXCAVATING INC (WBE)
 PRO SOUND SERVICE INC (SBPP)
 PROAV SYSTEMS INC (WBE, WBE)
 PROBATION SERVICES INC (SBPP)
 PROJECT ADVENTURE INC (SBPP)
 PROJECT HOPE BOSTON, INC (SBPP)
 PROJECT RIGHT INC (SBPP)
 PROSCIENCE ANALYTICAL SVCS INC (SBPP)
 PUMP COAT INC (WBE, SBPP)
 QUABBIN MEDIATION INC (WBE, SBPP)
 QUADRANT HEALTH STRATEGIES INC (WBE)
 QUICK PRINT LTD INC (WBE, SBPP)
 QUINCY SMALL ENGINE REPAIR INC (SBPP)
 R I BAKER CO INC (SBPP)
 R P OCONNELL INC (SBPP)
 R S RENTAL EQUIP CO INC (SBPP)
 RAIN CASTLE COMMUNICATIONS INC (SBPP)
 RAINBOW CHILD (SBPP)
 RANSFORD ENVIRONMENTAL SOLUTIONS INC (WBE)
 RAPID FLOW INC (SBPP)
 RAPPORT INTERNATIONAL LLC (WBE, SBPP)
 RAPS AUTO PARTS SUPPLY INC (SBPP)
 RAW MATERIAL RECOVERY CORPORATION (SBPP)
 RAY HALUCH INC (WBE, SBPP)
 RAYMOND A BELANGER JR (SBPP)
 RAZZ-M-TAZZ PROMOTIONS LLC (WBE)
 REACH INC (SBPP)
 RECOVERY HOMES COLLABORATIVE INC (SBPP)
 RECREATIONAL DIMENSIONS (SBPP)
 REFUGEE & IMMIGRANT ASSIST. CENTER (SBPP)
 REGENCY POLICE SUPPLY (SBPP)
 REGINA VILLA ASSOCIATES INC (WBE, SBPP)
 REHABILITATION AND HEALTH (WBE)
 REIDARS MANUFACTURING INC (SBPP)
 RENAUD ELECTRIC & COMMUNICATIONS INC (SBPP)
 RENAUD HVAC & CONTROLS INC (SBPP)
 RENE L COTE SONS INC (SBPP)
 RENNIE CTR ED RESEARCH & POLICY (SBPP)
 RENT ALL OF BOSTON INC (SBPP)
 RESOURCESOFT INC (WBE, WBE)
 RESTORATION PROJECT INC (WBE, SBPP)
 REYNOLDS TEAM SALES, INC. (SBPP)
 RICHCO PRODUCTS INC (SBPP)
 RIVERBROOK RESIDENCE INC (WBE)
 RIVERDALE PLUMBING AND HEATING INC (SBPP)
 RJ NARDONE CONSTRUCTION INC (WBE, SBPP)

ROAD-WAY MAINTENANCE SERVICES INC (WBE)
 ROBBINS CHILDREN'S PROGRAMS, INC. (SBPP)
 ROBERT B DOYLE (SBPP)
 ROBERT FERNANDES (WBE)
 ROBERT M RYAN (SBPP)
 ROBERT MCGILLIVRAY (SBPP)
 ROBERT T MERCERS SEA & SKI INC (SBPP)
 ROBERTO F FELIZ (SBPP)
 ROBIN F LUBEROFF (SBPP)
 ROGERS AUTO RADIATOR INC (SBPP)
 ROGERSON ORTHOPEDIC APPLIANCE (SBPP)
 ROLLAS MOTOR PARTS INC (SBPP)
 ROXBURY YOUTHWORKS INC (WBE)
 RTD LOGISTICS LLC (WBE, SBPP)
 RUSTIC FIRE PROTECTION INC (SBPP)
 RUTH ANNE BRIGHTON SC (SBPP)
 RUTH SHEETS WILSON (WBE, SBPP)
 S BARZOLA CONSTRUCTION CORP (WBE, WBE)
 SAAM ARCHITECTURE LLC (WBE, SBPP)
 SAHASRA TECHNOLOGIES CORP (WBE, WBE)
 SALAMON FLOORING INC (SBPP)
 SALEM COMMUNITY CHILD CARE INC (WBE, WBE)
 SALS CUSTOM DRY CLEANING INC (SBPP)
 SARGENT & ASSOCIATES LOSS (WBE, SBPP)
 SAVAGE ADVERTISING SOLUTIONS INC (WBE)
 SAVE THAT STUFF INC (SBPP)
 SAVIN PRODUCTS CO INC (WBE*)
 SCHOOLWORKS LLC (WBE, SBPP)
 SCHWARTZ HANNUM PC (WBE)
 SCOPE MEDICAL LLC (WBE, SBPP)
 SCOREAMORE, INC (SBPP)
 SCOTT D BURNS (SBPP)
 SCS BUILDING MAINTENANCE, INC. (WBE*, SBPP)
 SDG DIRECT LTD (WBE)
 SEASONAL FOOD BRANDS, LLC (WBE)
 SECOND SOLUTIONS, INC (SBPP)
 SECOND STEP INC (WBE, SBPP)
 QUABBIN MEDIATION INC (WBE, SBPP)
 SECURITY DESIGN INC (SBPP)
 SECURITY DETECTION INC (SBPP)
 SELF ESTEEM BOSTON EDUC INS IN (WBE, SBPP)
 SENIOR CARE INC (SBPP)
 SERAPHIC SPRINGS HEALTH CARE (WBE, WBE, SBPP)
 SERRANO & SERRANO CONSTRUCTION INC (WBE, WBE)
 SERVICENET INC (WBE)
 SERV-U STORES OF WESTERN MASS (SBPP)
 SHADLEY ASSOCIATES PC (WBE, SBPP)
 SHAFIJS INC (WBE)
 SHAHEEN & ASSOCIATES INC (WBE*)
 SHANAHAN SOUND & ELECTRONICS, INC (WBE)
 SHARP TOOL COMPANY INC. (SBPP)
 SHARYN KLIPSTEIN (SBPP)
 SHEAS CENTER INC (SBPP)
 SHEKAR & ASSOCIATES INC (WBE)
 SHENKSON CONSULTING GROUP LLC (WBE)
 SHEREE L ESTES (SBPP)
 SHI INTERNATIONAL CORP (WBE, WBE)
 SHREWSBURY YOUTH & FAM SRVCS INC (SBPP)
 SIGMA SYSTEMS INC (WBE, WBE, SBPP)
 SIGN DESIGN INC (WBE)
 SIGNS BY J INC (SBPP)
 SILVIA WOODGETT (WBE, WBE)
 SIRUM EQUIPMENT CO INC (SBPP)
 SKYWAVE COMMUNICATIONS INC (WBE)
 SMH ELECTRONICS CO INC (SBPP)
 SMITH MARINE INC (WBE)
 SOFTWARE PEOPLE INC (WBE, WBE)
 SOJOURNER HOUSE INC (SBPP)
 SOLOMON MCCOWN & COMPANY, INC. (WBE*, SBPP)
 SOMERVILLE HOMELESS COALITION (SBPP)
 SORENSEN PARTNERS ARCHITECTS PLNS INC (WBE, WBE)
 SOUTH COASTAL COUNTIES LEGAL SRVCS INC (SBPP)
 SOUTH COVE COMMUNITY HEALTH CENTER (WBE)
 SOUTH SHORE DIVERS INC (SBPP)
 SOUTH SHORE GENERATOR (WBE)

SOUTH SHORE RECOVERY HOME, INC. (SBPP)
 SOUTH SHORE SUPPORT SERV INC (WBE)
 SOUTHERN WORCESTER COUNTY (WBE)
 SPANISH AMERICAN CENTER INC (WBE, WBE, SBPP)
 SPECTOR TEXTILE PRODUCTS INC (SBPP)
 SPINELLI RAVIOLI MFG CO INC (SBPP)
 SPRINGFIELD DAY NURSERY CORP (WBE)
 SPRINGFIELD PARTNERS FOR (WBE)
 SPRUCE TECHNOLOGY INC (WBE)
 SQUASH AUTOMOTIVECORPORATION (SBPP)
 SRCPI, INC. (WBE)
 ST PIERRE MFG CORP (SBPP)
 STANDARD MODERN CO INC (WBE)
 STANLEY STREET TREATMENT & RESOURCES INC (WBE)
 STAR BUILDING SERVICES INC (WBE, WBE, SBPP)
 STARBURST PRINTING & GRAPHICS INC (WBE)
 STATEMENT OUTSOURCING LLC (WBE, SBPP)
 STEERE ENGINEERING INC (WBE)
 STELLAR CORP (WBE, SBPP)
 STEPHEN AYER (SBPP)
 STEPHENS ASSOCIATES (WBE)
 STERLING BUSINESS PRODUCTS INC (WBE, SBPP)
 STEVE'S SHOP, INC. (SBPP)
 STONE & BERG COMPANY, INC. (WBE, SBPP)
 STONEWALL SOLUTIONS INC (SBPP)
 STRATEGIC SOLUTIONS GROUP LLC (SBPP)
 STRATEGY MATTERS LLC (WBE, SBPP)
 STUART A ANFANG (SBPP)
 STUDIO ENEE INC (WBE, WBE)
 STUDIO G ARCHITECTS INC (WBE)
 STUTMAN CONTRACTING INC (SBPP)
 SULLIVAN & COGLIANO DESIGNERS (SBPP)
 SUMCO ECO-CONTRACTING LLC (SBPP)
 SUNNYTECH, INC (SBPP)
 SUNRISE PROSTHETICS & ORTHOTICS INC (WBE, SBPP)
 SUNSHINE RESTORATIONS LLC (WBE)
 SUPPORT GROUP INC (SBPP)
 SUPPORTIVE CARE INC (WBE, WBE)
 SURFLAND BAIT & TACKLE LLC (SBPP)
 SUSAN A GARVIN (SBPP)
 SUSAN B BRAUS (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)
 T3NETWORKS INC (WBE)
 TAIREKI WELLNESS CENTER LLC (WBE, SBPP)
 TALANCE INC (SBPP)
 TALEVI & HAESCHE LLC (WBE)
 TAMARA L O'BRIEN (WBE)
 TAPESTRY HEALTH SYSTEMS INC (WBE)
 TAYCAM, INC (WBE, SBPP)
 TAYLOR & BURNS INC (WBE)
 TAYLOR & LLOYD INC (WBE)
 TAYLOR DAVIS LANDSCAPE CO (WBE, SBPP)
 TBA ARCHITECTS INC (SBPP)
 TBM CONSULTING LLC (WBE, WBE)
 TECEDGE, LLC (WBE, SBPP)
 TERENCE A BLANCHARD (SBPP)
 TETREAUULT & SON FOREST MANAGEMENT, INC (SBPP)
 THE ACORN GROUP INC (WBE)
 THE ADDICTION TREATMENT OF NE (SBPP)
 THE ANTHEM GROUP (SBPP)
 THE ARC OF CAPE COD INC (SBPP)
 THE BOAT GUY INC (SBPP)
 THE CENTER FOR HOPE AND HEALING, INC. (SBPP)
 THE COMMUNITY ARTCENTER INC (SBPP)
 THE COMPUTER MERCHANT LTD (WBE)
 THE DISTRICT MANAGEMENT COUNCIL (WBE)
 THE DURKIN COMPANY (SBPP)
 THE EDINBURG CENTER INC (WBE)
 THE EDWARDS GROUP LLC (WBE)

THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP)
 THE GUN PARLOR INC (SBPP)
 THE LIFE EXPERIENCE SCHOOL (SBPP)
 THE MAVERICK GROUP INC (MBE, SBPP)
 THE NARROW GATE ARCHITECTURE LTD (SBPP)
 THE NORTHEAST INDEPENDENT (SBPP)
 THE RESOURCE CONNECTION INC (WBE)
 THE RIPPLES GROUP, LLC (SBPP)
 THE SALEM MISSION INC (SBPP)
 THE SALVATION ARMY (SBPP)
 THE SALVATION ARMY (SBPP)
 THE SALVATION ARMY (SBPP)
 THE SALVATION ARMY (SBPP)
 THE SALVATION ARMY (SBPP)
 THE SUBURBAN HOMEMAKING & MATE (SBPP)
 THE TRAINING ASSOCIATES CORPORATION (WBE)
 THE TRANSFORMATION CENTER INC (SBPP)
 THE VOCATIONAL ADVANCEMENT CENTER (SBPP)
 THIRD SECTOR CAPITAL PARTNERS, INC. (SBPP)
 THIRD SECTOR NEW ENGLAND, INC. (WBE)
 THOMAS J BROTHERS JR. (SBPP)
 THOMAS P. RYLAND CO, INC. (SBPP)
 THREE LANTERN MARINE AND FISHING CO. INC (SBPP)
 TIC BUSINESS CONSULTING (WBE)
 TIMOTHY BRIAN RIKER (SBPP)
 TITAN ROOFING INC (MBE)
 TLC TRUST (SBPP)
 TOBIAS & BATTITE INC (SBPP)
 TOMMY'S TAXI INC (SBPP)
 TOOL & EQUIPMENT CONNECTION INC (SBPP)
 TOOLE DESIGN GROUP LLC (WBE)
 TOPAZ ENGINEERING SUPPLY INC (SBPP)
 TOWN TRANSPORTATION LLC (SBPP)
 TR ADVISORS LLC (SBPP)
 TRACY SHEEHAN (SBPP)
 TRAFINFO COMMUNICATIONS INC (MBE, SBPP)
 TRANSACTION ASSOCIATES INC (WBE)

TRANSFLUENCI LLC (MBE, WBE)
 TRANSITION HOUSE INC (MBE, WBE, SBPP)
 TRANSITIONS CENTERS INC (SBPP)
 TRAVIS NGUYEN (SBPP)
 TRIPPIS UNIFORMS INC (SBPP)
 TRIVERUS CONSULTING LLC (WBE)
 TROJANO TRUCKING INC (SBPP)
 TROY R BROWN (SBPP)
 TULLY CONSTRUCTION CORP (SBPP)
 TURNER STEEL CO INC (SBPP)
 TYBURSKI APPRAISAL & CONSULTANT SERVS (SBPP)
 UCP OF WESTERN MASSACHUSETTS INC (SBPP)
 UEL CONTRACTORS INC (WBE)
 ULTIMATE ABATEMENT COMPANY INC (WBE)
 UNITED ELEVATOR COMPANY, INC. (WBE, SBPP)
 UNITED MEDICAL WASTE MGMT (SBPP)
 UNITED PROSTHETICS INC (SBPP)
 UNLIMITED REMOVAL & DEMOLITION INC (MBE)
 UPHAMS CORNER COMMUNITY CENTER (SBPP)
 URBAN EDGE HOUSING CORP (MBE, SBPP)
 URBAN INSULATION INC (WBE)
 US BEDDING INC (MBE, SBPP)
 USA COURIERS INC (WBE, SBPP)
 USA MARINE INC (SBPP)
 USNE, INC (SBPP)
 UTEC, INC. (SBPP)
 VALERIE ZOLEZZI-WYNDHAM (SBPP)
 VALLEY GREEN SHREDDING LLC (WBE)
 VALLEY WELDING & EQUIPMT INC (SBPP)
 VALUING OUR CHILDREN INC (WBE)
 VENTURA GRAIN CO INC (SBPP)
 VENTURE COMMUNITY SERVICES, INC (WBE)
 VERA CLOUD TECHNOLOGIES INC (SBPP)
 VETERANS BUSINESS SUPPLY, INC. (SDVOBE, SBPP)
 VETERANS DEVELOPMENT CORPORATION (SDVOBE, SBPP)
 VICTOR A LEWIS (SBPP)

VICTORY HUMAN SERVICES INC (MBE)
 VILLAGE PRESCHOOLING (SBPP)
 VISI FLASH RENTALS EASTERN INC (SBPP)
 VISION'S SOWN AN ANCIENT BAKING CO INC (MBE, WBE, SBPP)
 VIVA CONSULTING LLC (WBE)
 VLINK INC (MBE)
 VOL TREK, LLC (WBE)
 W C D GARAGE INC (SBPP)
 W J HOEY TIRE CO INC (WBE, SBPP)
 W L COLLINS CORP (WBE)
 W.S. ANDERSON INC (MBE)
 WAKEFIELD MOVING AND STORAGE (SBPP)
 WALDO BROS., CO. (SBPP)
 WAREHAM FORD INC (SBPP)
 WASSMANN AUDIO VIDEO INC (SBPP)
 WATERMARK ENVIRONMENTAL INC (DOBE)
 WAYPOINT ADVANTURE INC (SBPP)
 WEBSTER SQUARE DAY CARE (SBPP)
 WELDERS SUPP OF WORCESTER INC (SBPP)
 WELLSRING FARM LLC (WBE)
 WELLSRING HOUSE INC (SBPP)
 WESCOR PARKING CONTROLS INC (SBPP)
 WEST END DAY NURSERY OF NEW (MBE, SBPP)
 WESTERMAN STORE EQUIPMENT (SBPP)
 WESTERN MASSACHUSETTS TRAINING (WBE)
 WESTNET INC (MBE)
 WESTON & SAMPSON CMR, INC. (SBPP)
 WHITE BRIDGE SOLUTIONS LLC (SBPP)
 WHITTIER STREET HEALTH CTR COMMITTEE INC (MBE)
 WICKED WATTS INC (WBE, SBPP)
 WILKEM SCIENTIFIC LTD (WBE)
 WILLIAM PEVER ARCHITECTS INC (WBE)
 WILLIAM SANCHEZ (SBPP)
 WILLIAMSON ELECTRICAL COMPANY, INC. (SBPP)
 WIN INTERACTIVE (SBPP)
 WINDWALKER GROUP LLC (MBE)

WINTERGREEN KENNELS LTD (SBPP)
 WOLF MECHANICAL, LLC (SBPP)
 WOLPERT DISPOSAL INC (SBPP)
 WOMANSHELTER COMPANERAS INC (WBE, SBPP)
 WOODS HOLE GROUP INC (SBPP)
 WORAD INC (SBPP)
 WORCESTER COMPREHENSIVE ED & CARE INC (SBPP)
 WORCESTER COUNTY MECHANICS ASSOCIATION (SBPP)
 WORK OPPORTUNITY CENTER INC (SBPP)
 WORKPLACE RESOURCE LTD (WBE, SBPP)
 WORLDTech ENGINEERING LLC (SBPP)
 WPI CONSTRUCTION INC (SBPP)
 WRAPAROUND FAMILY SERVICES INC. (SBPP)
 WSI MANUFACTURING INC (SBPP)
 WSMD, INC. (WBE, SBPP)
 XCEL FIRE PROTECTION INC (WBE)
 XFACT INC (MBE)
 YINGJIE ABEL (MBE, WBE, SBPP)
 YMCA OF THE NORTH SHORE INC (SBPP)
 YOUNG ELECTRICAL SERVICES INC (SBPP)
 YOUNG WOMENS CHRISTIAN (WBE)
 YOUNG WOMENS CHRIST ASSOC LOWELL (SBPP)
 YOUNG WOMENS CHRISTIAN ASSOC (WBE, SBPP)
 YOUTHBUILD BOSTON INC (MBE*, SBPP)
 YWCA CENTRAL MA INC (WBE)
 YWCA NORTHEASTERN MASSACHUSETTTS, INC. (WBE)
 YWCA OF SOUTHEASTERN MASSACHUSETTS (WBE)
 YWCA OF WESTERN MASS (WBE)
 ZAGARAN INC (SBPP)
 ZELUS CONSULTING GROUP LLC (WBE)
 ZENERGY BUILDING TECHNOLOGIES INC (SBPP)
 ZELL BUILDERS (SBPP)
 ZELUS CONSULTING GROUP LLC (WBE)
 ZENERGY BUILDING TECHNOLOGIES INC (SBPP)

Appendix G: Vendor List – Indirect Spending

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

1-STOP DESIGN SHOP, INC. (WBE)
 2NDPATH ENERGY, LLC (MBE/WBE, VBE)
 4 CONSULTING, INC. (MBE/WBE)
 813 CONSULTANTS, LLC (WBE)
 84 LUMBER COMPANY (WBE)
 A & J DEMOLITION SERVICES, CORPORATION (MBE/WBE)
 A & M BUSINESS SOLUTIONS, LLC (MBE/WBE, VBE)
 A I ENGINEERS, INC. (MBE)
 A J LETOURNEAU, INC. (WBE)
 A&E ENVIRONMENTAL, INC. (WBE)
 A.R. BELLI, INC. (WBE)
 A.R. PLANTE LAND CLEARING & EXCAVATION, LLC (WBE)
 A1 DATASHRED, LLC (WBE)
 AA FIRE PROTECTION, LLC (MBE)
 AAXIOM CONCRETE SAWING, LLC (WBE)
 ABACUS GROUP, INC. (WBE)
 ABATEMENT PRO AND DEMO, INC. (MBE)
 ABBOTT AND COMPANY, LLC (WBE)
 ABC HOME & HEALTHCARE PROFESSIONALS, INC. (WBE)
 ABC SPECIALTEES (WBE)
 ABIDE, INC. (WBE)
 ABITRONIX, LLC (MBE)
 ABLE ASSOCIATES, INC. (WBE)
 ABLE INDUSTRIAL SWEEPING, INC. (MBE)

ABRIDGE INFO SYSTEMS, INC. (MBE)
 ABSOLUTE RENEWABLE ENERGY, LLC (WBE*)
 ABSOLUTE RESOURCE ASSOCIATES, LLC (WBE)
 ACADA COMMUNICATIONS, LLC (WBE)
 ACCENT BANNER, LLC (WBE)
 ACCOUNTING SOLUTIONS CONSULTING, INC. D/B/A: ASC PARTNERS (WBE)
 ACCU-CLEAN, INC. (WBE, LGTBE)
 ACE MARINE RIGGING & SUPPLY, INC. (WBE)
 ACE MEDICAL SERVICES, INC. (MBE)
 ACM GROUP, INC. D/B/A: ATLANTIC-ACM (WBE)
 ACORN RECORDING SOLUTIONS, INC. (WBE)
 ACP FACILITY SERVICES, INC. (MBE)
 ACT SERVICES, CORP. (WBE/PBE)
 ACTION FOR BOSTON COMMUNITY DEVELOPMENT, INC. (ABCD) (MBE/WBE)
 ACTION STEEL, LLC (WBE)
 ADAM GRAPHIC CORPORATION (WBE)
 ADAMS & RUXTON CONSTRUCTION COMPANY (WBE, VBE)
 ADAMS PLUMBING & HEATING, INC. (WBE)
 ADAMSON INDUSTRIES CORP. (WBE)
 ADCOTRON EMS, INC. (MBE)
 ADEP GROUP, INC. D/B/A: ADEP DEMOLITION AND REMEDIATION (MBE)
 ADF CLEANING SERVICES (WBE)

ADONAI SPRING WATER, INC. (MBE/WBE)
 ADROIT MEDICAL SYSTEMS, INC. (VBE)
 ADROIT SOFTWARE, INC. (MBE)
 ADVANCE AIR & HEAT CO., INC. (WBE)
 ADVANCED DETAIL CLEANING SERVICE, INC. (MBE)
 ADVANCED MASONRY & RESTORATION, INC. (MBE)
 ADVANCED PC REPAIR, LLC (LGBTBE)
 ADVANCED PRESENTATION SYSTEMS, INC. D/B/A: CCS PRESENTATION SYSTEMS (MBE/WBE)
 AD-VANTAGE, INC. (WBE)
 AHC ALLIED HEALTHCARE OF NEW ENGLAND, INC. (WBE)
 AHEARN EQUIPMENT, INC. (WBE)
 AIR CONTROL SYSTEMS, INC. D/B/A: COMMERCIAL AIR CONTROL (MBE)
 AKAL ENGINEERING, INC. (MBE)
 ALAN R. WILLIAMS D/B/A: SYNCOM (MBE*)
 ALEXIA INSURANCE, INC. D/B/A: BERRY INSURANCE (WBE)
 ALEXIS DESIGN (WBE)
 ALISON DOWD MARKETING, INC. (WBE)
 ALISTE, INC. D/B/A ALISTE MARKETING, INC. (WBE)
 ALL SPORTS HEROES UNIFORMS, SPORTING GOODS & PROMOTIONS, INC. (WBE)
 ALL STAR STAFFING, LLC (WBE)
 ALL STATE WASTE, INC. (WBE)
 ALL TIME SERVICE, INC. (MBE/WBE)

