Supplier Diversity Office
Comprehensive Annual Report
Fiscal Year 2021

THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
Supplier Diversity Office
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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

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I am pleased to present the Supplier Diversity Office's (SDO) Comprehensive Annual Report for Fiscal Year 2021 (FY2021), which also includes narrative descriptions of supplier diversity programs and/or results from a dozen Commonwealth of Massachusetts quasi-public/non-executive organizations.

On November 2, 2020, the Baker-Polito Administration announced comprehensive measures to promote diversity in state contracting and filed *An Act to Elevate the Supplier Diversity Office to Ensure Equal Opportunity in State Contracting*, establishing the Supplier Diversity Office (SDO) as a separate state agency under the Executive Office for Administration and Finance. This legislation also elevated the SDO to an oversight agency and codified SDO programs and certification categories, strengthening the SDO's ability to carry out its important mission of promoting diversity in state contracting and boosting opportunities for underrepresented businesses.

Consistent with the directives in MGL c. 7, §§ 61, Executive Order 565 and Executive Order 523, the SDO provides certification, programs, training services, and access to business opportunities and resources 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), Affirmative Marketing, and Individuals with Disabilities programs.

I am pleased to provide the following highlights from the attached SDO FY2021 Annual Report:

- The SDO was officially elevated to oversight agency level within the Executive Office for Administration and Finance in January 2021;
- The Commonwealth spent approximately $2.85 billion with diverse and small businesses (a 26.7% increase over FY2020), which includes discretionary spending of approximately $1.87 billion (a 17.6% increase over FY2020) and nondiscretionary spending of $981 million (a more than 48% increase over FY2020).
- Program participants exceeded spending benchmarks for MBE, WBE, and SBPP by 9.8%, 38.4%, and 33%, respectively.
- For the second year, the SDO reported direct and indirect MBE Spend by Race/Ethnicity. We are pleased to report that overall MBE spending grew from FY2020 to FY2021 by $80 million, $69 million of which was from an increase in direct spending by executive agencies. We also saw growth in all race and ethnicity categories, especially in Black, Hispanic/Latino, Asian American (Pacific) and Asian American (Subcontinent), which grew by 84%, 23%, 19%, and 36% respectively when compared to FY2020. Spending with Black businesses grew by nearly $42 million in FY2021, of which $38.5 million is direct spending growth and the share of Black business spending as a percentage of total MBE spending grew from 12% to 18%.
- The SDO appointed Secretariat and Agency Supplier Diversity Officers who are the central points of contact and accountability regarding each agency's diverse and small business program efforts.

- For the first time in this annual report, the SDO reported the number of diverse and small businesses with which the Commonwealth conducted business directly and the diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners, which resulted in indirect spending. We are pleased to report FY2021 growth of 8.9% in the number of direct spend businesses and 3.5% in the number of indirect spend businesses when compared to FY2020.
- The SDO:
  - Announced policy directives which took effect on January 1, 2021, which limited the indirect spending that is recognized in the Supplier Diversity Program to only subcontracting and ancillary products and services. This policy eliminated the rarely-used indirect spending type of Growth and Development from being included in the definition of indirect spending. While this category did not account for a significant dollar figure, the change streamlines the reporting of indirect spending. This policy announcement also included that the SDO will report indirect spend by type (i.e., subcontracting and ancillary), for the first time in this annual report.
  - Jointly announced with the Operational Services Division (OSD) the following policy changes during FY2021 that took effect on July 1, 2021 (i.e., in FY2022):
    - The minimum evaluation percentage assigned to SDP Plans increased from at least 10% to at least 25% of available points;
    - Notification to at least two diverse and/or small businesses for contracts that require the solicitation of three quotes; and
    - The SBPP procurement thresholds increased from up to $150,000 total value to up to $250,000 per year.
  - Implemented a more intentional approach to promote opportunities for diverse and small businesses by providing messages and outreach to them about upcoming bidding opportunities.
  - Developed the following resources:
    - The Municipal Supplier Diversity Playbook, which was promoted to multiple Massachusetts cities and towns as well as other public and private organizations to utilize as a roadmap for developing, implementing, or expanding their own supplier diversity programs. This new publication reinforces the SDO's commitment to promoting diversity not only within the confines of state contracting, but for the entirety of the Commonwealth.
    - An SDO Program Brochure, which was translated into nine languages.
- The Commonwealth continued its efforts to meet its ambitious veteran-owned business benchmark, and three secretariats in the Executive Branch as well as two non-executive agencies exceeded their goals.
- Total discretionary supplier diversity spending increased in all categories.
- The number of certified businesses increased in all categories.
- The SDO continued to partner with a wide range of organizations to recruit and promote diverse and small businesses that sell or who have pivoted their operations to sell Personal Protective Equipment (PPE) to public and private organizations; these efforts resulted in a 183% increase (from 53 in FY2020 to 150 in FY2021) of diverse businesses selling PPE.
- The SDO conducted nine online pre-certification workshops in FY2021. While this number of workshops represents a 52.6% decrease (from 19 in FY2020 to nine in FY2021), the average number of attendees per workshop increased from 72.7 per workshop in FY2020 to 144.4 per workshop in FY2021. This increased number of attendees per workshop is attributable to online workshops being more convenient to diverse and small business owners and allowing for greater capacity per workshop.
- The SDO continued to grow its indirect spending verification for Statewide Contracts. In FY2021, the SDO increased the number of verified indirect spending reports by 74% (from 143 in FY2020 to 249 in FY2021), which represents a 7% increased response rate and verified spending of more than $119 million.

While SDO annual reports typically do not include any activities or announcements that occurred after the conclusion of the reported fiscal year, we are pleased to announce the following FY2022 initiatives that will have a continued positive impact on diverse and small businesses, including:

- Further developing our program to aggressively and intentionally promote upcoming procurement opportunities to diverse and small businesses, including:
  - Mandating the submission of agency procurement plans;

    - Assisting agency promotion and facilitation of business opportunities and removing barriers for diverse businesses; and
    - Engaging a marketing and communications firm to create and implement a public awareness campaign aimed at promoting SDO services to businesses interested in certification and Commonwealth bidding opportunities.
- Soliciting and promoting resources needed by diverse and small businesses in order to better compete for contract opportunities and providing access to these resources on new SDO Resources webpages;
- Developing and staffing a compliance program to ensure the integrity of the diverse and small business programs and to monitor certification, contractor, and agency compliance.
- Expanding the SBPP by increasing procurement thresholds from up to $150,000 total value to up to $250,000 annual value effective July 1, 2021.
- Establishing a:
    - Training Program for Diverse and Small Businesses, prime contractors, and executive agencies.
    - Monthly Newsletter entitled *Pathways and Connections*, which includes news and upcoming events from the SDO and our partners.
- Establishing an initiative to assist diverse and small businesses that have state contracts on COMMBUYS to develop a Punchout catalog to ensure better visibility and easier ordering capabilities for public buyers.
- Working to solicit, develop, and implement the following information technology resources:
    - A new Massachusetts map of diverse businesses, including those that are state and federal certified,
    - A first of its kind Supplier Diversity Hub (Hub or SDH), which will provide new self-service engagement, compliance, and reporting tools for all stakeholders,
    - Upgrades to the SDO's certification tracking system, Certrak; and
    - Upgrades to the COMMBUYS eProcurement system which will increase the visibility of diverse and small contractors at the point of purchase and at the point of quotation for solicitation enabled quotes by adding icons in COMMBUYS for those diverse and small businesses.

We look forward to continuing to promote diversity, equity, and inclusion in state procurement and contracting by certifying diverse and small Massachusetts businesses and connecting them with business opportunities and the resources they need to succeed.

Table of Contents

Table of Contents 5

Introduction 7

Executive Summary 7

SDO Overview 8

SDO Restructuring and Accomplishments 8

State Certification Program 9

- State Certification 9
- Third-Party Certification Recognition 10
- Ongoing Certification Program Activities 11

Overview of Diverse and Small Business Spending 13

- Discretionary Spending with Diverse and Small Businesses 13
- Number of Diverse and Small Businesses Receiving Direct and Indirect Discretionary Payments 14
- Non-Discretionary Spending with Diverse and Small Businesses 14
- Total Spending with Diverse and Small Businesses 15

Supplier Diversity Program (SDP) 15

- Minority-Owned Business Enterprise (MBE) Spending 18
- Women-Owned Business Enterprise (WBE) Spending 19
- Combined Veteran-Owned Business Spending 21
- Disability and LGBTBE Spending 22

Small Business Purchasing Program (SBPP) 22

- Small Business Registration 22
- Small Business Purchasing Program (SBPP) Spending 23

MBE Spending by Race and Ethnicity 25

Indirect Spending by Type (Subcontracting and Ancillary Products and Services) 26

Municipal Construction Affirmative Marketing Programs (MCAMP) 27

Individuals with Disabilities in State Procurement and Contracting Program 29

Program Outreach, Collaboration, and Innovation Results 30

- Program Outreach 30

Narrative Reports by Quasi-Public/Non-Executive Organizations 36

- Commonwealth Corporation 36
- Massachusetts Convention Center Authority (MCCA) 37
- Massachusetts Development Finance Agency (MassDevelopment) 37
- Massachusetts Gaming Commission (MGC) 38
- Massachusetts Growth Capital Corporation (MGCC) 39

Massachusetts Housing Finance Agency (MassHousing) 39
Massachusetts Port Authority (Massport) 40
Massachusetts School Building Authority (MSBA) 42
Massachusetts State College Building Authority (MSCBA) 42
Massachusetts Water Resources Authority (MWRA) 43
University of Massachusetts (UMass) 43
Appendix A: Overall Supplier Diversity Program Spending (MBE, WBE, Veteran, Small Business) 45
Appendix B: MBE Spending by Program Participant 46
Appendix C: WBE Spending by Program Participant 48
Appendix D: Veteran (VBE/SDVOBE) Spending by Program Participant 50
Appendix E: SBPP Spending by Program Participant 53
Appendix F: Vendor List – Direct Spending 57
Appendix G: Vendor List – Indirect Spending 61
Appendix H: SDO Certifications and Third-Party Certifications Issued and Recognized by the Supplier Diversity Office 66
Appendix I: List of Abbreviations Used in the Report 67

Introduction

This report provides an overview of the FY2021 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 $2.85 billion with diverse and small businesses (a 26.7% increase over FY2020), which includes discretionary (program) spending of approximately $1.87 billion (a 17.6% increase over FY2020) and nondiscretionary (non-program) spending of $981 million (a more than 48% increase over FY2020).
- Program participants exceeded spending benchmarks for MBE, WBE, and SBPP by 9.8%, 38.4%, and 33%, respectively.
- The Commonwealth continued its efforts to meet its ambitious veteran-owned business benchmark, and three secretariats in the Executive Branch as well as two non-executive agencies met their goals.
- Total discretionary supplier diversity spending increased in all categories.
- The number of certified businesses increased in all categories[1].
- 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) to public and private sector customers; these efforts resulted in a 183% increase (from 53 to 150) of diverse businesses selling PPE from FY2020 to FY2021.
- 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 conducted 9 remote pre-certification workshops in FY2021. The average number of attendees at these virtual sessions increased from 73 attendees per workshop in FY2020 to 144 attendees per workshop in FY2021.
- The SDO continued to grow its indirect spending validation for Statewide Contracts. In FY2021, it increased the number of indirect spending reports verified by 7% and verified over $119 million in indirect expenditures.
- This report is the second to include information on the Commonwealth's MBE spending by race and ethnicity, and the first report to separate indirect spending by type into Subcontracting and Ancillary Products and Services and the first report to include the number of diverse and small businesses with which the Commonwealth conducted business directly and the diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners, which resulted in indirect spending.

[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.

SDO Overview

The Commonwealth of Massachusetts spends almost $5.8 billion each year on goods, services, and construction. The role of the SDO is to certify, provide resources for and support a wide range of diverse and small businesses in competing for contracts being bid across the Commonwealth. The state's diversity programs include firms certified as Minority[2] (MBE); Women (WBE); Veteran (VBE); Portuguese (PBE); Service-Disabled Veteran (SDVOBE); Disability (DOBE); and Lesbian, Gay, Bisexual, and Transgender (LGBTBE) Owned Business Enterprises.[3]

The 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)
- Individuals with Disabilities in State Procurement and Contracting Program

Below are the SDO's accomplishments and initiatives for FY2021.

SDO Restructuring and Accomplishments

On November 2, 2020, Governor Baker and Lt. Governor Polito filed legislation pursuant to of Article LXXXVII (87) of the Amendments to the Massachusetts Constitution which would elevate the SDO to an oversight executive agency within the Executive Office for Administration and Finance. Per the Constitution, if the Legislature had not acted on this legislation within 60 days, the legislation would have automatically become law. However, it was approved by both the House of Representatives on December 16, 2020 and by the Senate on December 28, 2020 and took effect on January 4, 2021.

This legislation provided the SDO with a new role and structure, including the authority to oversee Commonwealth diversity programs and autonomy and independence to assist diverse and small businesses in the public procurement process as well as in growing their business, which will contribute to the overall economic development of the Commonwealth. This legislation also codified the SDO's diverse and small business programs and certification categories that had been previously created by executive orders.

The initial months as a new agency were spent developing the organizational structure and roles, strategic planning, mission planning, developing websites and branding, building a team and a budget, and establishing strategic partnerships with stakeholders, including the appointment of Secretariat and Agency Supplier Diversity Officers (SSDOs/ASDOs).

The SDO also issued the following policies and guidance:

- November 2020 policy memorandum with Supplier Diversity Program (SDP) and Small Business Purchasing Program (SBPP) Updates;[4]

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[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] This policy memorandum was issued while the SDO was still a unit within the Operational Services Division (OSD).

- The SDO's Municipal Supplier Diversity Playbook, which created a framework for establishing and developing local supplier diversity programs, including numerous resources provided by the SDO
- June 23, 2021 policy memorandum requiring the issuance of Secretariat and Agency Procurement/Purchasing Plans for FY2022; and
- June 28, 2021 policy memorandum, jointly issued by the SDO and OSD, which included new policies and guidance documents for the Supplier Diversity Program (SDP) and Small Business Purchasing Program (SBPP).

These policies have the overall effect of helping to remove barriers, expand opportunities, and incentivize partnerships for diverse and small businesses.

State Certification Program

One of the SDO's primary services is to certify diverse and small businesses for participation in Massachusetts statewide and departmental procurements for goods and services, as well as departmental and municipal non-federally funded construction procurements[5]. 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 FY2021, the total number of certified diverse firms available to do business with the Commonwealth and its prime contractors increased to 4,084 (a 7% increase over FY2020). These numbers are represented in the diverse businesses in the SDO's directory (below).