ALLEN CONSULTING, INC. D/B/A: Z-TECH (MBE)
 ALLIANCE DETECTIVE & SECURITY SERVICE, INC. (WBE)
 ALLIED BUILDING SERVICES (MBE/WBE*)
 ALMEIDA FAMILY CLEANING COMPANY (WBE)
 ALPHA OFFICE SUPPLIES, INC. (MBE)
 ALPHA PROFESSIONAL SOLUTIONS, INC. (MBE)
 ALVES FUELS, INC. (WBE/PBE)
 AM CLEANING, INC. (WBE)
 AMDA ENTERPRISES, INC. D/B/A: NEPM (WBE)
 AMERICA ONE TECHNOLOGIES, INC. (MBE)
 AMERICAN CYBERSYSTEMS, INC. (MBE)
 AMERICAN ELECTRICAL CONSTRUCTION, INC. (WBE)
 AMERICAN ENVIRONMENTAL, INC. (MBE)
 AMERICAN TELE-CONNECT SERVICES, INC. (WBE)
 AMERICAN TRANSLATION PARTNERS, INC. (MBE/WBE)
 AMK ELECTRIC, LLC (WBE)
 AMY BRANGER (WBE)
 AMY D CONNER D/B/A: PREMIUMS 'R US (WBE)
 AMY KVISTAD DESIGN (WBE)
 ANALYTICAL EVALUATION CONSULTANTS, LLC (WBE, SDVOBE)
 ANALYTIX BUSINESS SOLUTIONS, LLC (MBE)
 ANDELLA IRON, INC. (MBE)
 ANDERSON CLEANING, INC. (WBE)
 ANDREA'S POLICE SUPPLY, INC. (WBE)

ANDREW ASSOCIATES, INC. (WBE)
 ANDY RAMOS ELECTRIC, LLC (MBE, SDVOBE)
 ANGELINI PLASTERING, INC. (WBE)
 ANNESE ELECTRICAL SERVICES, INC. (WBE)
 ANTONELLIS CONSTRUCTION, INC. (MBE)
 APEX HEALTHCARE SERVICES, INC. (WBE)
 API INDUSTRIES, INC. D/B/A: ALUF PLASTICS (WBE)
 APOLLO SAFETY, INC. (VBE)
 AQUATIC RESTORATION CONSULTING, LLC (WBE)
 AQUEDUCT TECHNOLOGIES, INC. (MBE)
 AQUENT, LLC (MBE)
 ARCHIPELLAGO STRATEGIES GROUP, INC. D/B/A: ASG (MBE/WBE, LGBTBE)
 ARCHITECTURAL ENGINEERS, INC. (WBE)
 ARGUS COMMUNICATIONS, INC. (MBE)
 ARIMANN BUILDING SERVICES, INC. (MBE)
 ARORA ENGINEERS, INC. (MBE)
 ART ENGINEERING CORPORATION (MBE)
 ASA ENVIRONMENTAL PRODUCTS, INC. (WBE/PBE)
 ASIA TRADING INTL. LLC D/B/A UNIPRO INTERNATIONAL (WBE)
 ASIAN AMERICAN CIVIC ASSOCIATION, INC. (MBE)
 ASIAN COMMUNITY DEVELOPMENT CORPORATION (MBE)
 ASIAN TASK FORCE AGAINST DOMESTIC VIOLENCE (MBE/WBE)
 ASSOCIATED ALARM SYSTEMS, INC. (WBE)
 ASSOCIATED CAREER NETWORK, LLC (WBE)
 ASSURANCE HOMECARE, LLC (MBE/WBE)
 ATKINSON CARPET INSTALLATION CO., INC. D/B/A: ATKINSON CARPET AND FLOORING (WBE)
 ATKINSON-WHITWORTH CORPORATION D/B/A: JET-A-WAY (MBE/WBE*)
 ATLANTIC BAY CONTRACTING CO., INC. (MBE)
 ATLANTIC BRIDGE & ENGINEERING, INC. (WBE)
 ATLAS RELIEF STAFFING, LLC (WBE)
 ATLAS TRAVEL & TECHNOLOGY GROUP, INC. (WBE)
 ATTENTIVE HOME CARE, INC. (MBE)
 AVCO CONSULTING, INC. (MBE)
 AVID IRONWORKS, INC. (WBE)
 AVIZION TECHNOLOGIES GROUP, INC. D/B/A: BUSINESS CENTRIC TECHNOLOGY (WBE)
 AXES MEDICAL, LLC (MBE)
 AXIOM ACTUARIAL CONSULTING, LLC (MBE)
 AXION COMPANY, LLC, THE (MBE)
 AYALA EXCAVATING AND TRUCKING, LLC (MBE)
 AZTEC TECHNOLOGIES, INC. (MBE)
 AZTEC TECHNOLOGIES, LLC (WBE)
 B&G SERVICES, INC. D/B/A: 1-800-GOT-JUNK? (WBE)
 B+AC, LLC (MBE)
 B2B HOLDINGS, INC. (WBE)
 BACK BAY CONCRETE, CORP. (WBE)
 BALLOON CITY OF BOSTON, INC. (WBE)
 BANKS II QUAN AND ASSOCIATES, INC. (WBE)
 BANNER ENVIRONMENTAL SERVICES, INC. (WBE)
 BARGMANN HENDRIE & ARCHETYPE, INC. (WBE)
 BARRETT PLANNING GROUP, LLC (WBE)
 BARTON'S ANGELS, INC. (WBE*)
 BASIL TREE INC., THE (WBE)
 BATALLAS ELECTRIC, INC. (MBE)
 BAY COLONY GROUP, INC. (VBE)
 BAY STATE ENVELOPE, INC. D/B/A: BSE PRINT SOLUTIONS (WBE)
 BAY STATE PROPERTY SERVICES, INC. D/B/A: CITY WIDE OF BOSTON (WBE)
 BAY STATE WATER WORKS SUPPLY, INC. (WBE)
 BAYTECH SERVICES, INC. (MBE*)
 BAYTOWNIES, LLC (MBE/WBE)
 BBCC, LLC D/B/A: VANTAGE GRAPHICS (MBE)
 BE SAFER AT HOME, INC. (WBE*)
 BEACON LIGHT & SUPPLY. CO., THE (MBE)
 BEALS & SONS, INC. (WBE)
 BEAVERBROOK STEP, INC. (WBE)
 BEHAVIORAL HEALTH INDUSTRY NEWS, INC. D/B/A: OPEN MINDS (WBE)
 BEHAVIORAL HEALTH NETWORK, INC. (WBE)
 BELLAMY GROUP, INC. (WBE)
 BENCHMARK OFFICE SYSTEMS, INC. (WBE)
 BERKSHIRE AREA HEALTH EDUCATION CENTER, INC. (WBE)
 BERKSHIRE RESOURCES FOR INTEGRATION OF DIVERSE GROUPS AND EDUCATION, INC. (MBE/WBE)

BERNICE F. LORD, CPA (WBE)
 BESTPRO CLEANING, LLC (MBE/WBE)
 BETIS GROUP, INC. (MBE)
 BETSY GOLD DESIGN (WBE)
 BETTS PLUMBING & HEATING SUPPLY, INC. (WBE)
 BIDDOS ONLINE, INC. (WBE)
 BIG GAME OUTFITTERS, INC. (WBE)
 BIGELOW NURSERIES, INC. (WBE)
 BIMSHA CORPORATION (MBE)
 BLEST CONSULTING, INC. (MBE)
 BLUE MONKEY PROMOTIONS, LLC (WBE)
 BOGGS PROPERTIES, LLC (MBE)
 BOSTON CHAIR MASSAGE, INC. (WBE, LGBTBE)
 BOSTON ELECTRICAL SOLUTIONS, INC. (WBE, WBE)
 BOSTON INDIA HOLDINGS, INC. D/B/A: TALENTBURST, INC. (MBE)
 BOSTONTTECH PARTNERS, INC. (MBE)
 BOSWELL PHARMACY SERVICES, LLC (WBE)
 BRAVA ELECTRIC & TELECOM, INC. (MBE)
 BREDY NETWORK MANAGEMENT CORPORATION (MBE)
 BRENNAN CONSULTING, INC. (WBE)
 BRICKLOGIX, INC. (MBE)
 BRIGHAM INDUSTRIES, INC. (WBE)
 BRIGHT CLEANING SERVICES, INC. (MBE/WBE)
 BRILJENT, LLC (WBE)
 BRING CARE HOME, INC. (WBE)
 BRISTOL ELDER SERVICES, INC. (WBE)
 BROADSIDE BOOKSHOP, INC. (WBE)
 BROCKTON AREA MULTI SERVICES, INC. (MBE)
 BROCKTON NEIGHBORHOOD HEALTH CENTER, INC. (WBE)
 BROCO OIL, INC. (SDVOBE)
 BRONNER GROUP, LLC (WBE)
 BROOKSCO, LLC (MBE/WBE)
 BROWN, RICHARDSON & ROWE, INC. (WBE)
 BRYANT ASSOCIATES, INC. (MBE)
 BRYANT WILLIAMS PAINTING COMPANY (MBE)
 BUILDING ENCLOSURE ASSOCIATES, LLC (MBE)
 BULLDOG, INC. (WBE)
 BUONO PEST CONTROL CO., INC. (WBE)
 BUYER ADVERTISING, INC. (WBE)
 C & A CONSTRUCTION COMPANY, INC. (WBE/PBE)
 C & S GROUP, INC. D/B/A: CAROL'S LIGHTING & SUPPLY COMPANY (MBE/WBE)
 C T S SERVICES, INC. (WBE)
 C&J JANITORIAL SUPPLIES, INC. (WBE/PBE)
 C&D ELECTRONICS, INC. (MBE)
 C. A. CROWLEY ENGINEERING, INC. (WBE)
 C. R. LEVESQUE TRUCKING CORP. (WBE)
 C.E. COMMUNICATION SERVICES, INC. (WBE)
 C.F. MEDICAL, INC. (WBE)
 C.M. CLEANING COMPANY, INC. (WBE)
 C.S. ALLISON CO., INC. (MBE)
 C.V.D. PAVING, CORP. (MBE)
 CAAN FENCE, INC. (MBE/WBE)
 CADAN CORPORATION (WBE)
 CALENDAR PRESS, INC. (WBE)
 CAM OFFICE SERVICES, INC. (MBE/WBE)
 CAMBRIDGE COMPUTER SERVICES, INC. D/B/A: FOURTH HAT ASSOCIATES, CCS, CAMBRIDGE COMPUTER (WBE)
 CAMBRIDGE ECONOMIC OPPORTUNITY COMMITTEE, INC. (MBE)
 CANAAN TECH SOLUTIONS, LLC (MBE)
 CAPASSO RESTORATION, INC. (WBE)
 CARACAS CONSTRUCTION CORPORATION (MBE)
 CARBON COLORS, LLC (WBE)
 CARIBBEAN FOUNDATION OF BOSTON, INC., THE (MBE)
 CARING HANDS HEALTH EQUIPMENT & SUPPLIES, LLC (SDVOBE)
 CARING HEALTH CENTER, INC. (MBE)
 CARMEL MOVERS, INC. (WBE)
 CARPET BARN, INC. (WBE)
 CARRASCO MULTI-SERVICES (MBE/WBE)
 CASA ESPERANZA, INC. (MBE)
 CASA MYRNA VAZQUEZ, INC. (WBE)
 CASCO BAY ENGINEERING, INC. (WBE)
 CASTLE GROUP, INC. THE (WBE)
 CASUAL GOURMET, INC., THE (WBE)
 CAT STEEL, LLC (MBE)

CATCH THE SCIENCE BUG FOUNDATION, INC. (WBE)
 CBA LANDSCAPE ARCHITECTS, LLC (WBE)
 CCK2 CLEANING SERVICES (MBE/WBE)
 CDS CONTRACTING SERVICES, LLC (MBE)
 CDW CONSULTANTS, INC. (WBE)
 CEC BUSINESS SOLUTIONS, INC. (MBE/WBE)
 CENTER FOR HUMAN DEVELOPMENT, INC. (WBE)
 CENTER OF HOPE FOUNDATION, INC. (WBE)
 CENTRAL BOSTON ELDER SERVICES, INC. (MBE)
 CENTRAL BUREAU OF INVESTIGATION, INC. (WBE)
 CENTRAL ELECTRICAL SPECIALTY, CORP. (WBE)
 CENTRAL MASSACHUSETTS AREA HEALTH EDUCATION CENTER, INC. (WBE)
 CENTRAL SOURCE, INC. (WBE)
 CENTRO COMMUNAL HISPANO, INC. D/B/A: CENTRO LAS AMERICAS (MBE)
 CENTURY HOMECARE, LLC (MBE/WBE)
 CERTIFIED CONNECTIONS, INC. (MBE)
 CGKV ARCHITECTS, INC. (MBE)
 CHAPMAN CONSTRUCTION GROUP, INC. (WBE, VBE)
 CHARDONNAY DIALYSIS, INC. (WBE)
 CHARTER CONTRACTING COMPANY, LLC (MBE)
 CHASE LANDSCAPE, INC. (WBE)
 CHEMGENES, LLC (MBE)
 CHERYL HARRIS AND ASSOCIATES, INC. (MBE/WBE)
 CHICOPPEE INDUSTRIAL CONTRACTORS, INC. (WBE)
 CHILDREN'S SERVICES OF ROXBURY, INC. (MBE)
 CHIN & CURTIS, LLP (WBE)
 CHOCOLATE THERAPY, INC. (MBE/WBE)
 CHRISTINE R. MILLER D/B/A: OCEANS PROMOTIONS (WBE)
 CITY FRESH GROUP, LLC (MBE)
 CITY POINT PARTNERS, LLC (WBE)
 CITY SEALCOATING, INC. (MBE)
 CITYSCAPES PLANTCARE, INC. (WBE)
 CITYWIDE MASS PAINTING, INC. (MBE/WBE)
 CIVICTECTS, P.C. (WBE)
 CJ & LUKE ASSOCIATES (WBE)
 CKM CONSTRUCTION, LLC (WBE)
 CLARK LAU, LLC (MBE)
 CLEAN TEAM, THE (WBE)
 CLEAN TECH SYSTEMS, INC. (MBE)
 CLEANX, INC. (MBE)
 CLEARROCK, INC. (WBE)
 CLEARLY CONSULTANTS, INC. (WBE)
 CLIMATECH SERVICE, LLC (MBE, VBE)
 CLOTHES LINE, INC., THE D/B/A: HI VIZ & WORK WEAR (WBE)
 CMC SHADES AND SPECIALTIES, LLC (WBE)
 COASTAL MARINE CONSTRUCTION, LLC (WBE)
 CODMAN SQUARE HEALTH CENTER, INC. (MBE)
 COGHLIN ELECTRICAL CONTRACTORS, INC. (WBE)
 COLLECTIVE INSIGHT, LLC (WBE)
 COLLINS-CROCHIERE CONSTRUCTION SERVICES, INC. (WBE)
 COLONIAL SYSTEMS, INC. (WBE)
 COLUMBIA AUTO BODY, INC. (WBE/PBE)
 COMMERCIAL CLEANING SERVICE, INC. (WBE)
 COMMODORE BUILDERS CORPORATION (VBE)
 COMMON SENSE ENVIRONMENTAL, INC. (WBE)
 COMMONWEALTH OFFICE SUPPLY, LLC (WBE, VBE)
 COMMUNITY ACTION PIONEER VALLEY, INC. (WBE)
 COMPLETE CLEANING SYSTEM, LLC (MBE)
 COMPLETE TRANSPORTATION, LLC (WBE)
 COMPREHENSIVE ENVIRONMENTAL, INC. D/B/A: CEI (WBE)
 COMPU-CALL, INC. (WBE)
 COMPUTER MERCHANT, LTD. THE (VBE)
 COMTRONICS CORPORATION (WBE*)
 CONSOLIDATED BRICK & BUILDING SUPPLIES, INC. (WBE*)
 CONSOLIDATED MARKETING SERVICES, INC. (WBE*)
 CONTEMPORARIES, INC. (WBE)
 CONTINENTAL RESOURCES, INC. (WBE)
 CONVENTURES, INC. (WBE)
 COOPERSTOWN ENVIRONMENTAL, LLC (WBE)
 COPLEY WOLFF DESIGN GROUP, INC. (WBE*)
 COPY GRAPHICS, INC. D/B/A: MRS. PAPER (WBE)
 COPY MASTERS, INC. (MBE)
 CORBO CONSTRUCTION (MBE)

CORE ENERGY INSIGHTS, INC. (WBE*)
 CORI M. CONNOR-MORSE, CPA (WBE)
 CORINTHIAN EVENTS, LLC (WBE)
 CORNERSTONE CONSTRUCTION SERVICES, LLC (SDVOBE)
 CORPORATE ELECTRIC & ALARMS, INC. (MBE)
 CORRUGATED PACKAGING, INC. (MBE/WBE)
 COSCO, INC. (WBE)
 COULTER CONSTRUCTION, LLC (MBE)
 CP INDUSTRIES, LLC (WBE)
 CO FLUENCY, INC. (MBE/WBE)
 CR ENVIRONMENTAL, INC. (WBE)
 CREATIVE TOUCH DESIGNS, LLC (WBE)
 CREDERE ASSOCIATES, LLC (WBE)
 CROSBY SCHLESSINGER & SMALLRIDGE, LLC (WBE)
 CROSS CULTURAL COMMUNICATION SYSTEMS, INC. (WBE/PBE)
 CROSSLAND GROUP LTD, THE (WBE)
 CROWLEY COTTRELL, LLC (WBE)
 CRUZ MANAGEMENT CO., INC. (MBE)
 CSL, INC. (WBE/PBE)
 CSW, INC. (WBE)
 CUSTOM BUSINESS PRODUCTS (WBE)
 CUTTING EDGE INSTALLATIONS INCORPORATED (WBE)
 CUTTING EDGE PROMOTIONAL PRODUCTS (WBE)
 CX ASSOCIATES, LLC (WBE*)
 DAGLE ELECTRICAL CONSTRUCTION CORP. (WBE)
 DAMRELL CONSULTING, LLC (WBE)
 DARTER SPECIALTIES, INC. (WBE)
 DATASYS CORPORATION (WBE)
 DAVEN CORP. (WBE)
 DAVENPORT ADVISORS, LLC (MBE)
 DAVISKELLY, LLC (WBE)
 DAVISKELLY, LLP (MBE)
 DAWN KENNEDY D/B/A: VITAL MILK (MBE/WBE)
 DB HEALTHCARE, INC. (MBE/WBE, WBE)
 DC CONSULTING SERVICES, LLC (MBE)
 DEBOISE AUTO BODY, INC. (MBE)
 DECORATIVE LANDSCAPES, INC. (WBE)
 DELUCCA FENCE COMPANY, INC. (WBE)
 DEPAOLI MOSAIC COMPANY, INC. (WBE)
 DEPENDABLE CLEANERS, INC. (WBE)
 DEPENDABLE MASONRY CONSTRUCTION COMPANY, INC. (MBE)
 DERENZY DOCUMENT SOLUTIONS, INC. (WBE*)
 DESIGN PRINCIPLES, INC. (WBE)
 DEWEY SERVICE CORP. (MBE)
 DHARAM LALLY & SMITH, LLC (MBE)
 D/HK ARCHITECTS, INC. (MBE)
 DIANE B. MULLAHY D/B/A: TRAVEL LEADERS/HAPPY HOLIDAYS TRAVEL (WBE)
 DIETZ & COMPANY ARCHITECTS, INC. (WBE)
 DILLON BOILER SERVICES CO., INC. (VBE)
 DIMOCK COMMUNITY HEALTH CENTER (MBE)
 DIVERSIFIED MARKETING GROUP, LLC (WBE)
 DIVERSIFIED SYSTEMS, INC. (MBE)
 DIVERSIFIED TECHNOLOGY CONSULTANTS, INC. (MBE)
 DIVERSIFIED TECHNOLOGY, INC. (MBE)
 DIVERSITY STUDIO, INC. D/B/A: BLUE BUMBLE CREATIVE (WBE)
 DIVING SERVICES, INC. (WBE)
 DIVISION 10 SPECIALTIES, INC. (WBE)
 DL WAREHAM, INC. D/B/A: FIRST CALL TRUCKING & COURIER (WBE)
 DOCUMENT TECHNOLOGIES, INC. (MBE)
 DOLPHIN RESOURCE GROUP, INC. (WBE)
 DON MARTIN CORPORATION (MBE)
 DONE RIGHT BUILDING SERVICES, INC. (MBE)
 DORIS O. WONG ASSOCIATES, INC. (MBE/WBE)
 DOTCOM TEAM, LLC, THE (MBE)
 DOVE, INC. D/B/A: DOMESTIC VIOLENCE ENDED INC. (WBE)
 DPV TRANSPORTATION, INC. (MBE)
 DRAIN SHOOTER, INC. (WBE)
 DUSEAU TRUCKING, LLC (WBE)
 DUSK TO DAWN TAX & ACCOUNTING, LLC (WBE)
 DYNAMIC JANITORIAL CLEANING, INC. (MBE/WBE)
 DYNAMIC SCHEDULING SOLUTIONS, INC. (WBE)
 E ALVES CLEANING SERVICE, INC. (WBE/PBE)
 E.T. & L. CORP. (WBE)
 EARLY CHILDHOOD ASSOCIATES INCORPORATED (WBE)

EARLYBIRD POWER, LLC (MBE)
EAST COAST AIR BARRIER & RESTORATION, INC. (WBE)
EAST COAST SYSTEMS ENGINEERING, INC. (WBE)
EASTERN BAG & PAPER COMPANY, INC. D/B/A: EBP SUPPLY SOLUTIONS (WBE)
EASTWIND CORPORATION (MBE)
EBERT ENTERPRISES, INC. D/B/A: CURRY PRINTING & COPY CENTER (WBE)
ECIN INDUSTRIES, INC. (WBE)
ECLINICALWORKS, LLC (MBE)
ECO SYSTEMS PEST CONTROL, INC. (VBE)
ECO WASTE DISPOSAL & CONTAINER STORAGE, INC. (MBE)
ECONOMIC MOBILITY PATHWAYS, INC. (WBE)
EDINBURG CENTER, INC. THE (WBE)
EDM CONSTRUCTION, INC. (WBE)
EDUARDO BERINSTEIN TRANSLATIONS, LLC (MBE)
EDWARD M. KENNEDY COMMUNITY HEALTH CENTER, INC. (WBE)
EES SILVER, LLC D/B/A: HOMEWATCH CAREGIVERS (MBE/WBE)
EKG NETWORKING, INC. (WBE)
ELAD INDUSTRIAL INSULATION, INC. (WBE)
ELAINE RENZI, CPA, LLC (WBE)
ELECTRICAL INSTALLATIONS, INC. (WBE)
ELECTRONIC SECURITY & CONTROL SYSTEMS, INC. (WBE)
ELITE PEST SOLUTIONS, INC. (WBE)
ELLANA, INC. (WBE)
ELLCO PROMOTIONS, INC. (WBE)
EMERALD EXCAVATING CO. INC. (WBE)
EMILY ROTHSCHILD D/B/A: ROTHSCHILD & ASSOCIATES (WBE)
EMMA PLUMBING CO, INC. (MBE)
EMMAUS, INC. (WBE)
ENCOMPASS PREMIUMS & APPAREL (WBE)
ENCORE CONSULTING SERVICES, INC. (MBE/WBE)
ENCORE IMAGES, INC. (WBE)
ENERGY FEDERATION, INC. (WBE)
ENGINEERS DESIGN GROUP, INC. (MBE)
ENTERPRISE RISK MANAGEMENT, INC. D/B/A: ERM/PROTECT (MBE/WBE)
ENVIROX, LLC (WBE)
ENVISION PERFORMANCE SOLUTIONS, INC. (WBE)
EOS APPROACH, LLC D/B/A: PROSHRED SECURITY (WBE)
ERB INDUSTRIES, INC. (WBE)
ERGONOMIC GROUP, INC., THE (WBE)
ETEAM, INC. (MBE)
ETECH CONSULTING, LLC (VBE)
EUREKAFACTS, LLC (MBE)
EVERETT APPLIANCE SERVICE (MBE)
EVERMORE LIGHT AND POWER, INC. (MBE/WBE)
EXCEL NURSING SERVICES, INC. (WBE)
EXECUTIVE PARKING, INC. (MBE)
EXPEDITED TRANSPORTATION SERVICES, INC. (WBE)
EXPRESS YOURSELF, INC. (MBE)
F. L. & A TRANSPORTATION COMPANY, INC. (MBE)
FABIANO OIL CORP. (WBE)
FACILITYONE NEW ENGLAND, INC. (MBE)
FAIRFAX DATA SYSTEMS, INC. (MBE, VBE)
FATHERS' UPLIFT, INC. (MBE)
FEDERAL CONCRETE, INC. (WBE*)
FELICITY HARDEE LAW PRACTICE (WBE)
FERNANDEZ & ASSOCIATES (MBE)
FERRARA SPRING WORKS, INC. (WBE)
FIBER OPTIC SPLICING & TESTING, INC. (WBE)
FILLION ASSOCIATES, INC. (WBE)
FILLION'S LANDSCAPING, INC. (WBE)
FIRSTWORLD USA, INC. D/B/A: TERMINAL EXCHANGE SYSTEMS (MBE)
FISHBONE PROJECT MANAGEMENT (WBE)
FITCH ARCHITECTURE & COMMUNITY DESIGN, INC. (WBE)
FITZGERALD & HALLIDAY, INC. (WBE)
FLETCHER SEWER & DRAIN, INC. (WBE)
FLOOR WORKS, INC. (WBE)
FLUOROLITE PLASTICS, INC. (WBE*)
FLOLAN WATERPROOFING & CONSTRUCTION COMPANY, INC. (WBE)
FORM 10 GROUP, INC. (SDVOBE)
FOSTER'S ELECTRIC SERVICES, INC. (MBE)
FOWLER PRINTING & GRAPHICS, INC. (WBE)
FRANCIS F. WHITTY D/B/A: TMR DEVELOPMENT (SDVOBE)