Diverse Businesses in the SDO Directory

Certification Type	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Minority-Owned Business Enterprise (MBE)	1,290	1,411	1,540	9%
Women-Owned Business Enterprise (WBE)	2,136	2,277	2,362	4%
Portuguese-Owned Business Enterprise (PBE)	112	102	126	23%
Disability-Owned Business Enterprise (DOBE)	47	47	54	15%
Veteran-Owned Businesses Enterprise (VBE)	115	140	171	22%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	121	154	176	14%
LGBT-Owned Business Enterprises (LGBTBE)	181	179	210	17%
TOTAL[6]	**3,544**	**3,814**	**4,084**	**7%**

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

[5] The 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. The SDO's diverse and small business certification is also distinct from the federal Disadvantaged Business Enterprise (DBE) certification conducted by the Massachusetts Department of Transportation (MassDOT) for participation in the federal Unified Certification Program (UCP), which was established for all recipients and individuals seeking to do business with transportation agencies as DBEs.

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

(W/NPO), and Veteran Nonprofit Organizations (V/NPO)[7]. At the end of FY2021, there was a total of 3,456 SDO-certified businesses (3,300 for-profit and 156 non-profit 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 FY2020.

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

Certification Type	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Minority-Owned Business Enterprise (MBE)	1,283	1,389	1,501	8%
Women-Owned Business Enterprise (WBE)	2,133	2,199	2,300	5%
Portuguese-Owned Business Enterprise (PBE)	112	112	126	13%
Veteran-Owned Business Enterprise (VBE)	54	72	84	56%
TOTAL[8]	**3,141**	**3,288**	**3,456**	**5%**

In FY2021, the number of certified for-profit businesses was increased in all ethnicity categories, except for the Native American category, which decreased by 5%.[9]

State-Certified For-Profit Businesses by Ethnicity

Ethnicity/Minority	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
African American, Black	522	572	632	10%
Asian American (Pacific)	179	190	192	1%
Asian American (Subcontinent)	157	172	190	10%
Cape Verdean	34	35	40	14%
Caucasian	1,653	1,678	1,740	4%
Eskimo/Aleut	0	0	0	0%
Hispanic/Latino	310	344	363	5%
Native American	16	18	17	-5%
Portuguese	113	121	126	4%
TOTAL	**2,984**	**3,130**	**3,300**	**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 MBE and WBE certifications issued by the City of Boston, MBE certifications issued by the Greater New England Supplier Development Council (GNEMSDC)[10], WBE certifications issued by the Center for Women and Enterprise (New England WBENC), VBE and SDVOBE

[7] The SDO issues Minority, Women and Veteran Nonprofit Organization (M/NPO, W/NPO and V/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, members of a minority group and/or veterans; (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.

[10] The SDO executed a new MOU with the Greater New England Minority Supplier Development Council (GNEMSDC) on August 19, 2020, in order to fully accept MBE certifications conducted by GNEMSDC without further investigation and to allow for the electronic submission of certification requests and related documents. The changes will eliminate the administrative burden for GNEMSDC-certified MBEs to receive SDO certification and will increase contracting opportunities for these MBEs.

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).

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	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Disability-Owned Business Enterprise (DOBE)	47	47	54	15%
Veteran-Owned Business Enterprise (VBE)	54	68	87	28%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	121	154	176	14%
LGBT-Owned Business Enterprise (LGBTBE)	181	179	210	17%
City of Boston MBE	0	11	9	-18%
City of Boston WBE	0	3	4	33%
Greater New England Minority Supplier Development Council MBE	0	1	30	2,900%
Center for Women and Enterprise (New England WBENC) WBE	0	63	58	-8%
TOTAL	**403**	**526**	**628**	**19%**

Ongoing Certification Program Activities

In FY2021, the SDO's State Certification Unit processed new applications and conducted triennial renewals and administrative reviews of existing applications.

Certification Program Activities

Activity	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
New Applications	268	355	407	15%
Certification Renewals	135	911	889	-2%
Administrative Reviews	55	102	59	-42%
TOTAL	**458**	**1,368**	**1,355**	**-1%**

- **New applications.** The SDO reviewed a total of 407 new applications for state MBE, WBE, and VBE certifications (15% more than in the prior fiscal year), including non-profit applications.
- **Certification renewals & administrative reviews.** The SDO maintained the accuracy of existing certifications by conducting 889 certification renewals and 59 administrative reviews.[11]

Certification Application System Upgrades

In FY2021, the SDO completed additional enhancements to its online application system. These updates enabled the renewal process to be completed entirely online, further reducing the SDO's reliance on paper and reducing our impact on the environment. The online renewal feature also reduces the administrative burden on businesses by streamlining the renewal process. The upgrades also enabled more efficient internal workflows

[11] 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.

for SDO staff. Some examples of the new workflows include the following: automatic generation of application ID numbers, additional staff assignment lists for better internal organization, enhanced email communication capability, and new reporting and internal searches. In FY2022, the SDO will complete additional upgrades to ensure the system continues to improve to support the SDO's growing pool of certified businesses and potential applicants.

Overview of Diverse and Small Business Spending

In FY2021, the Commonwealth spent more than $2.85 billion with diverse and small businesses (a 27% increase when compared to FY2020), which occurred in two areas:

- Discretionary (program) spending, which represented 66% of diverse and small business spending, and
- Non-discretionary (non-program) spending, which accounted for 34% 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.[12] 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 FY2021, 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, increased diversity spending by 17.6% to almost $1.87 billion.

Discretionary Spending Benchmark Performance

Business Category	Benchmark (% of Discretionary Budget)	Achieved (% of Discretionary Spending)	% of Benchmark Met
Minority Business Enterprises (MBE)	8%	8.79%	109.83%
Woman Business Enterprises (WBE)	14%	19.37%	138.36%
Veteran Businesses (VBE/SDVOBE)	3%	1.12%	37.25%
Disability Business Enterprises (DOBE/SDVOBE)	No Benchmark	-	-
LGBT-Owned Business Enterprises (LGBTBE)	No Benchmark	-	-
COMMBUYS-Verified Small Businesses	3.3%	4.37%	133.01%

In FY2021, 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

[12] 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.

Business Category	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Minority Business Enterprises (MBE)	$411,677,556	$433,277,992	$521,238,195	20.30%
Woman Business Enterprises (WBE)	$920,489,818	$1,031,867,984	$1,189,929,600	15.32%
Veteran Businesses (VBE/SDVOBE)	$39,922,636	$38,208,264	$64,348,687	68.42%
Disability Business Enterprises (DOBE/SDVOBE)	$12,822,789	$8,418,879	$12,173,739	44.60%
LGBT-Owned Business Enterprises (LGBTBE)	$189,672	$517,315	$5,514,612	966.01%
COMMBUYS-Verified Small Businesses	$213,124,725	$222,879,660	$251,380,299	12.79%
TOTAL[13]	**$1,480,006,041**	**$1,586,667,058**	**$1,866,112,898**	**17.6%**

Discretionary spending grew in all business categories in FY2021 over FY2020. Even though VBE/SDVOBE spending did not reach the set benchmark for FY2021, there was still a significant increase in spending for that category.[14]

Number of Diverse and Small Businesses Receiving Direct and Indirect Discretionary Payments

This report is the first to include the number of diverse and small businesses with which the Commonwealth conducted business directly and the diverse businesses which Commonwealth contractors reported as their Supplier Diversity Program (SDP) Partners, which resulted in indirect spending.[15] We are pleased to report FY2021 growth of 8.9% in the number of direct spend businesses and 3.5% in the number of indirect spend businesses when compared to FY2020.

Number of Vendors Receiving Direct and Indirect Discretionary Payments

Number of Businesses in Spending Categories	FY2018	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Number of Direct Spending Vendors	998	1,152	1,291	1,406	8.9%
Number of Indirect Spending Vendors	1,026	1,133	1,144	1,184	3.5%

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, and so SDO tracks this spending as well.

In FY2021, combined non-discretionary direct expenditures totaled more than $981 million, representing a 48% 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 Group Insurance Commission (GIC), which voluntarily includes supplier diversity provisions in non-discretionary contracts.

Non-Discretionary Spending by Business Category

[13] This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.
[14] SDVOBE spending contributes to both veteran and disability business spending measures. As a result, these categories display similar spending patterns.
[15] The list of vendors that have received direct and indirect payments can be found in Appendix F: Vendor List – Direct Spending and Appendix G: Vendor List – Indirect Spending.

Business Category	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Minority Business Enterprises (MBE)	$295,492,194	$318,291,595	$495,352,322	55.63%
Woman Business Enterprises (WBE)	$237,358,466	$326,112,678	$414,044,665	26.96%
Veteran Businesses (VBE/SDVOBE)	$243,650	$494,551	$663,488	34.16%
Disability Business Enterprises (DOBE/SDVOBE)	$0	$486,184	$298,140	-38.68%
LGBT-Owned Business Enterprises (LGBTBE)	$0	$0	-	-
COMMBUYS-Verified Small Businesses	$109,760,386	$136,331,837	$209,939,418	53.99%
TOTAL[16]	**$595,541,329**	**$661,140,469**	**$981,372,432**	**48.44%**

Total Spending with Diverse and Small Businesses

Total discretionary and non-discretionary spending with diverse and small businesses in FY2021 increased in all business categories. Overall, spending across all supplier diversity categories grew by almost $600 million, or almost 27%, compared to FY2020.

Total Program and Non-Program Spending by Business Category

Business Category	FY2019	FY2020	FY2021	% Change
Minority Business Enterprises (MBE)	$707,169,750	$751,569,587	$1,016,590,517	35.26%
Woman Business Enterprises (WBE)	$1,157,848,284	$1,357,980,662	$1,603,974,265	18.11%
Veteran Businesses (VBE/SDVOBE)	$40,166,286	$38,702,815	$65,012,176	67.98%
Disability Business Enterprises (DOBE/SDVOBE)	$12,822,789	$8,905,063	$12,817,635	43.94%
LGBT-Owned Business Enterprises (LGBTBE)	$189,672	$571,883	$5,514,612	864.3%
COMMBUYS-Verified Small Businesses	$322,885,110	$359,211,498	$461,319,717	28.42%
TOTAL[17]	**$2,075,547,371**	**$2,247,807,527**	**$2,847,485,330**	**26.68%**

Supplier Diversity Program (SDP)

The SDP is established through MGL c. 7, § 58 and § 61 and Executive Order 565 to promote equity of opportunity in state government. The SDP applies to all executive department procurements for goods and services with annual values exceeding $250,000. 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 participating organization's discretionary budget. In FY2021, the SDP spending benchmarks were set as follows:

FY2021 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%

[16] This line accounts for vendors that fall into more than one certification category and is not a sum of the lines above it.
[17] 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 (73) 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:

- Three 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)
    - Mass Gaming Commission
- Nine additional quasi-public organizations submit narrative program reports for inclusion in the report:
    - Commonwealth Corporation
    - Massachusetts Development Finance Agency (MassDevelopment)
    - Massachusetts Growth Capital Corporation
    - Massachusetts Port Authority (Massport)
    - Massachusetts State College Building Authority
    - Massachusetts Water Resources Authority (MWRA)
    - UMass Building Authority (UMBA)
    - University of Massachusetts (UMass)
    - 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.[18]

Indirect spending can be further subdivided into the following types:[19]

[18] 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.

[19] 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…"

- **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.
- **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 (such as maintenance or office supply services). 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.

The 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.[20] Quasi-public organizations monitor supplier diversity spending internally and submit their direct and indirect expenditure information to the SDO for analysis and publication.

[20] At the time of publication of this report, the SDO is developing the "Supplier Diversity Hub," which will provide many tools to assist the SDO's clients. One of these tools is a contract management tool that will send quarterly notices, track and provide reports on prime contractor SDP commitments and spending with diverse businesses.

Minority-Owned Business Enterprise (MBE) Spending

The 8% benchmark for MBE spending was exceeded by 9.8% which means that program participants spent 8.79% of their discretionary budgets with minority-owned businesses.

MBE Benchmark Attainment

	FY2021 Discretionary Budget	FY2021 Benchmark (8%)	FY2021 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	$241,010,978	$19,280,878	$18,655,542	96.76%
Housing and Economic Development	$175,030,683	$14,002,455	$22,872,445	163.35%
Education	$297,763,454	$23,821,076	$56,068,736	235.37%
Energy and Environmental Affairs	$109,175,207	$8,734,017	$5,765,253	66.01%
Health and Human Services	$3,249,868,032	$259,989,443	$272,807,125	104.93%
Labor and Workforce Development	$84,483,409	$6,758,673	$21,185,224	313.45%
Public Safety and Security	$198,381,544	$15,870,524	$21,527,855	135.65%
Technology Services and Security	$62,787,839	$5,023,027	$17,505,610	348.51%
Transportation	$1,301,930,599	$104,154,448	$68,016,543	65.30%
Executive Department Subtotal	**$5,720,431,745**	**$457,634,540**	**$504,404,334**	**110.22%**
Commission Against Discrimination	$357,115	$28,569	$95,296	333.56%
Disabled Persons Protection Commission	$634,871	$50,790	$109,858	216.30%
Massachusetts Gaming Commission	$5,627,772	$450,222	$359,657	79.88%
Office of the Governor	$69,263	$5,541	$8,771	158.30%
Non-Executive Department Subtotal	**$6,689,021**	**$535,122**	**$573,582**	**107.19%**
Massachusetts Convention Center Authority	$19,227,272	$1,538,182	$329,827	21.44%
MassHousing	$12,190,310	$975,225	$639,854	65.61%
Quasi-Public Entity Subtotal	**$31,417,582**	**$2,513,407**	**$969,681**	**38.58%**
TOTAL	**$5,758,538,348**	**$460,683,068**	**$505,947,597**	**109.83%**

When compared to the previous fiscal year, the Commonwealth's spending with MBEs increased by approximately $81.5 million, or 19.20%.[21]

Expenditures with Minority Business Enterprises (MBE)

[21] FY2021 was the second year for which MBE spending did not include PBE spending resulting from construction contracts commenced prior to FY2016. While spending on some of those contracts continues, the SDO changed its reporting practices to exclude PBE spending from MBE spending for FY2020 and all subsequent years. Effective April 12, 2016, pursuant to an order issued by the Superior Court of the Commonwealth of Massachusetts, all firms previously certified as Minority Business Enterprises (MBE), based on the owner being of Portuguese origin, no longer shall be considered MBEs, but shall be considered Portuguese Business Enterprises (PBEs). PBEs shall be eligible for participation in programs funded by state transportation bond statutes that include such persons as eligible participants. A listing of PBEs may be found on the SDO Directory of Certified Businesses. Accounting for the multi-year nature of construction projects and consistent with the DCAMM reporting methodology, the SDO's FY2017 annual report included more than $21 million in direct and nearly $54.6 million ($46.3 million at MassDOT and $8.3 million at DCAMM) in indirect PBE spending associated with projects awarded prior to April 12, 2016. The FY2018 report included $5.3 million in direct spending and approximately $24.7 million ($21.2 million at MassDOT, $1.1 million at DCR, and $2.4 million at DCAMM) in indirect spending associated with such projects. 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.