FRANQUI SERVICES (MBE)
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)
G.A.P. PROMO, LLC (WBE)
GAAMHA, INC. (WBE)
GANDARA MENTAL HEALTH CENTER, INC. (MBE)
GANGLI PRINTING, INC. (WBE)
GENERAL AIR CONDITIONING & HEATING, INC. (MBE)
GENERAL ENVIRONMENTAL SERVICES, INC. (WBE)
GEOLOGIC-EARTH EXPLORATION, INC. (WBE)
GEO-MED, LLC (SDVOBE)
GEOTEK ENGINEERING, INC. (WBE)
GFS ELECTRIC, INC. (MBE)
GILLETTE RESTAURANT EQUIPMENT, INC. (WBE)
GIRLS INCORPORATED OF LYNN (WBE)
GLADDEN & METZ, INC. (SDVOBE)
GLADYS ALLEN BRIGHAM COMMUNITY CENTER (WBE)
GLASS & MIRROR, INC. (WBE)
GLIONNA PLUMBING & HEATING SERVICES, INCORPORATED (WBE)
GLOBAL BLUE DVBE, INC. (SDVOBE*)
GLOBAL CARE PROVIDERS, LLC (MBE)
GLOBAL LINK LANGUAGE SERVICES, INC. (WBE)
GM2 ASSOCIATES, INC. (MBE)
GMT CONSTRUCTION AND PAINTING SERVICES CORPORATION (MBE/WBE)
GO TRUCKING, LLC (WBE)
GOLDEN YEARS HOME CARE SERVICES OF MASSACHUSETTS (MBE)
GOMES CONSTRUCTION COMPANY, INC. (WBE/PBE)
GOOD AS GOLD COFFEE SYSTEMS, INC. (WBE)
GOOD LIFE PRODUCTIONS, LLC (MBE/WBE)
GPS CREATIVE (MBE)
GRANITE PRINT, LLC (WBE)
GRAPHIC TOUCH, INC. (WBE)
GRASSESCHI PLUMBING AND HEATING, INC. (WBE)
GREAT GETAWAYS, INC. (WBE)
GREAT LAKES CASE AND CABINET CO., INC. (WBE)
GREATER BOSTON CHINESE GOLDEN AGE CENTER, INC. (MBE)
GREATER LAWRENCE FAMILY HEALTH CENTER, INC. (WINPO*)
GREEN CASTLE BUSINESS SOLUTIONS, INC. (WBE, VBE)
GREEN INSULATION, INC. (WBE)
GREEN INTERNATIONAL AFFILIATES, INC. (MBE)
GREEN SEAL ENVIRONMENTAL, INC. (MBE/WBE)
GREENFIELD GLASS CO, INC. (WBE)
GREENOUGH PACKAGING & MAINTENANCE SUPPLIES, INC. (WBE/PBE)
GRIMES OIL CO., INC. (MBE)
GROUND, INC. (WBE)
G'S ULTIMATE OFFICE CLEANING SVC., LLC (MBE/WBE)
GUARDIAN ANGEL SENIOR SERVICES, INC. (WBE)
GUARDIAN HEALTHCARE, LLC (MBE/WBE)
GUSTIN ADVERTISING GROUP, INC. (WBE)
GUY BROWN, LLC (MBE/WBE)
GVC CONSTRUCTION, INC. (MBE/WBE)
H B WELDING, INC. (WBE, VBE)
H&A STEEL, LLC (MBE)
H.M. NUNES & SONS CONSTRUCTION, INC. (WBE/PBE)
H.T. BERRY COMPANY, INC. (WBE)
HAGER GEOSCIENCE, INC. (WBE)
HARBOR HEALTH SERVICES, INC. (WBE)
HARMONICA INTERPRETING (WBE)
HARRIS ENERGY SOLUTIONS, LLC (WBE)
HARRIS MILLER MILLER & HANSON, INC. D/B/A: HMMH (WBE)
HATTERAS, INC. (WBE)
HCH ENTERPRISES, LLC (MBE)
HEALING ABUSE WORKING FOR CHANGE, INC. (HAWC) (WBE)
HEALTH CARE PHARMACY, INC. (WBE)
HEALTH IMPERATIVES, INC. (WBE)
HEALTH QUARTERS (WBE)
HECKMAN MASONRY CORPORATION (WBE)

HELCO SAFETY EQUIPMENT CORPORATION (WBE)
HELP SERVICES NETWORK, INC. (MBE/WBE)
HERITAGE CONSTRUCTION & SUPPLY (WBE)
HIBBERT ELECTRICAL COMPANY, LLC (MBE)
HICKS AUTO BODY, INC. (MBE)
HINES DERMATOLOGY ASSOCIATES, INC. (MBE/WBE)
HIRE PARTNERSHIP, LLC (MBE/WBE)
HISPANIC RESOURCES, INC. (MBE)
HOLLISTER STAFFING, INC. (WBE)
HOLYOKE HEALTH CENTER, INC. (MBE)
HOME HEALTH RESOURCES, INC. (WBE)
HOMELAND INDUSTRIAL SUPPLY, INC. (WBE)
HORIZON SERVICES CORPORATION (MBE)
HOW'S WORK, INC. (WBE)
HUB TESTING LABORATORY, INC. (WBE)
HUMAN CAPITAL CONSULTANTS, LLC (MBE)
HUMAN SERVICE FORUM, INC. (WBE)
HWK CONSULTING, LLC (WBE)
ICARUS CONSTRUCTION SERVICES, LLC (MBE, VBE, SDVOBE)
ICE WORLDWIDE, LLC (WBE)
ICON ARCHITECTURE, INC. (WBE)
IDEAL RESIDENCES OF NEW ENGLAND, LLC (WBE)
IDS HIGHWAY SAFETY, INC. (WBE)
ILLUME ADVISING, LLC (WBE)
IMAI KELLER MOORE ARCHITECTS, INC. (MBE)
IMMI INTERNATIONAL MARKETING MANAGEMENT, INC. (MBE/WBE, MBE)
INDEPENDENT MECHANICAL CONTRACTORS, INC. (WBE)
INDUSTRIAL STAFFING SERVICES, INC. (WBE)
INFINART, INC. (WBE)
INNOVATE!, INC. (MBE/WBE)
INNOVATIONS GROUP, INCORPORATED, THE (WBE)
INNOVATIVE DATA, LLC (WBE)
INNOVATIVE PROMOTIONAL CONCEPTS (WBE)
INNOVATIVE SAFETY SERVICES, INC. (WBE)
INSTITUTE FOR EDUCATION AND PROFESSIONAL DEVELOPMENT, INC., THE (WBE)
INSTITUTE FOR HEALTH AND RECOVERY (WBE)
INSURANCEONE INSURANCE AGENCY, INC. D/B/A: WEST INSURANCE AGENCY, INC. (MBE, VBE)
INTEGRITY HOME CARE SOLUTIONS, LLC (MBE/WBE)
INTERCONNECT COMPUTER CABLING SERVICES, INC. (WBE)
INTERIOR RESOURCES GROUP, LLC (WBE)
INTERNATIONAL ASBESTOS REMOVAL, INC. (WBE)
INTERNATIONAL HEALTH SERVICES, INC. (WBE)
INTERNATIONAL TRANSLATION COMPANY (MBE/WBE*)
INTERPRETERS AND TRANSLATORS, INC. (MBE/WBE*)
ISLAND PAVEMENT CUTTING CO., INC. (WBE)
IT MANTRA, LLC (MBE/WBE)
IZ SCHWARTZ APPLIANCE WAREHOUSE, INC. (WBE)
J & S BUSINESS PRODUCTS, INC. (MBE)
J & S CONCRETE PUMPING AND GROUTING, INC. (WBE)
J F SHINE MECHANICAL, INC. (WBE)
J REGO TRUCKING, INC. (WBE)
J TROPEANO, INC. (WBE)
J. L. ENTERPRISES, INC. (WBE)
J. L. RAYMAAKERS & SONS, INC. (WBE)
J.A.J. TILE COMPANY, INC. (WBE)
JACKSON GLASS, INC. (WBE)
JACQUELINE ELECTRIC AND CONTRACTING, INC. (WBE)
JAMA PROFESSIONAL CLEANING, INC. (MBE/WBE)
JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION (MBE)
JANE FREEDMAN LAW, LLC (WBE)
JANE P. O'HERN (WBE)
JANUS SOFTWARE, INC. (WBE)
JANZ CORPORATION, THE (SDVOBE)
JASONICS SECURITY CORPORATION (WBE)
JAZZY SPORTSWEAR PROMOTIONAL COMPANY, LLC (MBE)
JEANNE GEIGER CRISIS CENTER, INC. (WBE)
JEFF OLLIVIERRE'S CARPETS (MBE)
JEREZ, LLC (MBE/WBE)
JILL NORCOT & ASSOCIATES, LLC (MBE)
JIL-LYN WONOSKI D/B/A: JW CONSULTANTS (WBE)
JIMENEZ & SON CONSTRUCTION CO., INC. (MBE)
JIREH ENTERPRISE, INC. (MBE)

JKMUIR, LLC (WBE)
JLS MEDICAL PRODUCTS GROUP, L.L.C. (VBE)
JM FISKE ENVIRONMENTAL (WBE)
JNB CONSTRUCTION, INC. (MBE)
JOHN GALT STAFFING, INC. (WBE)
JOHN H. CANTO LANDSCAPE & BOBCAT SERVICES, INC. (MBE)
JOHN K. DIETRICH & ASSOCIATES, INC. D/B/A: CLASSIC GRAPHX (WBE)
JOHN LATKA & COMPANY, INC., D/B/A: LATKA PRINTING & MARKETING (WBE)
JOHN LEONARD EMPLOYMENT SERVICES, INC. (WBE)
JOHNSON LUMBER CO., INC. (WBE)
JOS HEALTHCARE STAFFING, INC. (MBE)
JOSEPH BOTTI CO., INC. (WBE)
JULES CATERING, INC. (WBE)
JUSTICE RESOURCE INSTITUTE, INC. (WBE)
JVS AUTO SERVICE, INC. D/B/A: GIBBS AUTO SERVICE (MBE)
K & M COMMUNICATIONS CORPORATION (VBE)
K5 CORPORATION (WBE)
KARMA ENVIRONMENTAL SERVICES, INC. (WBE)
KATLIN CORPORATION D/B/A: KATLIN TRAVEL GROUP (WBE)
KEANE FIRE & SAFETY EQUIPMENT CO., INC. (WBE)
KEATING CONSULTING, INC. (WBE)
KEMPER CORPORATION (WBE)
KENNEDY & VIOLICH ARCHITECTURE, LTD. (MBE)
KENNEY MASONRY, LLC (WBE)
KERMA MEDICAL PRODUCTS, INC. (VBE)
KEVILLE ENTERPRISES, INC. (WBE)
KHJ INTEGRATED MARKETING, INC. (WBE)
KIESSLING TRANSIT, INC. (WBE*)
KITTREDGE EQUIPMENT COMPANY, INC. (WBE)
KNF&T, INC. (WBE)
KNOWLEDGE ARCHITECTS, LLC (MBE/WBE)
KOI HOME AND OFFICE CLEANING SERVICES (MBE/WBE)
KOOL, INC., LLC D/B/A: SIR SPEEDY PRINTING OF BLOOMFIELD (MBE)
KOYA LEADERSHIP PARTNERS, LLC (WBE)
KREATE AND PRINT, INC. (MBE/WBE)
KT & T DISTRIBUTORS, INC. (MBE)
KUHN RIDDLE ARCHITECTS, INC. (WBE)
KYBYA, INC. (MBE)
L & L CONTRACTING, INC. (WBE)
L P COLLEGE, INC. (WBE)
L.A.L. MASONRY CO., INC. (WBE*)
L.K. SHEET METAL, INC. (WBE)
L1 ENTERPRISES INCORPORATED (SDVOBE)
LA ALIANZA HISPANA, INC. (MBE)
LADYBUG PEST CONTROL SERVICES, INC. (WBE)
LAHLAF GEOTECHNICAL CONSULTING, INC. (MBE)
LANCASTER PACKAGING, INC. (MBE/WBE)
LANE PRINTING CO., INC. (WBE)
LANGUAGE BRIDGE, LLC (WBE)
LASER KARE TECHNOLOGY, INC. (WBE)
LASER TECHNOLOGIES SERVICE, INC. (MBE)
LAW OFFICES OF KATHLEEN A. MOORE (WBE)
LAWHORN IRRIGATION, INC. (MBE)
LDS CONSULTING GROUP, LLC (WBE)
LEC ENVIRONMENTAL CONSULTANTS, INC. (WBE)
LEGRANDE TECHNICAL AND SOCIAL SERVICES, LLC (MBE)
LEMELIN ENVIRONMENTAL SERVICES, INC. (WBE)
LENA SAETRE-GRANT D/B/A: THE RED APPLE (WBE)
LENOX CONSTRUCTION COMPANY, INC. (WBE)
LEONE MARKETING SOLUTIONS, INC. (WBE)
LESLIE & COMPANY - SOLUTIONS IN PRINTING (WBE)
LIBERTY PRINTING CO., INC., THE (WBE*)
LIM CONSULTANTS, INC. (MBE/WBE)
LIN ASSOCIATES, INC. (MBE)
LINA CIUFFO CONSTRUCTION CORPORATION (MBE/WBE)
LINDON GROUP, INC. (WBE)
LIZ PAGE ASSOCIATES (WBE)
LOGISTICO, LLC (MBE)
LOTUS TECHNICAL STAFFING SOLUTIONS, INC. (MBE/WBE)
LSL CLEANING COMPANY (MBE/WBE)
LUB-O-LINE INDUSTRIAL OIL CO., INC. (WBE)
LYNN COMMUNITY HEALTH CENTER, INC. (MBE)
LYNN LADDER & SCAFFOLDING CO., INC. (WBE)
M & M CONTRACT CLEANING, INC. (MBE)

M & R CONSULTANTS CORP. (MBE)
M&A ARCHITECTURAL PRESERVATION, INC. (WBE)
M&M CONNECTIONS, LLC (MBE/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)
MABBETT & ASSOCIATES, INC. (SDVOBE)
MACHADO CONSULTING, INC. (SDVOBE)
MACK DESIGNER HARDWARE, INC. (MBE, VBE)
MADISON PARK DEVELOPMENT CORPORATION (MBE)
MAESTRI CONSULTANTS, INC. (WBE)
MAGANTITIT RESOURCES, LLC (MBE)
MAGIC AUTO DETAILING, INC. (MBE)
MALLORY HEADSETS, INC. (MBE/WBE)
MALONEY PROPERTIES, INC. (WBE)
MANNY R. PAVING & CONTRACTING, INC. (MBE)
MANFIELD PAPER COMPANY, INC. (VBE)
MANUEL VEGA D/B/A: ALL DRAIN SERVICES, INC. (MBE*)
MARATHON MEDICAL CORPORATION (SDVOBE)
MARINE TIGER TECHNOLOGIES, INC. (WBE)
MARION EDWARD ASSOCIATES, INC. (MBE)
MARKET MENTORS, LLC (WBE)
MARKINGS, INC. (WBE)
MARTINEZ COUCH & ASSOCIATES, LLC (MBE)
MARTINO GLASS COMPANY, INC. (WBE)
MARY CASEY, INC. D/B/A: THE HARBOR LAW GROUP (WBE)
MARY HELEN MARINA, MSM, OTRL (MBE/WBE)
MARY NASH D/B/A: NASH INSIGHTS (WBE)
MASS COMPLIANCE, LLC (WBE)
MASS FIRE EXTINGUISHERS (WBE)
MASS JANITORIAL SUPPLIES, INC. (MBE/WBE)
MASS SIGNAL SERVICE, LLC (MBE)
MASS STATE CLEANING, LLC (SDVOBE, VBE*)
MASSACHUSETTS HEALTH QUALITY PARTNERS (WBE)
MASSACHUSETTS PC SERVICES, INC. (MBE)
MATTAPAN COMMUNITY HEALTH CENTER (MBE)
MAUCH GROUP, LLC, THE (MBE/WBE)
MAYFLOWER COMMERCIAL CLEANING, INC. (WBE)
MAYFLOWER MAIDS, INC. (WBE)
MCBRIDE CONSULTING, LLC (SDVOBE)
MCDERMOTT VENTURES, LLC (WBE)
MCGARR SERVICE CORP. (WBE)
MCRAEHILL CORPORATION (MBE/WBE)
MCSORLEY-KERY DESIGN (WBE)
MELISSA GILROY, CPA (WBE)
MELO'S ROBBUSTERS, INC. (WBE/PBE)
MELVIN'S PHOTO (MBE)
MENTAL HEALTH ASSOCIATION, INC. (WBE)
MERCANTILE DEVELOPMENT, INC. (WBE)
MERENGUE CORP. (MBE)
METRO EQUIPMENT CORP. (WBE)
METROPOLITAN HOME HEALTH SERVICES, INC. (WBE)
MG PRODUCTS, LLC (WBE)
MICHAEL DAVIDS D/B/A: M P DAVIDS TRANSPORTATION (MBE)
MICHAEL WASHINGTON ARCHITECTS, INC. (MBE)
MICHELE VAN BUREN KIEFER D/B/A: CAYUGA COMMUNICATIONS (WBE)
MIDTOWN HOME HEALTH SERVICES, INC. (MBE/WBE)
MIKYOUNG KIM DESIGN, LLC (MBE/WBE)
MILHENCH, INC. D/B/A: MILHENCH SUPPLY (WBE)
MILL CITY ENVIRONMENTAL CORPORATION (MBE)
MILLENNIUM PRINTING CORPORATION (WBE)
MINUTEMAN TRUCKS, INC. (MBE)
MIYAKODA CONSULTING, INC. (MBE/WBE)
MN & COMPANY MEDIA MANAGEMENT, INC. (WBE)
MNJ TECHNOLOGIES DIRECT, INC. (WBE)
MOBILEMATICS, INC. (MBE/WBE)
MODULEASE CORPORATION (WBE)
MOLARI, INC. D/B/A: MOLARI EMPLOYMENT AND HEALTH CARE SERVICES (WBE)
MONAGHAN PRINTING CO., INC. (WBE)
MONAHAN GROUP, INC. (THE) (WBE)
MONDRE ENERGY, INC. (WBE)
MONROE TRACTOR & IMPLEMENT CO. INC. (WBE)
MONTANA DATACOM, INC. (WBE)

MORLU MARVIE D/B/A: DURCLEAN SERVICES (MBE)
MOTHERS FOR JUSTICE AND EQUALITY, INC. (MBE/WBE)
MRSGREENCLEANS (WBE)
MSG STAFFING, INC. (MBE)
MULTICULTURAL WELLNESS CENTER, INC. (MBE/WBE)
MURPHY, EDWARDS, GONCALVES AND FERRERA, PC (WBE)
MVP TESTING, LLC (MBE/WBE)
MY MARKETING SOLUTIONS, INC. (WBE)
NALEY, INC. D/B/A: PALOMAR PRINTING (WBE, VBE)
NAUGHTON ENERGY CORP (MBE/WBE)
NAX2 CREATIVE (WBE)
NAYLOR TECHNOLOGY XCHANGE, LLC D/B/A: OFFICEWORKS (MBE)
NEED-A-LIFT MEDI VAN, INC. (WBE)
NEUTRAL POSTURE, INC. (WBE)
NEW BEDFORD FLOOR COVERING SALES COMPANY, INC. (MBE/WBE)
NEW BEDFORD PEST CONTROL, INC. (WBE)
NEW BEDFORD WOMEN'S CENTER, INC. (WBE)
NEW ENGLAND APPLIED PRODUCTS, INC. (SDVOBE*)
NEW ENGLAND DIE CUTTING, INC. (WBE)
NEW ENGLAND FARM WORKERS COUNCIL, INC. (MBE)
NEW ENGLAND FLOOR & WALL CORP. (WBE)
NEW ENGLAND HIGHWAY TECHNOLOGIES, LLC (MBE)
NEW ENGLAND PROFESSIONAL SYSTEMS, INC. (WBE)
NEW ENGLAND SPECIALTY SERVICES, INC. (WBE)
NEW MARK PAVEMENT MARKING, INC. (MBE)
NEW NORTH CITIZENS COUNCIL, INC. (MBE)
NEWTON DISTRIBUTING COMPANY, INC. (WBE)
NEXT GENERATION, INC. (MBE)
NFALL, CORP. D/B/A: MINUTEMAN PRESS OF DEVENS (MBE/WBE)
NG ENVIRONMENTAL CONTRACTORS, INC. (MBE)
NIR SALES (WBE)
NITSCH ENGINEERING, INC. (WBE)
NOBIS ENGINEERING, INC. (MBE)
NOBSCOT SUPPLY COMPANY, INC. (WBE)
NOREL SERVICE CO., INC. (VBE)
NORFOLK POWER EQUIPMENT, INC. (WBE)
NORTH SHORE STEEL COMPANY, INC. (MBE)
NORTH SUFFOLK MENTAL HEALTH ASSOCIATION, INC. (WBE)
NORTHEAST ENVIRONMENTAL LABORATORY, INC. (WBE)
NORTHEASTERN STEEL CORPORATION (MBE)
NORTHSTAR LEARNING CENTERS, INC. (MBE)
NU-CHECKER, INC., D/B/A: RED CAB (MBE/WBE)
OBGARY CONSULTING (WBE)
OCCUPATIONAL HEALTH CONNECTIONS, INC. (WBE)
OCEAN STATE SIGNAL CO, INC. (WBE/PBE)
OHS TRAINING & CONSULTING, INC. (WBE)
OLD STATION OUTDOOR & LANDSCAPE SUPPLY, INC. (MBE)
OLD WINDOW WORKSHOP CORP. (WBE)
ON LINE COMPUTER PRODUCTS, INC. (WBE)
ONEUNITED BANK (MBE)
ON-TIME PAYROLL SERVICES, LLC (WBE)
OPPED, INC. (MBE)
OPUS DESIGN, LLC (WBE)
ORGANIZATION INK, INC. (WBE)
OSS, CORP. (SDVOBE)
OUTKAST ELECTRICAL CONTRACTORS, INC. (MBE)
OVERTURE PARTNERS, LLC (WBE)
OWL ENGINEERS, LLC (WBE)
P L KRYNICKI INSURANCE AGENCY (WBE)
P&W ENTERPRISES, LLC D/B/A: IMAGE RESOLUTIONS (WBE)
PACELLA ENTERPRISES, INC. (WBE)
PACKARD DESIGN, INC. (WBE*)
PALMER TRAILER SALES CO., INC. (WBE)
PAMELA SANDLER, AIA ARCHITECT (WBE)
PANTHER GROUP, INC., THE (MBE)
PARADISE COPIES, INC. (WBE)
PARENT PRAKOP & ASSOCIATES INSURANCE AGENCY, INC. (WBE)
PAT GIBBS LANDSCAPE DESIGN & CONSTRUCTION, INC. (MBE)
PATHWAYS FOR CHANGE, INC. (WBE)
PATHWAYS FOR CHILDREN, INC. (WBE)
PATIENT CENTERED MEDICAL CARE, INC. (MBE/WBE)
PATRIOT IRON CORP. (WBE)
PATRIOT TRAFFIC, LLC (WBE)
PAYNE CONTRACTING COMPANY (MBE*)
PBA CONSULTING, LLC (WBE)