	FY2018	FY2019	FY2020	FY2021
Administration and Finance	$26,243,968	$19,789,122	$19,997,720	$18,655,542
Housing and Economic Development	$17,946,875	$18,517,568	$19,045,947	$22,872,445
Education	$24,702,786	$27,849,797	$27,296,805	$56,068,736
Energy and Environmental Affairs	$6,572,492	$2,936,125	$5,354,944	$5,765,253
Health and Human Services	$218,891,932	$239,489,272	$254,189,470	$272,807,125
Labor and Workforce Development	$2,688,132	$2,671,762	$7,598,387	$21,185,224
Public Safety and Security	$16,955,959	$15,550,431	$20,957,302	$21,527,855
Technology Services and Security	$14,273,474	$13,733,964	$13,120,738	$17,505,610
Transportation	$87,915,977	$59,829,779	$52,783,464	$68,016,543
Executive Department Subtotal	**$416,191,595**	**$400,367,821**	**$420,344,775**	**$504,404,334**
Commission Against Discrimination	$52,320	$94,239	$112,659	$95,296
Disabled Persons Protection Commission	$44,630	$86,859	$85,514	$109,858
Massachusetts Gaming Commission	$361,356	$542,611	$484,953	$359,657
Office of the Governor	$5,794	$5,806	$6,963	$8,771
Non-Executive Department Subtotal	**$464,101**	**$729,514**	**$690,089**	**$573,582**
Massachusetts Convention Center Authority	$7,216,164	$4,143,751	$2,938,004	$329,827
MassHousing	$1,012,735	$532,242	$464,306	$639,854
Quasi-Public Entity Subtotal	**$8,228,899**	**$4,675,993**	**$3,402,310**	**$969,681**
TOTAL	**$424,884,595**	**$405,773,328**	**$424,437,174**	**$505,947,597**

Women-Owned Business Enterprise (WBE) Spending

In FY2021, total spending with WBEs exceeded the benchmark by more than 38% with program participants spending 19.37% of their discretionary budgets with women-owned businesses.

WBE Benchmark Attainment

	FY2021 Discretionary Budget	FY2021 Benchmark (14%)	FY2021 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	$241,010,978	$33,741,537	$51,147,640	151.59%
Housing and Economic Development	$175,030,683	$24,504,296	$37,194,745	151.79%
Education	$297,763,454	$41,686,884	$52,326,144	125.52%
Energy and Environmental Affairs	$109,175,207	$15,284,529	$15,994,993	104.65%
Health and Human Services	$3,249,868,032	$454,981,524	$700,439,610	153.95%
Labor and Workforce Development	$84,483,409	$11,827,677	$27,013,823	228.39%
Public Safety and Security	$198,381,544	$27,773,416	$22,117,662	79.64%
Technology Services and Security	$62,787,839	$8,790,298	$18,471,024	210.13%
Transportation	$1,301,930,599	$182,270,284	$188,390,550	103.36%
Executive Department Subtotal	**$5,720,431,745**	**$800,860,444**	**$1,113,096,193**	**138.99%**
Commission Against Discrimination	$357,115	$49,996	$58,536	117.08%
Disabled Persons Protection Commission	$634,871	$88,882	$127,773	143.76%
Massachusetts Gaming Commission	$5,627,772	$787,888	$388,790	49.35%
Office of the Governor	$69,263	$9,697	$9,937	102.47%
Non-Executive Department Subtotal	**$6,689,021**	**$936,463**	**$585,036**	**62.47%**
Massachusetts Convention Center Authority	$19,227,272	$2,691,818	$855,572	31.78%

	FY2021 Discretionary Budget	FY2021 Benchmark (14%)	FY2021 Actual Expenditure	Percentage of Benchmark Met
MassHousing	$12,190,310	$1,706,643	$883,187	51.75%
Quasi-Public Entity Subtotal	**$31,417,582**	**$4,398,461**	**$1,738,759**	**39.53%**
TOTAL	**$5,758,538,348**	**$806,195,369**	**$1,115,419,988**	**138.36%**

When compared to the previous fiscal year, the Commonwealth's spending with WBEs increased by approximately $145.5 million, or 15%.

Expenditures with Women Business Enterprises (WBE)

	FY2018	FY2019	FY2020	FY2021
Administration and Finance	$48,552,482	$34,944,759	$41,742,894	$51,147,640
Housing and Economic Development	$33,453,629	$36,801,367	$36,876,446	$37,194,745
Education	$35,968,067	$41,901,915	$47,594,487	$52,326,144
Energy and Environmental Affairs	$24,561,324	$22,368,057	$24,460,832	$15,994,993
Health and Human Services	$539,876,899	$585,705,670	$633,311,230	$700,439,610
Labor and Workforce Development	$2,580,063	$2,559,528	$4,828,081	$27,013,823
Public Safety and Security	$13,417,927	$14,913,445	$21,802,574	$22,117,662
Technology Services and Security	$12,987,876	$15,374,721	$11,847,913	$18,471,024
Transportation	$173,699,949	$122,539,810	$142,899,504	$188,390,550
Executive Department Subtotal	**$885,098,216**	**$877,109,271**	**$965,363,960**	**$1,113,096,193**
Commission Against Discrimination	$62,342	$138,916	$76,453	$58,536
Disabled Persons Protection Commission	$48,000	$103,033	$96,291	$127,773
Massachusetts Gaming Commission	$162,746	$510,686	$490,775	$388,790
Office of the Governor	$8,190	$6,140	$7,485	$9,937
Non-Executive Department Subtotal	**$281,279**	**$758,775**	**$671,003**	**$585,036**
Massachusetts Convention Center Authority	$1,897,218	$2,992,572	$3,249,838	$855,572
MassHousing	$640,506	$408,793	$658,840	$883,187
Quasi-Public Entity Subtotal	**$2,537,724**	**$3,401,366**	**$3,908,678**	**$1,738,759**
TOTAL	**$887,917,218**	**$881,269,412**	**$969,943,641**	**$1,115,419,988**

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 and two non-executive departments exceeded this goal in FY2021, the Commonwealth has not yet attained this benchmark. The prior administration established a three percent benchmark for SDVOBE businesses only, which was unachievable for that narrow a category. With the issuance of Executive Order 565, Governor Baker expanded the application of the three percent benchmark to include all veterans. The SDO continues to grow its capacity of all veteran certification categories and is hopeful this benchmark will soon be achieved.

Combined Veteran Benchmark Attainment

	FY2021 Discretionary Budget	FY2021 Benchmark (3%)	FY2021 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	$241,010,978	$7,230,329	$34,205,711	473.09%
Housing and Economic Development	$175,030,683	$5,250,920	$358,221	6.82%
Education	$297,763,454	$8,932,904	$1,588,936	17.79%
Energy and Environmental Affairs	$109,175,207	$3,275,256	$2,085,006	63.66%
Health and Human Services	$3,249,868,032	$97,496,041	$9,265,736	9.50%
Labor and Workforce Development	$84,483,409	$2,534,502	$1,933,241	76.28%
Public Safety and Security	$198,381,544	$5,951,446	$7,602,798	127.75%
Technology Services and Security	$62,787,839	$1,883,635	$2,661,684	141.31%
Transportation	$1,301,930,599	$39,057,918	$4,314,944	11.05%
Executive Department Subtotal	**$5,720,431,745**	**$171,612,952**	**$64,016,277**	**37.30%**
Commission Against Discrimination	$357,115	$10,713	$10,742	100.27%
Disabled Persons Protection Commission	$634,871	$19,046	$5,198	27.29%
Massachusetts Gaming Commission	$5,627,772	$168,833	$51,792	30.68%
Office of the Governor	$69,263	$2,078	$2,587	124.50%
Non-Executive Department Subtotal	**$6,689,021**	**$200,671**	**$70,319**	**35.04%**
Massachusetts Convention Center Authority	$19,227,272	$576,818	$0	0.00%
MassHousing	$12,190,310	$365,709	$262,092	71.67%
Quasi-Public Entity Subtotal	**$31,417,582**	**$942,527**	**$262,092**	**27.81%**
TOTAL	**$5,758,538,348**	**$172,756,150**	**$64,348,687**	**37.25%**

In FY2021, the Commonwealth's overall spending with veteran-owned businesses grew by more than $26 million, or 68%, compared to the prior year.

Expenditures with Veteran-Owned Businesses

FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
$33,621	$2,166,802	$14,877,414	$31,461,625	$39,922,636	$38,208,260	$64,348,687

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 FY2021, spending in the disability-owned business category increased by approximately $3.7 million, or 44.6%, compared to FY2020 while spending with LGBT businesses increased by 966% from approximately $517,000 to more than $5.5 million.

Expenditures with Disability-Owned and LGBT Businesses Enterprises

Business Category	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
Disability Businesses	$12,822,789	$8,418,879	$12,173,774	44.60%
LGBT Businesses	$189,672	$517,315	$5,514,618	966.01%

Small Business Purchasing Program (SBPP)

The Small Business Purchasing Program (SBPP)[22] was established in 2010 through Executive Order 523 and reaffirmed through MGL c. 7, §§ 58 and 61 to direct state spending for non-construction goods and services to participating Massachusetts small businesses. This program applies to executive department procurements with annual values equal to or less than $250,000.[23]

Small Business Registration

In FY2021, 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 13.66% increase in the number of verified businesses compared to FY2020.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

Certification Type	FY2019	FY2020	FY2021	FY2021 vs. FY2020 Change (%)
COMMBUYS-verified Massachusetts Small Businesses	1,322	1,376	1,564	13.66%

[22] 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.

[23] Effective July 1, 2021, the SBPP applies to procurements with annual value equal to or less than $250,000.

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 FY2021 exceeded the benchmark by 33%, with program participants spending approximately 4.4% of their discretionary budgets with COMMBUYS-verified small businesses.

SBPP Benchmark Attainment

	FY2021 Discretionary Budget	FY2021 Benchmark (3.3%)	FY2021 Actual Expenditure	Percentage of Benchmark Met
Administration and Finance	$241,010,978	$7,953,362	$9,398,839	118.17%
Housing and Economic Development	$175,030,683	$5,776,013	$28,986,446	501.84%
Education	$297,763,454	$9,826,194	$33,723,812	343.20%
Energy and Environmental Affairs	$109,175,207	$3,602,782	$12,656,137	351.29%
Health and Human Services	$3,249,868,032	$107,245,645	$106,332,812	99.15%
Labor and Workforce Development	$84,483,409	$2,787,952	$660,592	23.69%
Public Safety and Security	$198,381,544	$6,546,591	$12,629,981	192.92%
Technology Services and Security	$62,787,839	$2,071,999	$5,709,412	275.55%
Transportation	$1,301,930,599	$42,963,710	$38,536,020	89.69%
Executive Department Subtotal	**$5,720,431,745**	**$188,774,248**	**$248,634,052**	**131.71%**
Commission Against Discrimination	$357,115	$11,785	$6,962	59.08%
Disabled Persons Protection Commission	$634,871	$20,951	$157,855	753.46%
Massachusetts Gaming Commission	$5,627,772	$185,716	$2,572,571	1385.21%
Office of the Governor	$69,263	$2,286	$0	0.00%
Non-Executive Department Subtotal	**$6,689,021**	**$220,738**	**$2,737,388**	**1240.11%**
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	**$5,773,749,276**	**$188,994,985**	**$251,371,440**	**133.00%**

In FY2021, program participants' expenditures through the SBPP increased by nearly 12.8% over the prior fiscal year.

Expenditures with COMMBUYS-verified Massachusetts Small Businesses

	FY2018	FY2019	FY2020	FY2021
Administration and Finance	$8,156,474	$8,747,689	$7,193,023	$9,403,332
Housing and Economic Development	$25,213,508	$27,997,674	$27,993,641	$28,986,446
Education	$23,360,563	$29,225,433	$32,970,976	$33,723,812
Energy and Environmental Affairs	$10,594,020	$11,792,813	$9,814,594	$12,656,137
Health and Human Services	$98,573,524	$100,847,697	$105,925,100	$106,334,770
Labor and Workforce Development	$825,815	$866,168	$557,884	$660,592
Public Safety and Security	$8,651,723	$10,060,392	$11,140,867	$12,632,390
Technology Services and Security	$3,155,805	$1,380,713	$1,562,826	$5,709,412
Transportation	$19,934,080	$20,343,231	$22,580,764	$38,536,020
Executive Department Subtotal	**$198,465,512**	**$211,261,810**	**$219,739,675**	**$248,642,911**
Commission Against Discrimination	$558	$3,977	$6,747	$6,962
Disabled Persons Protection Commission	$0	$94,428	$157,789	$157,855
Massachusetts Gaming Commission	$803,984	$1,764,509	$2,974,230	$2,572,571
Office of the Governor	1,377	$$0	$1,219	$0
Non-Executive Department Subtotal	**$805,919**	**$1,862,914**	**$3,139,985**	**$2,737,388**
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	**$199,271,431**	**$213,124,724**	**$222,879,660**	**$251,380,299**

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 are 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 second year that the SDO is reporting this information in our annual report.

FY2021 MBE Spending by Race and Ethnicity

Ethnicity/Minority	Direct Spending	Indirect Spending	Total Spending	Total Spending Percentage	FY2021 vs. FY2020 Change (%)
African American, Black	$49,295,402.64	$42,160,459.46	$91,455,862.10	18%	84%
Asian American (Pacific)	$65,828,985.33	$23,199,523.61	$89,028,508.94	18%	19%
Asian American (Subcontinent)	$26,029,452.21	$32,423,482.95	$58,452,935.16	12%	36%
Cape Verdean	$4,704,793.56	$4,284,575.61	$8,989,369.17	2%	9%
Hispanic/Latino	$20,085,161.94	$22,057,614.66	$42,142,776.60	8%	23%
Multiple (Minority-led Non-profits)	$204,092,048.07	$10,865,427.98	$214,957,476.05	42%	1%
Native American	0	$1,003,760.51	$1,003,760.51	0.2%	7%
Overlap Adjustment	0	$(83,091.94)	-$83,091.94	-0.02%	12%
Grand Total	**$370,035,843.75**	**$135,911,752.84**	**$505,947,596.59**	**100%**	**19%**

Client health and social services (also known as Purchase of Service, or POS) provided by M/NPOs accounted for 42% of the Commonwealth's direct MBE spending in FY2021, which is a reduction from FY2020 when this represented 50% of the Commonwealth's MBE spending. 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.[24] The vast majority of these expenditures are direct payments by Commonwealth departments to certified non-profit organizations.