PBH PARALEGAL & TRANSCRIPTION SERVICES, INC. (WBE/PBE)
PC SURVIVORS OF MA, LLC (WBE)
PREABODY PROPERTIES, INC. (WBE)
PEAR ASSOCIATES, LLC (LGBTBE)
PEELER ASSOCIATES (WBE)
PEER CONSULTANTS, P.C. (MBE/WBE)
PEERLESS FINANCIAL SOLUTIONS, INC. (WBE)
PEPPERMILL CATERING, LLC (WBE)
PERCEPTIONS PSYCHOTHERAPY (MBE/WBE)
PERFORMANCE TESTING & BALANCING, LLC (SDVOBE)
PERFORMANCE TRANS., INC. (WBE)
PEST END, INC. (WBE)
PHOENIX ENVIRONMENTAL DESIGN, INC. (SDVOBE)
PHOENIX GENERAL SERVICES (MBE)
PIERSON COMPUTING CONNECTION, INC. (WBE)
PINA CONTAINER SERVICE, LLC (MBE)
PINCK & CO., INC. (WBE, LGBTBE*)
PIPING SYSTEMS, INC. (WBE)
PIQUETTE & HOWARD ELECTRIC SERVICES, INC. (SDVOBE)
PJ MECHANICAL, LLC (WBE)
PJ SPILLANE COMPANY, INC. (WBE)
PJ SYSTEMS, INC. D/B/A: HIQ COMPUTERS (MBE)
PJC & COMPANY, ECOLOGICAL LAND CARE, INC. (WBE)
PLASTIC CARD SYSTEMS, INC. (WBE)
PLAYFUL MINDS, LLC (WBE)
POLARIS DIRECT, LLC (WBE)
POLARIS PC (WBE)
POSITIVE ACTION AGAINST CHEMICAL ADDICTION, INC. (WBE)
POWDER HORN PRESS, INC. (WBE)
PRECISION ENGINEERING, INC. (WBE)
PREFERRED CONTRACTORS, INC. (WBE)
PREFERRED STAFFING & RECRUITING, INC. (WBE)
PRESTIGE HEALTH CARE SERVICES, INC. (WBE)
PRIDE ENVIRONMENTAL CONSTRUCTION, INC. (WBE)
PRIME HOME HEALTH AND COMPANION CARE, INC. (WBE)
PRINTER SUPPORT CORPORATION (WBE*)
PRISTINE ENGINEERS, INC. (MBE)
PROAV SYSTEMS, INC. (MBE/WBE)
PROCOAT PRODUCTS, INC. (WBE)
PRODUCTION LINE SUPPORT, INC. (MBE)
PROFESSIONAL FIRE & SECURITY, INC. (WBE*)
PROFESSIONAL FIRE SYSTEMS, INC. (WBE)
PROFESSIONAL NURSE, INC. (WBE)
PROFESSIONAL TREE & LANDSCAPE CONSTRUCTION, INC. (WBE)
PROFTECH, LLC (MBE)
PRUDENTIAL DOOR & WINDOW, INC. (WBE)
PSN CONSTRUCTION, INC. (MBE)
PUMPCOAT, INC. (WBE)
PYRAMID PRINTING AND ADVERTISING, INC. (WBE)
PYRAMID TECHNOLOGY SERVICES, INC. (WBE)
QUADRANT HEALTH STRATEGIES, INC. (WBE)
QUALITY MATRIX, INC. (MBE/WBE)
QUICK PRINT LTD., INC. D/B/A: QPL, INC., THE IMAGE GROUP (WBE)
QUICKPAY, INC. (MBE)
QUINN CABLE TECHNOLOGY (WBE*)
R L ADAMS TILE CONTRACTING, INC. (WBE*)
R O U CONSTRUCTION, INC. (MBE)
R. A. D. EMPLOYMENT SERVICES, INC. (WBE)
R L KRYNICKI CO., INC. (WBE)
RADAR SOLUTIONS INTERNATIONAL, INC. (WBE)
RAMCO SURVEY STAKES CO., INC. (WBE)
RANSFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)
RAPPORT INTERNATIONAL, LLC (WBE, VBE)
RAY HALUCH, INC. (WBE)
RAZZ-M-TAZZ PROMOTIONS, LLC (WBE)
RBV AND SONS INCORPORATED (MBE)
RCAP SOLUTIONS, INC. (WBE)
READY 2 RUN GRAPHICS (SDVOBE)
REAL COOL PRODUCTIONS, INC. (WBE)
REALE ASSOCIATES, INC. (WBE)
REBARS & MESH, INC. (WBE)
RED TECHNOLOGIES, LLC (WBE*)
REGINA VILLA ASSOCIATES, INC. (WBE)
REGIS STEEL CORPORATION (MBE)
REIDY ASSOCIATES (WBE)

RELIABLE TELECOM SUPPLY, INC. (WBE)
RELIANCE ENGINEERS, LLC (MBE)
RENEWABLE ENERGY SYSTEMS, LLC (WBE)
RESOURCE CONNECTION, INC. (THE) (WBE)
RE-STREAM CO. (WBE)
RICHARD W REID ELECTRICAL CO., INC. (MBE)
RIMMER ENVIRONMENTAL CONSULTING, LLC (WBE)
RISE & SHINE CONTRACT CLEANING & CONSULTATION SERVICES, INC. (MBE/WBE)
ROAD-WAY MAINTENANCE SERVICES, INC. (WBE)
ROMAN MUSIC THERAPY SERVICES, LLC (WBE)
ROXBURY YOUTHWORKS, INC. (MBE)
ROYAL, P.C. (WBE)
RSE ASSOCIATES, INC. (MBE)
RTD LOGISTICS, LLC D/B/A: SKYCOM COURIER (MBE)
S & M TRANSPORTATION, INC. (MBE)
S O S CORPORATION (WBE)
SAAM ARCHITECTURE, LLC (WBE)
SAFETY ENVIRONMENTAL CONSULTANTS, INC. (MBE)
SAGE ENERGY CONSULTING, LLC (WBE)
SAI SYSTEMS INTERNATIONAL, INC. (MBE)
SALEM COLLISION AUTO BODY, INC. (MBE)
SAMANTHA'S GARDENS, INC. (WBE)
SAMARRA PAINTING COMPANY (WBE)
SAMBO OKOLO & COMPANY, LLC (MBE)
SAMOTIES CONSULTANTS, INC. (WBE)
SAN, INC. D/B/A: OMNI DIGITAL PRINTERS (MBE)
SAR ENGINEERING, INC. (MBE*)
SARGENT & ASSOCIATES LOSS MANAGEMENT SERVICES, INC. (WBE)
SAUGUS CONSTRUCTION CORPORATION (MBE/WBE)
SAVIN PRODUCTS COMPANY, INC. (WBE*)
SAVVY STAFFING SOLUTIONS, LLC (WBE)
SAWYER, LLC (WBE)
SCHMIDT PRINTING, INC. (MBE)
SCHWARTZ HANNUM PC (WBE)
SEACOAST ASPHALT SERVICES, INC. (WBE)
SEALCOATING, INC. (WBE*)
SEASONAL FOOD BRANDS, LLC (WBE)
SEASONS CATERING, LLC (WBE)
SECOND STEP, INC. THE (WBE)
SERAPHIC SPRINGS HEALTH CARE AGENCY, INC. (MBE/WBE)
SERVICENET, INC. (WBE)
SEVENTEENTH ADDITION, LLC (WBE*)
SHADLEY ASSOCIATES, P.C. (WBE)
SHAFIIS, INC. (WBE)
SHAWNTech COMMUNICATIONS, INC. (MBE)
SHEKAR & ASSOCIATES, INC. (MBE)
SHEPLEY BULFINCH RICHARDSON & ABBOTT, INC. (WBE)
SHI INTERNATIONAL CORP. (MBE/WBE)
SHRED KING CORPORATION (WBE)
SHRI MAHAVIR, INC. D/B/A: MINUTEMAN PRESS (MBE/WBE)
SIGN DESIGN, INC. (WBE)
SILVER LAKE PRODUCTIONS, INC. (WBE)
SILVER SCREEN DESIGN, INC. (WBE)
SIMONDS, INC. (WBE)
SINGH ELECTRICAL, LLC (MBE)
SITE SPECIFICS, LLC (WBE/PBE)
SJB ENTERPRISES, INC. D/B/A: SANDRA NETWORK (WBE)
SKYWAVE COMMUNICATIONS, INC. (WBE)
SMART ROUTES TRAFFIC, INC. (WBE)
SMART SOURCE TECHNOLOGIES, INC. (MBE/WBE)
SMART TECH SKILLS, LLC (MBE)
SMEAD MANUFACTURING COMPANY, (THE) (WBE)
SMI DEMOLITION, INC. (MBE)
SMITH MARINE, INC. (WBE)
SMITH, SULLIVAN & BROWN, P.C. (WBE)
SOFTWARE PEOPLE, INC. (MBE/WBE)
SOIL EXPLORATION CORPORATION (WBE)
SOLTRIX TECHNOLOGY SOLUTIONS, INC. (MBE/WBE)
SOTO HOME CARE, INC. (MBE)
SOUTH COVE COMMUNITY HEALTH CENTER, INC. (MBE)
SOUTH SHORE GENERATOR SERVICE, INC. (WBE)
SOUTH SHORE PIPELINE SERVICES, INC. (WBE)
SOUTH SHORE STAFFING, INC. (WBE)
SOVEREIGN CONSULTING, INC. (MBE)