In terms of FY2021 spending with for-profit businesses, expenditures with companies with African-American/Black owners and with Asian American (Pacific) owners both accounted for 18%, which represented 84% and 19% increases respectively. These were followed by: 12% of the for-profit MBE spend being expended with Asian American (Subcontinent) businesses, which is a 36% increase over FY2020; 8% with Hispanic/Latino businesses, which is a 23% increase over FY2020; 2% with Cape Verdean businesses, which is a 9% increase over FY2020; and 0.2% with Native American businesses, which is a 7% increase over FY2020.

[24] MGL c. 7, § 61(l).

Indirect Spending by Type (Subcontracting and Ancillary Products and Services)

On November 6, 2020, the SDO announced that, effective January 1, 2021, the SDP would recognize only the following two types of indirect spending: Subcontracting; and Ancillary Products and Services.[25] This announcement included updated SDP policies and forms related to indirect spending.

This report is the first to separate indirect spending by type into Subcontracting and Ancillary Products and Services. Due to the above-referenced policies and forms taking effect halfway through FY2021, the option to select the type of indirect spend was not available within the VRM system or included on SDP forms. As a result, any FY2021 indirect spend that was not specifically reported as Subcontracting or Ancillary was considered Ancillary.[26]

FY2021 Indirect Spending by Type

	Subcontracting	Ancillary Products & Services	Total Indirect Spending
MBE	$72,045,399.70	$63,866,353.14	$135,911,752.84
WBE	$158,981,927.59	$92,344,002.48	$251,325,930.07
VBE	$7,580,684.32	$18,268,109.67	$25,848,793.99
DOBE	$1,402,990.22	$7,748,617.47	$9,151,607.69
LGBTBE	$75,869.00	$101,897.69	$177,766.69
Total	**$201,526,188.54**	**$162,721,289.80**	**$364,247,478.33**

[25] Prior to this date, SDP policy recognized the following three types of indirect spending: Subcontracting, Ancillary products and services, and Partner growth and development.

[26] OSD's Vendor Report Management (VRM) system, which is the system used to collect SDP indirect spend from statewide contractors (in addition to other data components), was also updated during the fourth quarter of FY2021. Spend not specifically marked as Ancillary or Subcontracting is reported as Ancillary to avoid overstating subcontracting amounts. In the next Annual Report, the data will be properly marked as either Ancillary or Subcontracting since system upgrades have been completed.

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. The SDO, in consultation with DCAMM, is charged with establishing MBE and WBE participation goals for state-funded municipal construction contracts. The mission of the MCAMP (formerly known as the Construction Reform Program) is to educate, monitor, and assist municipalities in the attainment and enforcement of MBE/WBE participation goals for the design and construction phases of municipal projects.

Prior to FY2021, MCAMP used combined MBE and WBE goals to provide designers and contractors with flexibility in utilizing SDO-certified MBE and/or WBE contractors on state assisted vertical construction projects. The combined MBE and WBE goal percentage for Design was 17.9% and for Construction 10.4%. These combined goals were set jointly by the SDO and DCAMM. These goals also applied to DCAMM's Affirmative Marketing Program.[27] Effective July 1, 2020, based off the results from the DCAMM disparity study, project specific MBE and WBE goals were set for individual state vertical construction projects conducted by DCAMM. This ensures more realistic MBE and WBE goals for individual projects based on construction trades and geographic availability. MCAMP continued to utilize MBE and WBE goals based off the annual goals from the DCAMM disparity study. The following annual goals were used in FY2021 until an SDO MCAMP Construction Program Coordinator is hired with extensive construction experience who can calculate individual project MBE and WBE goals:[28]

Design - MBE 6.6% and WBE 15%

Construction - MBE 4.2% and WBE 8.8%

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 make the final decisions regarding project MBE/WBE utilization goals for school construction projects. The chart below compares FY2020 and FY2021 MBE and WBE spending on MSBA projects based on notices to proceed issued each year. The total combined MBE/WBE spending in FY2021 equaled $90,251,481 which represents an increase of $19,486,325, or 28%, when compared to the prior fiscal year.[29]

Total Supplier Diversity Spending on MSBA School Projects in FY2020-2021

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%
2021	$941,240,236	$15,290,598	1.62%	$74,509,612	7.9%	$90,251,481	9.59%

[27] 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 Executive 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.

[28] As of the publication of this report, a Construction Coordinator was hired during the 3rd quarter of FY2022; project-specific MBE and WBE goals will be calculated for all SDO MCAMP projects beginning in FY2023. In addition to MSBA projects, this new Construction Coordinator will also review additional opportunities to include other state-funded construction projects within the MCAMP in compliance with MGL c. 7, § 61.

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

The MBE construction participation level in FY2021 was 1.62%, which fell below the 4.2% goal by 2.58%. The WBE construction participation level was 7.9%, which fell just below the 8.8% goal by 0.9%.

Supplier Diversity Performance of MSBA School Projects in FY2021

Project	Total Municipal Spending	Total MBE Spending	MBE %	Total WBE Spending	WBE %	Total MBE/WBE Spending	Combined MBE/WBE %
Millbury Raymond E. Shaw Elementary	$44,482,548	$832,000	1.87%	$6,075,400	13.7%	$6,907,400	15.53%
Rockland Jefferson Elementary School	$58,190,000	$360,000	0.62%	$5,706,300	9.81%	$6,066,300	10.42%
West Springfield Philip G Coburn	$43,537,700	$1,877,000	4.31%	$4,718,994	10.84%	$6,595,994	15.15%
Easton Center School	$63,637,537	$2,864,750	4.50%	$5,651,375	8.88%	$8,516,125	13.34%
Sharon High School	$121,544,639	$1,069,080	0.88%	$7,173,092	5.9%	$8,242,172	6.78%
Springfield William N Deberry	$61,798,417	$2,229,800	3.28%	$11,554,727	18.7%	$14,190,021	22.96%
Waltham Sr High	$243,712,287	$170,778	0.07%	$12,158,874	4.99%	$12,329,652	5.06%
Lowell Lowell High	$182,143,246	$1,794,640	0.99%	$11,226,767	6.2%	$13,973,043	7.67%
Amesbury Elementary	$48,976,932	$4,092,550	8.36%	$2,381,078	4.9%	$6,473,628	13.22%
Dennis-Yarmouth Intermediate Middle School	$83,843,640	$5,000	0.01%	$8,974,040	10.7%	$8,979,040	10.71%
Total	**$941,240,236**	**$15,290,598**	**1.62%**	**$74,509,612**	**7.9%**	**$90,251,481**	**9.59%**

Individuals with Disabilities in State Procurement and Contracting Program

Pursuant to Section 4 of Chapter 219 of the Acts of 2016 and Section 88 of Chapter 154 of the Acts of 2018, the SDO, in collaboration with the Massachusetts Office on Disability (MOD), established the SDO Individuals with Disabilities Program with the following goals, which are updated every two years:

Goal #1: Expand inclusion of Disability-Owned Business Enterprises (DOBE) and Service- Disabled Veteran-Owned Business Enterprises (SDVOBE). In FY2021, the SDO undertook the following initiatives in pursuit of this goal:

- The SDO continues its partnership with Disability:IN, Work Without Limits, the Employment Advocacy Committee and the Veterans Business Outreach Center (VBOC) to promote SDO programs to disability-owned businesses.
- In FY2021, the total number of certified disability-owned businesses recognized by the SDO grew from 173 to 230, a 33% increase.

	FY2018	FY2019	FY2020	FY2021
Disability-Owned Business Enterprise (DOBE)	**47**	**46**	**42**	**54**
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	**124**	**121**	**131**	**176**
Total	**171**	**167**	**173**	**230**

Goal #2: Transform and expand the SDO Individuals with Disabilities Pilot Program into an Ongoing Program. In FY2021, the SDO incorporated the Individuals with Disabilities Program terms into one new contract and maintained the program for one additional statewide and one departmental contract. A total of 39 contractors, ranging from large national and international companies to small local businesses, participated in the Pilot Program in FY2021. Out of those, 19 contractors maintained a voluntary and confidential self-identification process for individuals with disabilities.

Disability employment statistics were available from 12 contractors employing a combined 4,233 individuals. These contractors employed 201 individuals with disabilities, 20 of whom were directly involved in providing services to the Commonwealth of Massachusetts. Contractors reported making 57 employment offers to individuals with disabilities over the reporting period. Disability employment percentages varied by contract and averaged 5% across those contractors that reported their disability employment levels.

In their annual updates, all responding businesses restated their commitment to the Pilot Program, and many added that the COVID pandemic affected their ability to recruit and retain workforce, including individuals with disabilities. The SDO will work more closely with pilot program participants to increase the recruitment, employment, retention, and promotion of individuals with disabilities on statewide and departmental contracts.

Goal #3: Further develop the program webpage with resources and tools for employers and individuals with disabilities seeking employment. The webpage will expand the range of resources previously compiled by the SDO and MOD, including:

- The SDO created a "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): OrganizationsAssisting Employers in Hiring Individuals with Disabilities,* seeking information on private, nonprofit organizations that provideclient services in this field. The RFI has allowed the SDO to expand the list of Organizations Assisting Employers in Hiring Individuals with Disabilities on its website from four organizations to 16.

FY2022-23 Goal Recommendation: The SDO recommends retaining the same program goals for the next program term. The SDO looks forward to continuing to work with the MOD, the Employment Advocacy Committee[30], Work Without Limits, Disabilty:IN, the Veterans Business Outreach Center (VBOC), and other interested parties in promoting inclusion and opportunity for individuals with disabilities and in helping create a workforce that reflects the diversity of the citizens of the Commonwealth.

Program Outreach, Collaboration, and Innovation Results

In FY2021, the SDO continued to use its holistic, three-prong approach to develop the supplier diversity marketplace through program recruitment, engagement/retention, and increased spending. This was done through program outreach, collaboration, and innovation. This section provides highlights of the SDO's work over the fiscal year in those areas:

Program Outreach

- **Strategic Partnerships:** The SDO established new and strengthened existing strategic partnerships with multiple stakeholder organizations during FY2021. In doing so, we were able to better understand and collaborate on ways to remove the barriers and other challenges faced by these organizations and their members and to better connect these organizations to the opportunities and resources needed by their members. These strategic partners include but are not limited to: the Black Economic Council of Massachusetts (BECMA), Amplify Latinx, the Governor's Black and Latino Advisory Commissions, the City of Boston, the Greater New England Minority Supplier Development Council (GNEMSDC), the Center for Women and Enterprise (CWE, New England WBENC), the National LGBT Chamber of Commerce (NGLCC), the Massachusetts LGBT Chamber of Commerce, Disability:IN, Work Without Limits, the Persons with Disabilities Employment Advocacy Group and all of the SDO's Certification and Community Organizational Partnerships.
- **Offshore Wind Request for Proposals (RFP)**: In FY2021, the SDO collaborated with the Massachusetts Department of Energy Resources to integrate supplier diversity into the new RFP for Long-Term Contracts for Offshore Wind Energy Projects. This resulted in:
  - Diversity and Inclusion Plans, which must include diverse supplier and workforce commitments with bid submissions;
  - Bidders working with the SDO to locate potential supplier diversity partners;
  - Prioritization of diversity accountability by giving evaluation preference to plans that include long-term benefits and a strategy for tracking and reporting progress;
  - Increasing the weight of the qualitative factors from 25% to 30%, which increased economic inclusion and environmental justice;
  - The SDO presenting at DOER's Pre-Bidder's Conference; and

[30] The Employment Advocacy Committee is a working group that includes Easter Seals Massachusetts, Boston Center for Independent Living and other organizations that advocate for employment and other opportunities for individuals with disabilities.

- The SDO establishing two separate and distinct internal teams to support the large RFP, including one working with potential bidders to identify supplier diversity partners and the other working with the procuring entities as needed.[31]

- **Education, networking and one-on-one coaching sessions:** In FY2021, the SDO continued its outreach to the Commonwealth's cities and towns and small and diverse businesses. This included the development and promotion of the SDO's Municipal Supplier Diversity Playbook, which created a framework for establishing and developing a local supplier diversity program. While the pandemic did not allow for in-person presentations, the SDO footprint increased statewide through virtual meetings. With the launch of an online Massachusetts map of diverse businesses, the Supplier Diversity Hub and other technology applications in FY2022, the SDO will continue to expand its outreach efforts to municipalities and small and diverse business across the Commonwealth.

  In FY2021, SDO staff co-sponsored and participated in a wide range of networking and matchmaking events geared toward assisting small and diverse businesses, agencies and other interested parties, including:
  - Conducting six listening sessions with Executive Agencies to gain feedback on the revised SBPP and SDP policies, as well as the guidelines on developing department procurement spending plans;
  - Participating in the City of Boston's Suppler Diversity Council;
  - Presenting at the Amplify Latinx Event Power Up Business Conference;
  - Presenting at the BECMA Mass Black Expo;
  - Participating in the 2020 Disability Summit hosted by the Massachusetts office on Disability;
  - Presenting at the Haitian American Business Expo and offering virtual office hours to attendees; and
  - Collaborating with multiple organizations in the establishment of legacy building multiple-year procurement opportunities in the following areas:
    - Emerging offshore wind industry in collaboration with DOER;
    - Holyoke Soldiers Home in collaboration with DCAMM; and
    - Dorchester Bay Project.

Collaboration

In FY2021, the SDO continued to collaborate with numerous mission-led advocacy groups focused on diversity, equity, and inclusion (DEI) in support of our certified diverse and small business vendors. The SDO achieved these significant collaborations in FY2021:

- **Black Economic Council of Massachusetts (BECMA)**: In FY2021, the SDO met with BECMA in support of BECMA's new online marketplace, Protect MA. The SDO collaborated with BECMA to provide outreach efforts to connect them with an SDO-certified Black or Latinx designer, maker, manufacturer, or distributor of Personal Protective Equipment (PPE). This resulted in ongoing scheduled collaboration meetings with BECMA senior leadership during the pandemic on how to best work with the SDO to find contracting opportunities (and to identify supplier development needs) for Black-owned businesses providing PPE and other goods and services. The SDO and BECMA also collaborated on recruiting BECMA members to become SDO certified in order to increase their marketability as an MBE.
- **Amplify Latinx:** On June 11, 2021, SDO staff attended the virtual 2021 Amplify Latinx Power Up Business Conference. The conference featured Governor Charlie Baker was a featured speaker as well as Latinx leaders, community organizations, businesses, and power-building groups from across the Commonwealth focused on strengthening business relationships.

[31] To avoid the appearance of conflict, the SDO established appropriate inhouse protocols and a "firewall" in order to separate participation in this RFP into these two distinct SDO groups: (1) providing guidance to the Procurement Team; and (2) providing guidance to prospective bidders.

- **City of Boston:** During FY2021, the SDO Executive Director served on the City of Boston's Supplier Diversity Advisory Council and the SDO and City of Boston shared access to our respective diverse business directories.
- **SCORE:** In FY2021, the SDO held a meeting with the Service Corps of Retired Executives (SCORE). SCORE is a non-profit and affiliate organization of the Small Business Administration (SBA) with members who provide free consultation services and advice to entrepreneurs. The meeting resulted in SDO and SCORE developing a pilot program with the intent of introducing SCORE mentors to newly-designated WBEs and MBEs for mentoring and providing technical assistance consultation. The SDO plans to roll out components of the pilot program in FY2022.
- **Dorchester Bay City (DBC):** In FY2021, the Office of Access and Opportunity (OAO) introduced the DBC development project to the SDO. The DBC development is co-led by Kirk Sykes from Accordia Partners, who also serves on the Governors Black Advisory Commission. Mr. Sykes presented the DBC project to the Governor, BAC, and the SDO at the March 18, 2021 Black Advisory Commission meeting. The DBC project is projected to be the largest minority-majority co-led development in the United States. The SDO and Accordia Partners had several follow-up meetings during FY2021 focused on conducting joint outreach to diverse businesses to partner on future DBC construction and operational activities.
- **Collaboration with Certification Partners:** Throughout FY2021, the SDO continued to work with our certification partners, while simultaneously enabling companies to apply for SDO certification through our streamlined process. The SDO has thus maintained vital relationships with the City of Boston, the Center for Women and Enterprise, the Greater New England Minority Supplier Diversity Council, Disability:IN, the National LGBT Chamber of Commerce, and the U.S. Department of Veterans' Affairs. Furthermore, the SDO has deepened its partnership with the City of Boston by working with the city to incorporate SDO-certified businesses into their search engine. This enhanced partnership better enables City of Boston purchasing and procurement staff to locate diverse businesses that may be interested in competing for City work. The SDO will continue to explore expanding our partnerships to include additional reputable certifying entities to reduce the administrative burden on applicant companies.
- **Cannabis Control Commission:** The SDO worked closely with the Cannabis Control Commission in FY2021 in their mission of safely, equitably, and effectively implementing and administering the laws enabling access to medical and adult use marijuana in the Commonwealth. The Commission is committed to encouraging and enabling full participation in the marijuana industry by people from communities that have previously been disproportionately harmed by marijuana prohibition and enforcement, and to positively impact those communities. These efforts include the Commission's Social Equity Program (SEP) and the Certified Economic Empowerment Priority Applicant status. The SDO supports these efforts by certifying diverse and small businesses and collaborating with the Commission to educate diverse cannabis companies about SDO certification.
- **DCAMM AMP working group:** In FY2021, the SDO continued to participate 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. These goals were 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) as well as other state-funded building projects identified by the SDO for inclusion in the MCAMP.

Innovation

- **The Municipal Supplier Diversity Playbook:** In response to the growth in diversity, equity and inclusion initiatives and the demand at the municipal level to develop their own programs, the SDO developed the SDO Municipal Supplier Diversity Playbook. The Playbook creates a framework for establishing and developing a local supplier diversity program, including numerous resources provided by the SDO. The SDO also presented the Playbook to: the Massachusetts Inspector General's Office Certified Public Purchasing Program Official (MCPPO) Diversity and Inclusion in Procurement class, the Mayors and

Town Managers committees of the Massachusetts Municipal Association (MMA), the Massachusetts Association of Public Purchasing Officials (MAPPO), several cities and towns throughout the Commonwealth, several institutions of Higher Education and other national and international organizations that expressed interest in this innovative publication, including the Canadian LGBT Chamber of Commerce.

- **Mass Film Office:** In FY2021, the SDO began discussions with the Massachusetts Film Office on how to implement diversity goals for major motion pictures and TV programs being filmed in Massachusetts. The entertainment industry had initiated creating diversity goals and considers this as a "best practice." In response to industry needs, the SDO created a database of SDO-certified companies offering goods and services which are most commonly used in film and television production.
- **The Supplier Diversity Hub (Hub)**: The Hub is a new system being developed by the SDO, which will allow agencies and prime vendors to connect with diverse and small businesses and improve the tracking, validating, and reporting of business and state spending. The system will also enhance our responsiveness to public stakeholder inquiries. This new system will secure the SDO as the source for supplier diversity, equity, and inclusion information for the Commonwealth. Once it launches, the system will bring together public buyers from a wide range of organizations, prime contractors, resource providers, and diverse and small businesses to help them fulfill their goals. In FY2021, the SDO developed technical requirements, selected a vendor to bring our vision of the Hub to life, and appointed a team to design and implement the system. We expect to launch the Hub at the end of FY2022.
- **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 FY2021, the Self-Assessment Tool continued to be one of the SDO's most used resources. Over the course of the year, it was accessed 2,919 times (a 14% increase from FY2020), and 354 companies completed the assessment (a 7% increase from FY2020).
- **Certified Business Retention:** In FY2021, the SDO launched its new electronic certification renewal application process. Responses for renewals had decreased dramatically due to the impact of the COVID-19 pandemic. As part of program outreach and retention, the SDO sends out reminder letters 30 or more days prior to a business certification expiration date. Typically, business owners are expected to renew their certification 15 days prior to their expiration date. In most cases, a third of the owners respond by uploading the required documents in a timely manner. If there is no response to the expiration email, an automatic expiration letter is sent, which gives the business owner an additional 15 days to respond. If the business owner still doesn't respond to or acknowledge the request, the certification and outreach teams performed the following outreach activities:
  - Reminder emails sent from CERTRAK;
  - Postcards mailed to all certified businesses regarding the new electronic renewal process;
  - Request for response emails sent from appointed staff members to applicants;
  - Outreach calls;
  - Cold calling to hundreds of companies;
  - Final notice calls; and
  - Follow-up final notice emails with instructions on how to complete the renewal.

  These efforts resulted in assistance being provided in these areas:
  - Electronic portal account registration;
  - Electronic renewal scanning and upload assistance;
  - Renewal submission completion;
  - Extended communications with business owner's lawyers, accountants, administrators in order to assist applicants with gathering documents for renewal;
  - Providing resources for funding, Legal, mentorship, and staffing;
  - Networking tactics;

- Understanding how to market to the state;
- Instructions on how to navigate the COMMBUYS system; and
- Explaining the extended certifications offered by the SDO.

- **Fostering Business Opportunities for Diverse Personal Protective Equipment (PPE) Suppliers:** During FY2020 and FY2021, the SDO in partnership with the Governor's Office for Access and Opportunity, the Executive Office of Housing and Community Development (EOHED), the Department of Elementary and Secondary Education (DESE), 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 including local retail and supply chain markets.

  Throughout the project, which extended from FY2020 and into FY2021, 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, emerging PPE manufacturing representative distributers 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 lists of PPE suppliers maintained by EOHED and DESE on the Mass.gov website. These efforts produced the following results in FY2020 and FY2021:

FY2021 Results of Program to Promote
Business Opportunities for Diverse PPE Suppliers Program

Certification Type	May 2020	June 2020	June 2021	% Increase (From FY2020 to FY2021)
MBE	2	24	72	200%
WBE	7	34	83	144%
Veteran-owned	0	3	7	133%
Disability-owned	0	1	1	0%
LGBTBE	0	2	4	100%
Total Diverse Vendors	**7**	**53**	**150**	183%
Total Vendors (Including Non-Diverse)	**54**	**114**	**224**	96%

In FY2021, the SDO continued our efforts to certify and establish business opportunities for SDO-certified PPE vendors. This outreach effort resulted in increased MBE, WBE, VBE and LGBTBE participation in the program.

- **SDP Spending Compliance Verification:** FY2021 was the fourth year of implementation of the SDP Spending Compliance Verification program. The goal of this effort is to assess the accuracy of SDP reports submitted by Statewide Contractors and is accomplished by requesting SDO-certified vendors to confirm that they received the payments as stated on the spending reports. The Supplier Diversity Office sent out 398 sets of reports to certified diverse vendors to confirm payments received. 166

diverse businesses responded, verifying a total of 249 sets of reports. The response rate for reported spend verification was 63%, which is 7% higher than the response rate from FY2020. The verified spending reports totaled more than $119 million for FY2021. Based on the responses received, the SDO found the following:

- **Accurate and understated reports:** Spending in 213 sets of reports (85.5% of the reports, representing 82% of the expenditures reported) were confirmed to be accurate[32] or higher than reported. Of that number, 30 sets (12% of the responses, representing 13% of the expenditures reported) were found to be understated, meaning the Statewide Contractor spent more than reported.
- **Overstated reports:** Spending in 36 sets of reports (14.5% of the reports and 18% 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 the accurate (and not the overstated) spending amounts for the contractors in question.

Summary of Responses to the FY2021 SDP Spending Compliance Verification

Response Type	Number of Responses	% of Responses	Reported Expenditures	% of Total Reported Expenditures
Accurate	183	73.5%	$85,406,458.94	69%
Understated	30	12.0%	$15,462,865.39	13%
Overstated	36	14.5%	$22,812,531.50	18%
Total	**249**	**100%**	**$123,681,854.89**	**100%**

- **Continuing to Increase the visibility of diverse contractors to buyers:** Providing buyers easily accessible information on the diverse businesses they can procure and/or purchase from is key to enabling diverse vendor preference. In order to ensure that all buyers using Commonwealth Statewide Contracts were able to easily identify and engage diverse and small contractors, the SDO collaborated with the OSD Data and Analytics unit to make additional improvements to OSD's Statewide Contract Index tool for public-sector purchasers. This Index includes a special worksheet displaying detailed certification information for all available Statewide Contractors. The SDO is also funding enhancements to COMMBUYS in FY2022 that will prominently display certified diverse and small businesses at the point of purchase order development and issuance within COMMBUYS. This will help to increase purchases from diverse and small businesses.

Training

- **Pre-Certification training workshops:** 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.

[32] 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.

Date	Location	Attended
August 2020	Virtual	128
September 2020	Virtual	139
October 2020	Virtual	137
December 2020	Virtual	146
January 2021	Virtual	156
March 2021	Virtual	135
April 2021	Virtual	172
May 2021	Virtual	167
June 2021	Virtual	120
Total	**Nine events**	**1,300 attendees**

In FY2021, the SDO offered nine online pre-certification workshops. These virtual sessions increased the number of attendees to an average of 144 per workshop with a total of 1,300 attendees. In FY2020, the SDO conducted 19 in-person and virtual sessions with a total of 1,382 attendees. Despite conducting half as many sessions as the previous year, attendance in FY2021 was nearly identical. This can be attributed to virtual workshops offering greater convenience for attendees and presenters and allowing for larger capacities.

- **Pre-Bidder's Conferences:** The SDO teamed with OSD to educate buyers and vendors on the Commonwealth's procurement process and the critical role of SDO certification and programs. In FY2021, the SDO participated in nine pre-bid conferences, three prime vendor onboarding sessions, and two buyer contact kick-off events. The SDO also presented in two Strategics Sourcing certificate program courses.

Narrative Reports by Quasi-Public/Non-Executive Organizations

In FY2021, the 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 and non-executive organizations across the state. In addition to meetings, resources, and best practices, participants in this effort were offered an opportunity to report the results of their supplier diversity programs through this Annual Report. This chapter contains information from 12 quasi-public or non-executive organizations that submitted such narrative reports, including three organizations also participating in the quantitative sections of this report (the Massachusetts Convention Center Authority, Massachusetts Gaming Commission, and MassHousing).[33]

Commonwealth Corporation

Commonwealth Corporation, CommCorp for short, is a quasi-public agency established in 1996 through the merger of two Massachusetts non-profit organizations: the Industrial Service Program and the Bay State Skills Corporation. CommCorp delivers innovative and collaborative career development solutions that help employees and businesses succeed and is dedicated to creating a globally competitive workforce that fosters the success and wellbeing of all individuals. Recently, CommCorp completed a three-year strategy plan,

[33] The Narrative Reports included in this SDO Annual Report were written and submitted by each individual Quasi-Public/Non-Executive Organization and were not authored by the SDO.

including Diversity, Equity & Inclusion (DEI) as the cornerstone of their model. By embedding DEI into their programs, metrics, and services, they have come closer to helping people acquire meaningful employment and enhancing upward economic mobility for all.

At the heart of CommCorp's diversity, equity, and inclusion strategy is their commitment to organizational change so that they can continue to best serve individuals and communities. These changes and opportunities for growth include integrating SDO certifications into the Workforce Training Fund Express Program Directory and actively identifying and pursuing opportunities to support and build partnerships with organizations currently engaged in promoting racial and economic justice within the communities served.

CommCorp works to provide economic opportunities to MBEs, WBEs, and VBEs through our grant services and technical assistance programs—preparing them to administer funds and expand their capacity. However, this goal requires the collaborative effort of personnel, partners, and the community at large. They use the Supplier Diversity Office's directory to look for relationships that allow them to leverage their unique assets across disciplines and sectors to build power for marginalized communities, seeking out partnerships and vendors that focus on the intersection of DEI issues with other pressing social problems such as health disparities, education disparities, and criminal justice reform.

The journey to supporting, expanding, and investing in an equitable workforce is not always linear. Therefore, Commonwealth Corporation's goal is two-fold: to learn from the mistakes they are aware of, and to foster an environment that encourages partners, stakeholders, and employees to hold them accountable. Read more about CommCorp's DEI initiatives here: https://commcorp.org/dei/

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 COVID-19 pandemic has had a dramatic impact on the finances of the MCCA. In lieu of the loss of business for large portions of fiscal years 2020 and 2021, many of the MCCA's annual operating expenses were cut dramatically. This impact continued into fiscal year 2022. However, the MCCA is optimistic that, with the re-opening of its facilities to large events in late spring of 2021, it will see a steady recovery in its operating and financial performance.

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).[34]

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 Proposals, 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 which resulted from collaboration between the finance, legal/procurement and information technology divisions.

MassDevelopment used the FY2018 methodology as to determine its FY2021 reporting. MassDevelopment's total consolidated dollar spend on all vendors for FY2021 (the denominator of the percentage calculation) was $16,304,142. 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 $814,338. Accordingly, 5.0% of MassDevelopment's total direct contracting was procured through a DBE vendor in FY2021. However, if factoring in non-certified DBE vendors and subcontractors, the number jumps to $1,811,790, or 11.1% participation by DBE vendors. Non-certified DBE vendors are routinely encourage to seek or update their SDO certifications.

Massachusetts Gaming Commission (MGC)

The Massachusetts Gaming Commission (MGC) has elected to follow 801 CMR 21.00, which governs the acquisition of all commodities and services by 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 continues to make small and diverse businesses a priority in our procurements, resulting in $2.9M spending with small business, $278K with women owned businesses, $195K with minority-owned businesses, and $20K with Veteran owned businesses. 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 FY2021

Supplier Diversity	MBE	VBE	WBE
	Goal | Result	Goal | Result	Goal | Result
Encore Boston Harbor	**8% | 12%**	**3% | 2%**	**14% | 14%**
MGM Springfield	**10%| 1.2%**	**2% | 1.5%**	**15% | 4.4%**

[34] The term DBE as used by MassDevelopment in this report refers to Diverse Business Enterprises and is not to be confused with the federal Disadvantaged Business Enterprise (DBE) designation as administered by MassDOT for their Unified Certification Program.