SPANISH AMERICAN CENTER, INC. (MBE/WBE)
 SPINDLE CITY INSULATION, INC. (WBE)
 SPINELLI CPA, PC (WBE)
 SPLIT EXCAVATING, INC. (WBE)
 SPOTLIGHT GRAPHICS, INC. (WBE)
 SPRATLY GROUP LLC , THE (MBE)
 SPRINGFIELD DAY NURSERY CORPORATION D/B/A: SQUARE ONE (WBE)
 SPRINGFIELD PARTNERS FOR COMMUNITY ACTION, INC. (MBE)
 SPRITZAL COOKIE COMPANY, LLC (WBE)
 SQN SYSTEMS, INC. (SDVOBE)
 SQUILLACE & ASSOCIATES, P. C. (LGBTBE)
 STACEY DEPASQUALE ENGINEERING, INC. (WBE)
 STADIUM OIL HEAT, INC. (WBE)
 STANDARD MODERN COMPANY, INC. (WBE)
 STANLEY STREET TREATMENT AND RESOURCES, INC. (WBE)
 STAR BRIGHT BOOKS, INC. (WBE)
 STAR BUILDING SERVICES, INC. (MBE/WBE)
 STARBURST PRINTING & GRAPHICS, INC. (MBE)
 STATEMENT OUTSOURCING, LLC (WBE)
 STATEWIDE CLEANING INCORPORATED (MBE)
 STEADYCARE, LLC (WBE)
 STELLAR EMBROIDERY (WBE)
 STEPHENSON & BROOK COMPANY (WBE)
 STERLING BUSINESS PRODUCTS, INC. D/B/A: STERLING PRINTING (MBE)
 STOCKMAN ASSOCIATES, LLC (WBE)
 STONE & BERG COMPANY, INC. (WBE)
 STRATEGIC ENTERPRISE TECHNOLOGY, INC. (MBE)
 STRATEGIC ENVIRONMENTAL SERVICES, INC. (WBE)
 STRATEGIC MARKETING CONSULTING, LLC (WBE)
 STRATEGIS, LLC (MBE/WBE)
 STRATEGY GROUP, INC., THE (WBE)
 STRUCTURAL STONE, LLC (WBE/PBE)
 STUDIO 2112 LANDSCAPE ARCHITECTURE, INC. (WBE)
 STUDIO UMBRA, LLC (MBE)
 STULL & LEE, INC. (MBE)
 SUBURBAN SERVICE CORPORATION OF NORWOOD (WBE)
 SUMMIT PRESS, INC. (WBE)
 SUN SPECIALTIES, INC. (WBE)
 SUNRISE PROSTHETICS & ORTHOTICS, INC. (WBE)
 SUPPLIES EXCHANGE SYSTEMS (MBE)
 SUPPORTIVE CARE, INC. (MBE/WBE)
 SUPRA OFFICE SOLUTIONS, INC. (MBE)
 SUPREME SAFETY, INC. (WBE)
 SUR CONSTRUCTION SERVICES CORP. (MBE/WBE)
 SWBAILEY CONSULTING, LLC (WBE)
 SWIFT STAFFING AGENCY, INC. (MBE)
 SYLVIA AND COMPANY INSURANCE AGENCY, INC. (WBE)
 SYMS TECHNOLOGY, INC. (MBE/WBE)
 T & J COMPUTER SERVICE, LLC (MBE/WBE)
 T & M LANDSCAPE, INC. (WBE)
 T & T STEEL ERECTORS, INC. (MBE)
 T&M EQUIPMENT CORPORATION (WBE, VBE*)
 TAIBBI EQUIPMENT CORP. (WBE)
 TAIREIKI WELLNESS CENTER, LLC (MBE)
 TALEVI AND HAESCHE, LLC (WBE)
 TANGO CONSTRUCTION, INC. (MBE)
 TANISHA SYSTEMS, INC. (MBE)
 TAPESTRY HEALTH SYSTEM, INC. (WBE)
 TAVARES, LLC (MBE)
 TAYLOR & LLOYD, INC. (WBE)
 TAYLOR DAVIS LANDSCAPE COMPANY, INC. D/B/A: NORTHEAST ENVIRONMENTAL SOLUTIONS (WBE)
 TCOGNITION, INC. (MBE)
 TCS OF AMERICA ENTERPRISES, LLC (MBE/WBE)
 TECH NETWORKS OF BOSTON, INC. (WBE)
 TECHPRO PUBLICATIONS (WBE)
 TECHQUISITE, INC. (MBE)
 TEKIZMA, INC. (MBE)
 TEPLIS TRAVEL SERVICE, L.P. (WBE)
 TERRAIN, INC. (WBE)
 TFJ MANAGEMENT SERVICES (MBE)
 THAYER DISTRIBUTION, INC. (MBE)
 THIRD SECTOR NEW ENGLAND, INC. (WBE)

THOMAS BARRIERS, LLC (WBE)
 THOUGHTACTION, LLC (LGBTBE)
 TIC BUSINESS CONSULTANTS, LTD (WBE)
 TITAN ROOFING, INC. (MBE)
 TLC CLEANING & JANITORIAL SUPPLY CO., INC. (WBE)
 TODD TSIANG (MBE)
 TOMO360, LLC (MBE/WBE, LGBTBE)
 TONY'S TRANSPORTATION, INC. (MBE*)
 TOOLE DESIGN GROUP, LLC (WBE)
 TOOLS UNLIMITED, INC. (WBE)
 TORDEN, LLC (SDVOBE)
 TOTAL MECHANICAL SERVICE CORP. (MBE)
 TOWERWALL, INC. (WBE)
 TOWN SANITATION, INC. (WBE)
 TRAFINFO COMMUNICATIONS, INC. (MBE)
 TRAINING ASSOCIATES CORPORATION, THE (WBE)
 TRANSACTION CORPORATE SHUTTLES, INC. (WBE)
 TRANSCEND MAINTENANCE SERVICES, INC. (MBE/WBE)
 TRANSFLUENCI, LLC (MBE/WBE)
 TRANSITION HOUSE, INC. (MBE/WBE)
 TRAVERS PRINTING, INC. (WBE)
 TRAVERSE LANDSCAPE ARCHITECTS, LLC (WBE)
 TRILGY INSURANCE GROUP, INC. (WBE)
 TRINITY HEALTH SERVICES, INC. (MBE)
 TRITON LEASING AND RENTAL, INC. (WBE)
 TRIUX CORPORATION (WBE*)
 TRUENORTH BUSINESS CONSULTING, LLC (WBE)
 TRULYCREATIVE NETWORK SOLUTIONS, INC. (SDVOBE)
 TRUSTED TEES CUSTOM APPAREL, LLC (WBE)
 TURTLE & HUGHES, INC. (WBE)
 UEL CONTRACTORS, INC. (WBE)
 ULTIMATE ABATEMENT COMPANY, INC. (WBE)
 UMANO AIR SYSTEMS, LLC (DECERTIFIED - NO CERT INFO)
 UNIC PRO, INC. (MBE/WBE)
 UNIQUE COMP, INC. (MBE/WBE)
 UNITED ALLIANCE SERVICES CORPORATION (WBE)
 UNITED ELEVATOR COMPANY, INC. (WBE)
 UNITED PERSONNEL SERVICES, INC. (WBE)
 UNITED PRINT PARTNERS, INC. (WBE)
 UNITED STONE AND SITE, INC. (WBE)
 URBAN EDGE HOUSING CORPORATION, INC. (MBE)
 URBAN INSULATION, INC. (WBE)
 US ECO PRODUCTS CORPORATION (WBE)
 USA COURIERS, INC. (WBE)
 USAI.NET, INC. (WBE)
 VALICOM CORPORATION (WBE)
 VALLEY GREEN SHREDDING, LLC (VBE)
 VALUING OUR CHILDREN, INC. (WBE)
 VAV INTERNATIONAL, INC. (MBE)
 VENTURE COMMUNITY SERVICES, INC. (WBE)
 VERC, INC. (WBE*)
 VERTEX COMPUTER SYSTEMS, INC. (MBE/WBE)
 VESUME GROUP, LLC, THE (WBE)
 VETERANS BUSINESS SUPPLY, INC. D/B/A: VBS (SDVOBE)
 VETERANS CONSTRUCTION, LLC (SDVOBE)
 VIGIL ELECTRIC COMPANY, INC. (MBE)
 VILLAGE FORGE, INC. (WBE)
 VINE BOOKKEEPING (WBE)
 VINE HOMECARE & STAFFING, INC. (MBE*)
 VISION GLOBAL, INC. (WBE)
 VJ ASSOCIATES OF NEW ENGLAND, INC. (MBE*)
 VLINK, INC. (MBE)
 VN ENGINEERS, INC. (WBE)
 VODAVI TECHNOLOGIES, LLC (WBE)
 VOLTREK, LLC (WBE)
 W. A. DESIGN, LLC D/B/A: WILD APPLE DESIGN GROUP (WBE)
 W.J. HOEY TIRE CO., INC. (WBE)
 W.L. COLLINS CORP. D/B/A: COLLINS SURGICAL (WBE)
 W.S. ANDERSON, INC. (MBE)
 WALTECH, INC. (MBE)
 WAYSIDE PROFESSIONALS, INC. (WBE)
 WEBJECT SYSTEMS, INC. (MBE)
 WEB-TACTICS, INC. (WBE*)
 WELCH ASSOCIATES LAND SURVEYORS, INC. (WBE)
 WELLSRING FARM, LLC (WBE)

WEST FLOOR COVERING, INC. (WBE)
 WEST HARTFORD LOCK CO., LLC (MBE/WBE)
 WESTERN MASSACHUSETTS TRAINING CONSORTIUM (WBE)
 WESTNET, INC. (MBE)
 WESTPORT CURBSETTERS, INC. (WBE)
 WETLAND STRATEGIES, INC. (WBE)
 WHITTIER STREET HEALTH CENTER COMMITTEE, INC. (MBE)
 WILKEM SCIENTIFIC, LTD. (WBE)
 WILLIAM G MOORE & SON, INC. OF DELAWARE (WBE)
 WOMANSHELTER/COMPANERAS, INC. (WBE)
 WOMEN'S INSTITUTE FOR HOUSING & ECONOMIC DEVELOPMENT (WBE)
 WORKPLACE RESOURCE, LTD (WBE)
 WORLD WIDE TECHNOLOGY, LLC (MBE)
 WORLDCOM EXCHANGE, INC. (MBE)
 WRIGHT PHOTO STUDIOS (MBE)
 WROBEL ENGINEERING COMPANY, INC. (WBE)
 XCEL FIRE PROTECTION, INC. (WBE)
 XPRTTECH, INC. (MBE/WBE)
 XPRESSMAN TRUCKING & COURIER, INC. (WBE)
 YANKEE PEST CONTROL, INC. (DECERTIFIED - NO CERT INFO)
 YELLOW RIBBON TRUCKING, INC. (SDVOBE)
 YOUNG WOMEN'S CHRISTIAN ASSOC A/K/A: YWCA OF MALDEN (WBE)
 YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF GREATER NEWBURYPORT D/B/A: YWCA GREATER NEWBURYPORT (WBE)
 YOUR COLOR CONNECTION, INC. (WBE)
 YOUR PERSONAL BEST: WORKSHOPS FOR SUCCESS (WBE)
 YULIA DUBINCHIK D/B/A: D SOFTWARE SOLUTION (WBE)
 YWCA CENTRAL MASSACHUSETTS, INC. (WBE)
 YWCA NORTHEASTERN MASSACHUSETTS, INC. F/K/A: YWCA OF GREATER LAWRENCE (WBE)
 YWCA OF SOUTHEASTERN MASS (WBE)

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

Certification Category	Certifications issued by the SDO	Third-Party Certifications Recognized by the SDO
Minority Business Enterprises (MBE)	Yes	<ul style="list-style-type: none"> • The City of Boston • The Greater New England Minority Supplier Development Council³¹
Women Business Enterprises (WBE)	Yes	<ul style="list-style-type: none"> • The City of Boston • The Center for Women and Enterprise (New England WBENC)³⁰
Veteran Business Enterprises (VBE)	Yes	<ul style="list-style-type: none"> • VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU)
Service-Disabled Veteran-Owned Business Enterprises (SDVOBE)	-	<ul style="list-style-type: none"> • VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU) • Disability:IN
Disability-Owned Business Enterprises (DOBE)	-	<ul style="list-style-type: none"> • Disability:IN
LGBT Business Enterprises (LGBTBE)	-	<ul style="list-style-type: none"> • The National LGBT Chamber of Commerce (NGLCC)
Minority Nonprofit Organization (M/NPO)	Yes	
Women Nonprofit Organization (W/NPO)	Yes	
Portuguese Business Enterprise (PBE)	Yes	

³¹ Businesses certified by other regional affiliates of the National Minority Supplier Development Council (NMSDC) and Regional Partner Organizations of the Women Business Enterprise National Council (WBENC) may use applications submitted to those third-party organizations in lieu of completing the SDO Application for Certification. In addition, the SDO will accept proof from the certifying organization that a site visit was completed successfully, eliminating the need for applicants to have a separate SDO site visit.

Appendix I: List of Abbreviations Used in the Report

A&F	Executive Office for Administration & Finance
DBE	Disadvantaged Business Enterprise
DCAMM	Division of Capital Asset Management and Maintenance
DOBE	Disability-Owned Business Enterprise
EOTSS	Executive Office of Technology Services and Security
LGBTBE	LGBT-Owned Business Enterprise
M/NPO	Minority Nonprofit Organization
M/W/NPO	Minority Women Nonprofit Organization
MassDevelopment	Massachusetts Development Finance Agency
MassHousing	Massachusetts Housing Finance Agency
Massport	Massachusetts Port Authority
MBE	Minority-Owned Business Enterprise
MCAMP	Municipal Construction Affirmative Marketing Program
MCCA	Massachusetts Convention Center Authority
MGC	Massachusetts Gaming Commission
MGCC	Massachusetts Growth Capital Corporation
MSBA	Massachusetts School Building Authority
MSCBA	Massachusetts State College Building Authority
MWRA	Massachusetts Water Resources Authority
OSD	Operational Services Division
PBE	Portuguese-Owned Business Enterprise
SBPP	Small Business Purchasing Program
SDO	Supplier Diversity Office
SDP	Supplier Diversity Program
SDVOBE	Service-Disabled Veteran-Owned Business Enterprise
UMass	University of Massachusetts
UMBA	University of Massachusetts Building Authority
VBE	Veteran-Owned Businesses Enterprise
W/NPO	Women Nonprofit Organization
WBE	Women-Owned Business Enterprise