Plainridge Park	**6% | 5%**	**3% | 3%**	**12% | 19%**

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 FY2020 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 more than three months due to the pandemic, which had direct impacts on the overall spend.

Massachusetts Growth Capital Corporation (MGCC)

MGCC empowers small businesses in Massachusetts through access to capital, managerial education, and resources, and promotes economic development in underserved and under-resourced communities and our gateway cities. With economic opportunities, these business owners – often women, minorities and veterans – can build assets, create employment, and strengthen their communities. MGCC has been providing these entrepreneurs with alternative funding solutions and free managerial assistance since 2010.

MGCC communicates with statewide partners and the SDO to expand its reach to diverse suppliers. MGCC offerings, as well as further inclusive opportunities and initiatives supported by MGCC, may be found on MGCC's website: 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 FY2021 (which ended June 30, 2021) shows that of the $390 million in construction contracts awarded at 20 MassHousing-financed projects, $103.7 million were awarded to MBEs, $29 million to WBEs and $10 million to MWBEs. In addition, of the 1.4 million workforce hours completed at those sites, 797,000 were performed by minority workers, and 47,000 by women.

During FY2021, 364 MassHousing-financed rental developments located in six regions across the Commonwealth participated in the Equal Opportunity Property Management Program. Of their $232 million in total expenditures, $46 million went to MBEs and MWBEs, and $31 million to WBEs and MWBEs.

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 FY2021, MassHousing spent nearly 16% of the Agency's operating budget with Diverse Business Owners (7% MBEs and 9% WBEs), with an additional 2% spent with Veteran Business Enterprises. MassHousing continues to set ambitious goals and expand opportunities for the participation of diverse businesses in all aspects of the Agency's operations.

Massachusetts Port Authority (Massport)

The Massachusetts Port Authority ("Massport") is an independent public authority, self-supporting and is governed by a seven-member Board. Five members are appointed by the Governor of Massachusetts and one is appointed by the Massachusetts Port Authority Community Advisory Committee to staggered terms of seven years each. The Secretary of Transportation and Chief Executive Officer of the Massachusetts Department of Transportation serves as an ex officio member of the Board.

Prior to 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.

Due to the impact of the COVID-19 pandemic, Massport continued to experience lower business activity, 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 FY21, Massport spent 2.32% and awarded 10%, or $1 million of new and multi-year contracts for goods and non-professional services to certified diverse vendors.

Massport further expands Diversity, Equity & Inclusion Initiative

Massport has launched Diversity, Equity & Inclusion (DEI) initiatives to address one of Massport's goals to generate broader and deeper economic impact for the Commonwealth with a focus on enhancing access, opportunity, and equity for people of color, women, and other diverse businesses. Some of the DEI initiatives are as follows:

- Massport Diversity Model extended to other real estate projects and procurements
    - Revised Massport's procurement policy and procedures focusing on DEI
    - Four-Part Equally Weighted Criteria
    - The utilization of Bid Express, an electronic bidding platform making it convenient for all diverse vendors to proactively engage with Massport
- Outreach
    - Annual Business Diversity Summit - targeted outreach to diverse businesses. As a result of the summit, 11 new diverse vendors have provided Massport with their contact information so that they can be included in future opportunities
    - Continue to contact diverse businesses to make them aware of bid opportunities
    - Partner with groups/business associations and organizations that have diverse businesses as members to share Massport opportunities with their membership
- Massport Expands Investor Broker Pool

    - In FY2021, the Authority expanded its investor broker pool and added five (5) new diverse investors designated as MBE and/or WBE
- DEI In Real Estate & Asset Management
    - Continued to implement the Massport Diversity Model for other development projects, incorporating high levels of minority and women-owned business enterprise (M/WBE) participation in the design, construction, equity investment, and future operations
    - Approved designation of a development team for Parcel H, excelling across all four of Massport's equally weighted selection criteria: Diversity, Equity, & Inclusion; Financial Proposal: Design and Public Realm; and Ability to Execute
    - Parcel H advances the "Massport Model" and includes people of color and women in significant ownership and leadership roles in every aspect of the project, including development, equity, design, construction, and property management
        - A significant feature of the project is the proposed Life Sciences & Technology Career Training Center, which expand life sciences job opportunities for a diverse Boston population
- Community Summer Jobs Program
    - Designed to help civic and social service agencies by providing funds to support youth employment throughout the summer months
    - In July 2020, Massport set a goal that 1/3 of summer jobs funded would be opportunities for students of color
    - In FY2021, twenty-Five (25) organizations from neighboring communities participated and received a total of $525,000 to fund 266 summer jobs
        - Twelve (12) of the organizations funded serve predominantly people of color
        - 31% of the employees hired were people of color
- Charitable Contributions
    - Massport Board voted for program that awards grants monthly to local organizations
    - In July of 2020, Massport set goals to award 40% of the program budget to organizations serving people of color and to award grants to non-profits and community organizations that are run by people of color
    - In FY2021, $183,000 awarded to thirty-seven (37) organizations
        - Awarded $134,000 to twenty-four (24) organizations or programs serving predominantly people of color
        - Twenty (20) organizations have a person or persons of color on their executive leadership team
- Scholarships/Internships
    - As part of the organization plan to build a diverse pipeline, Massport launched Pathways Program with Bridgewater State University, providing two (2) Aviation Management students in their junior year with scholarships and paid internship during the summer.
        - Interns who meet the performance criteria will be offered an employment opportunity with Massport following graduation.
    - Awarded $3,000 Diversity STEM Scholarships to two (2) neighboring community high school graduates pursuing a post-secondary degree in a STEM field
        - Since 2017, more than $70,000 in Diversity STEM scholarships awarded to forty-two (42) students of color from neighboring communities

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 (MSBA) is a quasi-independent state authority that provides partial reimbursement grant funding for school construction projects across the Commonwealth. The MSBA has a long-standing partnership with the Massachusetts Supplier Diversity Office (SDO) which enhances the MSBA's commitment 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 with the SDO to notify certified M/WBEs of upcoming MSBA procurements. Also, the MSBA strongly considers a respondent's intent to further the development of M/WBEs or the existence of a relationship which furthers these goals when evaluating responses to procurements. The MSBA publishes RFRs for open procurements on the MSBA's website and on COMMBUYS where the MSBA welcomes M/WBEs to submit responses to these procurements.

Districts in the MSBA's grant program are independently responsible for following all state laws and state agency requirements that are outside of the MSBA's jurisdiction, including the participation goals for M/WBEs on MSBA-funded school construction projects. The MSBA encourages districts to employ M/WBEs on school construction projects through language incorporated in MSBA template contracts and procurement documents which detail 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 the 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 FY2021 Report:

MWRA FY2021 Supplier Diversity Spending

Type	Certification	Diverse Spending	Annual Goal	% of Goal Met
Construction	MBE	$4,234,355	$8,208,923	51.6%
	WBE	$3,238,772	$4,081,785	79.3%
Professional Services	MBE	$2,439,855	$2,279,747	107.0%
	WBE	$554,298	$1,832,053	30.3%
Goods/Services	MBE	$403,728	$356,639	113.2%
	WBE	$528,645	$1,292,596	40.9%

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 positioned UMass to continue to expand the university's Supplier Diversity Program in FY2021 and beyond. During FY2020, 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 was launched in Spring of 2021 and is found at UMass Public Sourcing Portal. This new tool integrates into our supplier management system, allowing UMass to proactively notify diverse suppliers of new opportunities in their respective goods and services category.

FY2021 UMass Goods and Services Diverse Spending[35]

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

- **University of Massachusetts Building Authority (UMBA)**

The University of Massachusetts Building Authority (UMBA) is committed to diversity and inclusion by executing the maximum efforts to increase participation of Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) in areas of professional services, project management, material and equipment vendor purchases, and commissioning contracts on UMass building projects

Under UMBA's new policy established in June 2020, the MBE and WBE participation goals for business utilization are as follows: Design Contracts 21.6% (MBE 6.6%/WBE 15.0%); 13.0%; Construction Contracts (MBE 4.2%/WBE 8.8%). UMBA continues to provide resources to our contractors to help create opportunities and increase MBE and WBE participation.

UMBA works in collaboration with key stakeholders – owner project managers, general contractors, construction managers, subcontractors, and architectural firms – to meet, and in most cases exceed, compliance goals related to MBE and WBE participation. UMBA will continue to meet regularly with the Design Construction and Compliance Working groups that we have established in Amherst, Boston, Dartmouth, Lowell, and Worcester to review compliance results, make recommendations, and provide resources to construction managers and subcontractors through the hiring of MBE and WBE firms and minorities and women in the workforce. UMBA will continue to strengthen collaborations with state and municipal agencies, building trades, vocational/technical schools, and community organizations to expand the pipeline of MBE and WBE firms to contract on capital projects.

In FY2021, UMBA paid out $30,887,207 to MBE and WBE firms engaged on capital projects. This equated to approximately 16% of UMBA's capital spending.

UMBA FY2021 Construction Spending

Minority-Owned Business Enterprise	**$12,274,558**
Women-Owned Business Enterprise	**$17,645,516**
Owner Project Manager- M/WBE	**$967,133**
TOTAL	**$30,887,207**

[35] 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	$241,010,978	$19,280,878	$18,655,542	96.76%	$33,741,537	$51,147,640	151.59%	$7,230,329	$34,205,711	473.09%	$7,953,362	$9,403,332	118.23%
EED	ECONOMIC DEVELOPMENT	$175,030,683	$14,002,455	$22,872,445	163.35%	$24,504,296	$37,194,745	151.79%	$5,250,920	$358,221	6.82%	$5,776,013	$28,986,446	501.84%
EDU	EDUCATION	$297,763,454	$23,821,076	$56,068,736	235.37%	$41,686,884	$52,326,144	125.52%	$8,932,904	$1,588,936	17.79%	$9,826,194	$33,723,812	343.20%
ENV	ENERGY AND ENVIRONMENTAL AFFAIRS	$109,175,207	$8,734,017	$5,765,253	66.01%	$15,284,529	$15,994,993	104.65%	$3,275,256	$2,085,006	63.66%	$3,602,782	$12,656,137	351.29%
EHS	HEALTH AND HUMAN SERVICES	$3,249,868,032	$259,989,443	$272,807,125	104.93%	$454,981,524	$700,439,610	153.95%	$97,496,041	$9,265,736	9.50%	$107,245,645	$106,334,770	99.15%
EOL	LABOR AND WORKFORCE DEVELOPMENT	$84,483,409	$6,758,673	$21,185,224	313.45%	$11,827,677	$27,013,823	228.39%	$2,534,502	$1,933,241	76.28%	$2,787,952	$660,592	23.69%
EPS	PUBLIC SAFETY AND SECURITY	$198,381,544	$15,870,524	$21,527,855	135.65%	$27,773,416	$22,117,662	79.64%	$5,951,446	$7,602,798	127.75%	$6,546,591	$12,632,390	192.96%
ITD	TECHNOLOGY SERVICES AND SECURITY	$62,787,839	$5,023,027	$17,505,610	348.51%	$8,790,298	$18,471,024	210.13%	$1,883,635	$2,661,684	141.31%	$2,071,999	$5,709,412	275.55%
DOT	TRANSPORTATION	$1,301,930,599	$104,154,448	$68,016,543	65.30%	$182,270,284	$188,390,550	103.36%	$39,057,918	$4,314,944	11.05%	$42,963,710	$38,536,020	89.69%
	Executive Subtotal	**$5,720,431,745**	**$457,634,540**	**$504,404,334**	**110.22%**	**$800,860,444**	**$1,113,096,193**	**138.99%**	**$171,612,952**	**$64,016,277**	**37.30%**	**$188,774,248**	**$248,642,911**	**131.71%**
CAD	COMMISSION AGAINST DISCRIMINATION	$357,115	$28,569	$95,296	333.56%	$49,996	$58,536	117.08%	$10,713	$10,742	100.27%	$11,785	$6,962	59.08%
DAC	DISABLED PERSONS PROTECTION COMMISSION	$634,871	$50,790	$109,858	216.30%	$88,882	$127,773	143.76%	$19,046	$5,198	27.29%	$20,951	$157,855	753.46%
MGC	MASSACHUSETTS GAMING COMMISSION	$5,627,772	$450,222	$359,657	79.88%	$787,888	$388,790	49.35%	$168,833	$51,792	30.68%	$185,716	$2,572,571	1385.21%
GOV	OFFICE OF THE GOVERNOR	$69,263	$5,541	$8,771	158.30%	$9,697	$9,937	102.47%	$2,078	$2,587	124.50%	$2,286	$0	0.00%
	Non-Executive and Constitutional Subtotal	**$6,689,021**	**$535,122**	**$573,582**	**107.19%**	**$936,463**	**$585,036**	**62.47%**	**$200,671**	**$70,319**	**35.04%**	**$220,738**	**$2,737,388**	**1240.11%**
MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	$19,227,272	$1,538,182	$329,827	21.44%	$2,691,818	$855,572	31.78%	$576,818	$0	0.00%	N/A	N/A	N/A
MHA	MASS HOUSING	$12,190,310	$975,225	$639,854	65.61%	$1,706,643	$883,187	51.75%	$365,709	$262,092	71.67%	N/A	N/A	N/A
	Quasi-Public Subtotal	**$31,417,582**	**$2,513,407**	**$969,681**	**38.58%**	**$4,398,461**	**$1,738,759**	**39.53%**	**$942,527**	**$262,092**	**27.81%**	**N/A**	**N/A**	**N/A**
	TOTAL	**$5,758,538,348**	**$460,683,068**	**$505,947,597**	**109.83%**	**$806,195,369**	**$1,115,419,988**	**138.36%**	**$172,756,150**	**$64,348,687**	**37.25%**	**$188,994,985**	**$251,380,299**	**133.01%**

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

Appendix B: MBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	$8,981	$718	$0	$51	$371	$422	$422	58.78%	($296)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	$196,392	$15,711	$186,188	$557	$4,069	$4,627	$190,815	1214.50%	$175,103
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	$27,549,472	$2,203,958	$5,086,633	$110,634	$807,615	$918,249	$6,004,882	272.46%	$3,800,924
ANF	ATB	APPELLATE TAX BOARD	$2,730	$218	$495	$22	$160	$182	$677	309.76%	$458
ANF	BSB	BUREAU OF THE STATE HOUSE	$1,154,095	$92,328	$5,162	$2,351	$17,163	$19,515	$24,677	26.73%	($67,651)
ANF	CSC	CIVIL SERVICE COMMISSION	$22,487	$1,799	$1,001	$114	$830	$944	$1,945	108.09%	$146
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	$185,050,162	$14,804,013	$1,122,454	$8,004,142	$818,800	$8,822,942	$9,945,396	67.18%	($4,858,617)
ANF	DOR	DEPARTMENT OF REVENUE	$15,378,259	$1,230,261	$857,056	$59,353	$433,266	$492,619	$1,349,675	109.71%	$119,414
ANF	GIC	GROUP INSURANCE COMMISSION	$2,460,369	$196,830	$281,834	$5,708	$41,665	$47,372	$329,206	167.25%	$132,377
ANF	HRD	HUMAN RESOURCES DIVISION	$1,198,029	$95,842	$1,251	$8,814	$64,343	$73,157	$74,408	77.64%	($21,434)
ANF	LIB	GEORGE FINGOLD LIBRARY	$7,632	$611	$0	$45	$329	$374	$374	61.26%	($236)
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	$31,697	$2,536	$328	$25	$183	$208	$536	21.12%	($2,000)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	$2,431,482	$194,519	$18,330	$14,218	$103,793	$118,011	$136,342	70.09%	($58,177)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	$993,264	$79,461	$109,462	$8,064	$58,868	$66,933	$176,395	221.99%	$96,934
ANF	TRB	TEACHERS RETIREMENT BOARD	$4,525,927	$362,074	$280,918	$6,772	$132,103	$138,875	$419,793	115.94%	$57,719
		TOTAL	**$241,010,978**	**$19,280,878**	**$7,951,112**	**$8,220,871**	**$2,483,558**	**$10,704,429**	**$18,655,542**	**96.76%**	**($625,337)**
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	$357,115	$28,569	$67,117	$3,395	$24,784	$28,179	$95,296	333.56%	$66,727
		TOTAL	**$357,115**	**$28,569**	**$67,117**	**$3,395**	**$24,784**	**$28,179**	**$95,296**	**333.56%**	**$66,727**
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	$634,871	$50,790	$96,223	$1,643	$11,992	$13,634	$109,858	216.30%	$59,068
		TOTAL	**$634,871**	**$50,790**	**$96,223**	**$1,643**	**$11,992**	**$13,634**	**$109,858**	**216.30%**	**$59,068**
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	$1,301,930,599	$104,154,448	$30,578,221	$31,006,717	$6,431,606	$37,438,323	$68,016,543	65.30%	($36,137,905)
		TOTAL	**$1,301,930,599**	**$104,154,448**	**$30,578,221**	**$31,006,717**	**$6,431,606**	**$37,438,323**	**$68,016,543**	**65.30%**	**($36,137,905)**
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	$57,766,531	$4,621,322	$265,872	$60,715	$438,327	$499,042	$764,914	16.55%	($3,856,409)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	$19,545,766	$1,563,661	$3,518,210	$135,775	$991,139	$1,126,914	$4,645,124	297.07%	$3,081,462
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	$218,522,269	$17,481,782	$48,235,908	$761,143	$1,604,059	$2,365,202	$50,601,111	289.45%	$33,119,329
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	$1,928,888	$154,311	$3,396	$6,529	$47,663	$54,193	$57,588	37.32%	($96,723)
		TOTAL	**$297,763,454**	**$23,821,076**	**$52,023,386**	**$964,162**	**$3,081,188**	**$4,045,350**	**$56,068,736**	**235.37%**	**$32,247,660**
EED	DOB	DIVISION OF BANKS	$211,044	$16,884	$20,197	$2,568	$18,749	$21,317	$41,514	245.88%	$24,630
EED	DOI	DIVISION OF INSURANCE	$707,830	$56,626	$160,843	$1,569	$11,455	$13,024	$173,867	307.04%	$117,241

EED	DOS	DIVISION OF STANDARDS	$37,841	$3,027	$0	$313	$2,281	$2,594	$2,594	85.69%	($433)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	$1,024,679	$81,974	$561,743	$10,020	$73,142	$83,162	$644,905	786.72%	$562,931
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	$2,914,544	$233,164	$4,175,582	$24,180	$176,512	$200,692	$4,376,274	1876.91%	$4,143,111
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	$169,072,595	$13,525,808	$15,889,248	$485,058	$832,796	$1,317,855	$17,207,102	127.22%	$3,681,295
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	$958,761	$76,701	$347,634	$6,738	$49,184	$55,921	$403,555	526.14%	$326,854
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	$45,423	$3,634	$3,772	$93	$679	$772	$4,544	125.05%	$910
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	$244	$19	$34	$33	$244	$278	$312	1600.62%	$292
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	$57,723	$4,618	$11,543	$751	$5,483	$6,235	$17,777	384.97%	$13,159
		TOTAL	**$175,030,683**	**$14,002,455**	**$21,170,594**	**$531,323**	**$1,170,527**	**$1,701,850**	**$22,872,445**	**163.35%**	**$8,869,990**
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	$4,736,078	$378,886	$60,853	$28,947	$211,308	$240,255	$301,109	79.47%	($77,778)
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	$403,868,065	$32,309,445	$13,133,897	$3,197,672	$1,495,344	$4,693,016	$17,826,913	55.18%	($14,482,532)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	$1,260,227,577	$100,818,206	$67,327,900	$6,385,260	$1,276,909	$7,662,169	$74,990,069	74.38%	($25,828,137)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	$348,775,522	$27,902,042	$44,918,023	$3,132,228	$5,094,624	$8,226,852	$53,144,876	190.47%	$25,242,834
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	$332,437,610	$26,595,009	$24,426,281	$1,473,857	$613,385	$2,087,242	$26,513,523	99.69%	($81,486)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	$61,747,072	$4,939,766	$4,899,438	$267,933	$482,203	$750,136	$5,649,575	114.37%	$709,809
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	$351,325,148	$28,106,012	$14,243,078	$927,090	$6,773,579	$7,700,669	$21,943,747	78.07%	($6,162,264)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	$374,312,650	$29,945,012	$36,101,030	$12,058,567	$17,342,104	$29,400,672	$65,501,702	218.74%	$35,556,690
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	$4,731,973	$378,558	($4,930)	$41,522	$302,512	$344,035	$339,104	89.58%	($39,454)
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	$11,562,355	$924,988	$59,467	$45,417	$48,541	$93,958	$153,425	16.59%	($771,564)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	$2,017,045	$161,364	$275	$857	$3,179	$4,036	$4,310	2.67%	($157,053)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	$68,327,189	$5,466,175	$4,061,648	$144,354	$745,428	$889,782	$4,951,431	90.58%	($514,744)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	$2,734,113	$218,729	$133,668	$1,184	$1,179	$2,362	$136,030	62.19%	($82,699)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	$253,655	$20,292	$439,319	$5,322	$16,775	$22,097	$461,416	2273.84%	$441,124
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	$22,811,980	$1,824,958	$699,231	$72,583	$118,081	$190,664	$889,895	48.76%	($935,063)
		TOTAL	**$3,249,868,032**	**$259,989,443**	**$210,499,180**	**$27,782,793**	**$34,525,152**	**$62,307,946**	**$272,807,125**	**104.93%**	**$12,817,683**
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	$1,280,325	$102,426	$12,030	$1,710	$12,480	$14,190	$26,220	25.60%	($76,206)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	$75,539,633	$6,043,171	$370,865	$1,274,960	$1,473,976	$2,748,937	$3,119,802	51.63%	($2,923,369)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	$625,700	$50,056	$0	$3,580	$26,137	$29,717	$29,717	59.37%	($20,339)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	$825,046	$66,004	$0	$7,027	$51,295	$58,322	$58,322	88.36%	($7,682)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	$13,270,414	$1,061,633	$1,163,346	$75,105	$548,258	$623,364	$1,786,710	168.30%	$725,076
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	$8,656,964	$692,557	$353,782	$24,087	$175,831	$199,918	$553,700	79.95%	($138,857)
ENV	FWE	DEPARTMENT OF FISH AND GAME	$7,436,629	$594,930	$72,087	$8,285	$60,476	$68,761	$140,848	23.67%	($454,082)
ENV	SRB	STATE RECLAMATION BOARD	$1,540,496	$123,240	$9,564	$4,864	$35,506	$40,370	$49,934	40.52%	($73,306)
		TOTAL	**$109,175,207**	**$8,734,017**	**$1,981,674**	**$1,399,618**	**$2,383,961**	**$3,783,579**	**$5,765,253**	**66.01%**	**($2,968,764)**

EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	$84,483,409	$6,758,673	$20,151,456	$124,552	$909,216	$1,033,768	$21,185,224	313.45%	$14,426,552
		TOTAL	**$84,483,409**	**$6,758,673**	**$20,151,456**	**$124,552**	**$909,216**	**$1,033,768**	**$21,185,224**	**313.45%**	**$14,426,552**
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	$84,241,798	$6,739,344	$2,864,816	$284,867	$2,079,493	$2,364,360	$5,229,176	77.59%	($1,510,167)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	$613,645	$49,092	$216,489	$4,792	$34,980	$39,772	$256,261	522.01%	$207,170
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	$1,851,100	$148,088	$37,866	$6,097	$44,506	$50,603	$88,469	59.74%	($59,619)
EPS	CME	CHIEF MEDICAL EXAMINER	$2,200,197	$176,016	$72,820	$13,948	$101,815	$115,763	$188,583	107.14%	$12,567
EPS	DFS	DEPARTMENT OF FIRE SERVICES	$4,335,603	$346,848	$42,887	$31,452	$229,594	$261,046	$303,933	87.63%	($42,915)
EPS	DOC	DEPARTMENT OF CORRECTION	$36,850,887	$2,948,071	$862,080	$256,944	$1,896,254	$2,153,198	$3,015,278	102.28%	$67,207
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	$19,100,915	$1,528,073	$7,409,730	$142,168	$987,635	$1,129,803	$8,539,533	558.84%	$7,011,460
EPS	MIL	MILITARY DIVISION	$13,218,753	$1,057,500	$315,368	$20,866	$152,321	$173,187	$488,555	46.20%	($568,945)
EPS	PAR	PAROLE BOARD	$1,154,927	$92,394	$11,994	$4,291	$31,205	$35,496	$47,491	51.40%	($44,904)
EPS	POL	DEPARTMENT OF STATE POLICE	$34,466,006	$2,757,280	$1,419,805	$185,019	$1,383,327	$1,568,345	$2,988,151	108.37%	$230,870
EPS	SOR	SEX OFFENDER REGISTRY	$347,713	$27,817	$357,970	$2,946	$21,509	$24,455	$382,426	1374.79%	$354,609
		TOTAL	**$198,381,544**	**$15,870,524**	**$13,611,825**	**$953,390**	**$6,962,640**	**$7,916,030**	**$21,527,855**	**135.65%**	**$5,657,332**
GOV	GOV	GOVERNORS OFFICE	$69,263	$5,541	$1,985	$818	$5,969	$6,786	$8,771	158.30%	$3,230
		TOTAL	**$69,263**	**$5,541**	**$1,985**	**$818**	**$5,969**	**$6,786**	**$8,771**	**158.30%**	**$3,230**
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	$62,787,839	$5,023,027	$10,669,579	$1,046,685	$5,789,346	$6,836,031	$17,505,610	348.51%	$12,482,583
		TOTAL	**$62,787,839**	**$5,023,027**	**$10,669,579**	**$1,046,685**	**$5,789,346**	**$6,836,031**	**$17,505,610**	**348.51%**	**$12,482,583**
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	$19,227,272	$1,538,182	$312,269	$0	$17,558	$17,558	$329,827	21.44%	($1,208,354)
		TOTAL	**$19,227,272**	**$1,538,182**	**$312,269**	**$0**	**$17,558**	**$17,558**	**$329,827**	**21.44%**	**($1,208,354)**
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	$5,627,772	$450,222	$281,367	$9,433	$68,857	$78,290	$359,657	79.88%	($90,565)
		TOTAL	**$5,627,772**	**$450,222**	**$281,367**	**$9,433**	**$68,857**	**$78,290**	**$359,657**	**79.88%**	**($90,565)**
MHA	MHA	MASSHOUSING	$12,190,310	$975,225	$639,854	$0	$0	$0	$639,854	65.61%	($335,371)
		TOTAL	**$12,190,310**	**$975,225**	**$639,854**	**$0**	**$0**	**$0**	**$639,854**	**65.61%**	**($335,371)**
		YEAR TO DATE GRAND TOTAL	**$5,758,538,348**	**$460,683,068**	**$370,035,844**	**$72,045,400**	**$63,866,353**	**$135,911,753**	**$505,947,597**	**109.83%**	**$45,264,529**

Appendix C: WBE Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	$8,981	$1,257	$264	$128	$367	$495	$759	60.38%	($498)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	$196,392	$27,495	$181,648	$1,403	$4,018	$5,421	$187,069	680.38%	$159,574
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	$27,549,472	$3,856,926	$5,826,476	$278,523	$797,391	$1,075,914	$6,902,390	178.96%	$3,045,464

ANF	ATB	APPELLATE TAX BOARD	$2,730	$382	$1,197	$55	$158	$213	$1,409	368.75%	$1,027
ANF	BSB	BUREAU OF THE STATE HOUSE	$1,154,095	$161,573	$15,262	$5,919	$49,605	$55,524	$70,786	43.81%	($90,787)
ANF	CSC	CIVIL SERVICE COMMISSION	$22,487	$3,148	$1,001	$286	$819	$1,106	$2,107	66.91%	($1,042)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	$185,050,162	$25,907,023	$14,920,198	$22,669,329	$808,434	$23,477,763	$38,397,961	148.21%	$12,490,939
ANF	DOR	DEPARTMENT OF REVENUE	$15,378,259	$2,152,956	$2,756,381	$149,421	$427,782	$577,203	$3,333,584	154.84%	$1,180,628
ANF	GIC	GROUP INSURANCE COMMISSION	$2,460,369	$344,452	$320,948	$14,369	$41,137	$55,506	$376,455	109.29%	$32,003
ANF	HRD	HUMAN RESOURCES DIVISION	$1,198,029	$167,724	$867,985	$22,190	$63,529	$85,719	$953,703	568.61%	$785,979
ANF	LIB	GEORGE FINGOLD LIBRARY	$7,632	$1,068	$0	$113	$325	$438	$438	41.02%	($630)
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	$31,697	$4,438	$603	$63	$181	$244	$847	19.09%	($3,591)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	$2,431,482	$340,408	$27,731	$35,795	$102,479	$138,274	$166,005	48.77%	($174,402)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	$993,264	$139,057	$121,881	$20,302	$58,123	$78,425	$200,306	144.05%	$61,249
ANF	TRB	TEACHERS RETIREMENT BOARD	$4,525,927	$633,630	$405,832	$17,050	$130,937	$147,987	$553,819	87.40%	($79,810)
		TOTAL	**$241,010,978**	**$33,741,537**	**$25,447,407**	**$23,214,949**	**$2,485,284**	**$25,700,233**	**$51,147,640**	**151.59%**	**$17,406,103**
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	$357,115	$49,996	$25,518	$8,547	$24,471	$33,018	$58,536	117.08%	$8,540
		TOTAL	**$357,115**	**$49,996**	**$25,518**	**$8,547**	**$24,471**	**$33,018**	**$58,536**	**117.08%**	**$8,540**
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	$634,871	$88,882	$111,798	$4,136	$11,840	$15,975	$127,773	143.76%	$38,891
		TOTAL	**$634,871**	**$88,882**	**$111,798**	**$4,136**	**$11,840**	**$15,975**	**$127,773**	**143.76%**	**$38,891**
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	$1,301,930,599	$182,270,284	$105,116,206	$76,924,157	$6,350,186	$83,274,344	$188,390,550	103.36%	$6,120,267
		TOTAL	**$1,301,930,599**	**$182,270,284**	**$105,116,206**	**$76,924,157**	**$6,350,186**	**$83,274,344**	**$188,390,550**	**103.36%**	**$6,120,267**
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	$57,766,531	$8,087,314	$2,374,152	$151,496	$462,738	$614,233	$2,988,386	36.95%	($5,098,929)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	$19,545,766	$2,736,407	$3,298,171	$341,816	$978,592	$1,320,407	$4,618,578	168.78%	$1,882,171
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	$218,522,269	$30,593,118	$40,715,498	$648,336	$3,280,746	$3,929,082	$44,644,580	145.93%	$14,051,463
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	$1,928,888	$270,044	$11,103	$16,438	$47,060	$63,497	$74,601	27.63%	($195,444)
		TOTAL	**$297,763,454**	**$41,686,884**	**$46,398,924**	**$1,158,085**	**$4,769,135**	**$5,927,220**	**$52,326,144**	**125.52%**	**$10,639,261**
EED	DOB	DIVISION OF BANKS	$211,044	$29,546	$18,904	$6,466	$18,511	$24,977	$43,881	148.52%	$14,335
EED	DOI	DIVISION OF INSURANCE	$707,830	$99,096	$163,085	$3,951	$11,310	$15,260	$178,346	179.97%	$79,250
EED	DOS	DIVISION OF STANDARDS	$37,841	$5,298	$0	$787	$2,253	$3,039	$3,039	57.37%	($2,258)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	$1,024,679	$143,455	$526,473	$25,225	$72,217	$97,441	$623,914	434.92%	$480,459
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	$2,914,544	$408,036	$118,284	$60,874	$174,278	$235,152	$353,436	86.62%	($54,600)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	$169,072,595	$23,670,163	$32,005,136	$747,531	$2,757,033	$3,504,564	$35,509,701	150.02%	$11,839,537
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	$958,761	$134,227	$398,202	$16,962	$48,561	$65,523	$463,725	345.48%	$329,499
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	$45,423	$6,359	$4,538	$234	$671	$905	$5,444	85.60%	($916)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	$244	$34	$0	$84	$241	$326	$326	954.80%	$291
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	$57,723	$8,081	$5,628	$1,891	$5,414	$7,305	$12,933	160.04%	$4,852
		TOTAL	**$175,030,683**	**$24,504,296**	**$33,240,252**	**$864,005**	**$3,090,488**	**$3,954,493**	**$37,194,745**	**151.79%**	**$12,690,449**
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	$4,736,078	$663,051	$277,239	$72,874	$208,633	$281,508	$558,746	84.27%	($104,304)
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	$403,868,065	$56,541,529	$110,781,487	$2,461,105	$5,297,736	$7,758,841	$118,540,328	209.65%	$61,998,799
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	$1,260,227,577	$176,431,861	$245,648,025	$1,269,540	$13,818,645	$15,088,184	$260,736,209	147.78%	$84,304,348
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	$348,775,522	$48,828,573	$89,886,180	$2,896,060	$18,504,001	$21,400,060	$111,286,241	227.91%	$62,457,668
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	$332,437,610	$46,541,265	$62,543,160	$986,365	$2,204,010	$3,190,375	$65,733,534	141.24%	$19,192,269
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	$61,747,072	$8,644,590	$18,788,101	$632,892	$618,862	$1,251,754	$20,039,854	231.82%	$11,395,264
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	$351,325,148	$49,185,521	$36,281,793	$2,345,298	$6,683,412	$9,028,710	$45,310,503	92.12%	($3,875,018)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	$374,312,650	$52,403,771	$20,959,607	$38,752,605	$2,244,454	$40,997,059	$61,956,665	118.23%	$9,552,894
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	$4,731,973	$662,476	$2,724,950	$104,328	$298,837	$403,165	$3,128,115	472.19%	$2,465,639
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	$11,562,355	$1,618,730	$1,903,885	$19,762	$152,976	$172,738	$2,076,624	128.29%	$457,894
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	$2,017,045	$282,386	$1,234,816	$1,096	$12,209	$13,306	$1,248,121	441.99%	$965,735
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	$68,327,189	$9,565,807	$5,425,657	$278,690	$1,051,281	$1,329,970	$6,755,628	70.62%	($2,810,179)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	$2,734,113	$382,776	$38,836	$2,634	$132,773	$135,407	$174,243	45.52%	($208,533)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	$253,655	$35,512	$64,311	$5,785	$127,474	$133,259	$197,570	556.35%	$162,058
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	$22,811,980	$3,193,677	$2,264,300	$129,481	$303,448	$432,929	$2,697,229	84.46%	($496,448)
		TOTAL	**$3,249,868,032**	**$454,981,524**	**$598,822,346**	**$49,958,514**	**$51,658,750**	**$101,617,264**	**$700,439,610**	**153.95%**	**$245,458,086**
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	$1,280,325	$179,245	$24,275	$4,304	$12,322	$16,627	$40,901	22.82%	($138,344)
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	$75,539,633	$10,575,549	$5,627,332	$1,956,568	$1,455,317	$3,411,885	$9,039,217	85.47%	($1,536,331)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	$625,700	$87,598	$56,054	$9,014	$25,806	$34,820	$90,873	103.74%	$3,275
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	$825,046	$115,506	$1,124	$17,690	$50,646	$68,336	$69,460	60.14%	($46,046)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	$13,270,414	$1,857,858	$3,112,063	$189,079	$541,318	$730,397	$3,842,459	206.82%	$1,984,601
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	$8,656,964	$1,211,975	$496,833	$60,639	$173,605	$234,244	$731,077	60.32%	($480,897)
ENV	FWE	DEPARTMENT OF FISH AND GAME	$7,436,629	$1,041,128	$2,029,655	$20,856	$59,710	$80,567	$2,110,222	202.69%	$1,069,094
ENV	SRB	STATE RECLAMATION BOARD	$1,540,496	$215,669	$23,481	$12,245	$35,057	$47,302	$70,783	32.82%	($144,887)

		TOTAL	**$109,175,207**	**$15,284,529**	**$11,370,816**	**$2,270,396**	**$2,353,782**	**$4,624,178**	**$15,994,993**	**104.65%**	**$710,465**
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	$84,483,409	$11,827,677	$25,802,555	$313,563	$897,706	$1,211,268	$27,013,823	228.39%	$15,186,146
		TOTAL	**$84,483,409**	**$11,827,677**	**$25,802,555**	**$313,563**	**$897,706**	**$1,211,268**	**$27,013,823**	**228.39%**	**$15,186,146**
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	$84,241,798	$11,793,852	$30,399	$717,158	$2,053,169	$2,770,327	$2,800,726	23.75%	($8,993,126)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	$613,645	$85,910	$47,833	$12,064	$34,538	$46,601	$94,434	109.92%	$8,524
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	$1,851,100	$259,154	$37,287	$15,349	$43,943	$59,291	$96,578	37.27%	($162,576)
EPS	CME	CHIEF MEDICAL EXAMINER	$2,200,197	$308,028	$64,476	$35,113	$100,526	$135,640	$200,115	64.97%	($107,912)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	$4,335,603	$606,984	$242,915	$79,181	$226,688	$305,868	$548,784	90.41%	($58,201)
EPS	DOC	DEPARTMENT OF CORRECTION	$36,850,887	$5,159,124	$2,416,643	$647,116	$4,764,829	$5,411,945	$7,828,588	151.74%	$2,669,464
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	$19,100,915	$2,674,128	$2,892,449	$340,958	$984,932	$1,325,890	$4,218,338	157.75%	$1,544,210
EPS	MIL	MILITARY DIVISION	$13,218,753	$1,850,625	$1,252,287	$52,531	$150,393	$202,924	$1,455,211	78.63%	($395,414)
EPS	PAR	PAROLE BOARD	$1,154,927	$161,690	$73,842	$10,762	$30,810	$41,572	$115,414	71.38%	($46,276)
EPS	POL	DEPARTMENT OF STATE POLICE	$34,466,006	$4,825,241	$1,955,968	$465,789	$2,303,660	$2,769,449	$4,725,417	97.93%	($99,824)
EPS	SOR	SEX OFFENDER REGISTRY	$347,713	$48,680	$5,401	$7,418	$21,237	$28,655	$34,056	69.96%	($14,624)
		TOTAL	**$198,381,544**	**$27,773,416**	**$9,019,500**	**$2,383,437**	**$10,714,724**	**$13,098,161**	**$22,117,662**	**79.64%**	**($5,655,755)**
GOV	GOV	GOVERNORS OFFICE	$69,263	$9,697	$1,985	$2,058	$5,893	$7,952	$9,937	102.47%	$240
		TOTAL	**$69,263**	**$9,697**	**$1,985**	**$2,058**	**$5,893**	**$7,952**	**$9,937**	**102.47%**	**$240**
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	$62,787,839	$8,790,298	$6,715,097	$1,856,333	$9,899,595	$11,755,927	$18,471,024	210.13%	$9,680,727
		TOTAL	**$62,787,839**	**$8,790,298**	**$6,715,097**	**$1,856,333**	**$9,899,595**	**$11,755,927**	**$18,471,024**	**210.13%**	**$9,680,727**
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	$19,227,272	$2,691,818	$841,408	$0	$14,164	$14,164	$855,572	31.78%	($1,836,246)
		TOTAL	**$19,227,272**	**$2,691,818**	**$841,408**	**$0**	**$14,164**	**$14,164**	**$855,572**	**31.78%**	**($1,836,246)**
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	$5,627,772	$787,888	$297,058	$23,747	$67,985	$91,732	$388,790	49.35%	($399,098)
		TOTAL	**$5,627,772**	**$787,888**	**$297,058**	**$23,747**	**$67,985**	**$91,732**	**$388,790**	**49.35%**	**($399,098)**
MHA	MHA	MASSHOUSING	$12,190,310	$1,706,643	$883,187	$0	$0	$0	$883,187	51.75%	($823,457)
		TOTAL	**$12,190,310**	**$1,706,643**	**$883,187**	**$0**	**$0**	**$0**	**$883,187**	**51.75%**	**($823,457)**
		YEAR TO DATE GRAND TOTAL	**$5,758,538,348**	**$806,195,369**	**$864,094,058**	**$158,981,928**	**$92,344,002**	**$251,325,930**	**$1,115,419,988**	**138.36%**	**$309,224,619**

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

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	$8,981	$269	$0	$6	$155	$161	$161	59.75%	($108)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	$196,392	$5,892	$0	$63	$1,701	$1,764	$1,764	29.94%	($4,128)
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	$27,549,472	$826,484	$0	$12,525	$337,519	$350,044	$350,044	42.35%	($476,440)
ANF	ATB	APPELLATE TAX BOARD	$2,730	$82	$0	$2	$67	$69	$69	84.50%	($13)
ANF	BSB	BUREAU OF THE STATE HOUSE	$1,154,095	$34,623	$0	$266	$7,173	$7,439	$7,439	21.49%	($27,184)
ANF	CSC	CIVIL SERVICE COMMISSION	$22,487	$675	$0	$13	$347	$360	$360	53.33%	($315)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	$185,050,162	$5,551,505	$27,276,580	$5,892,489	$342,194	$6,234,682	$33,511,262	603.64%	$27,959,757
ANF	DOR	DEPARTMENT OF REVENUE	$15,378,259	$461,348	$0	$6,719	$181,071	$187,790	$187,790	40.70%	($273,557)
ANF	GIC	GROUP INSURANCE COMMISSION	$2,460,369	$73,811	$0	$646	$17,413	$18,059	$18,059	24.47%	($55,752)
ANF	HRD	HUMAN RESOURCES DIVISION	$1,198,029	$35,941	$7,298	$998	$26,890	$27,888	$35,186	97.90%	($755)
ANF	LIB	GEORGE FINGOLD LIBRARY	$7,632	$229	$0	$5	$137	$143	$143	62.28%	($86)
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	$31,697	$951	$0	$3	$76	$79	$79	8.34%	($872)

ANF	OSD	DIVISION OF OPERATIONAL SERVICES	$2,431,482	$72,944	$0	$1,610	$43,377	$44,987	$44,987	61.67%	($27,958)
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	$993,264	$29,798	$1,425	$913	$24,602	$25,515	$26,940	90.41%	($2,858)
ANF	TRB	TEACHERS RETIREMENT BOARD	$4,525,927	$135,778	$0	$767	$20,661	$21,428	$21,428	15.78%	($114,350)
		TOTAL	**$241,010,978**	**$7,230,329**	**$27,285,303**	**$5,917,024**	**$1,003,384**	**$6,920,409**	**$34,205,711**	**473.09%**	**$26,975,382**
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	$357,115	$10,713	$0	$384	$10,358	$10,742	$10,742	100.27%	$29
		TOTAL	**$357,115**	**$10,713**	**$0**	**$384**	**$10,358**	**$10,742**	**$10,742**	**100.27%**	**$29**
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	$634,871	$19,046	$0	$186	$5,012	$5,198	$5,198	27.29%	($13,849)
		TOTAL	**$634,871**	**$19,046**	**$0**	**$186**	**$5,012**	**$5,198**	**$5,198**	**27.29%**	**($13,849)**
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	$1,301,930,599	$39,057,918	$712,030	$915,010	$2,687,904	$3,602,914	$4,314,944	11.05%	($34,742,974)
		TOTAL	**$1,301,930,599**	**$39,057,918**	**$712,030**	**$915,010**	**$2,687,904**	**$3,602,914**	**$4,314,944**	**11.05%**	**($34,742,974)**
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	$57,766,531	$1,732,996	$0	$6,798	$183,186	$189,984	$189,984	10.96%	($1,543,012)
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	$19,545,766	$586,373	$281,326	$15,371	$414,218	$429,589	$710,915	121.24%	$124,542
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	$218,522,269	$6,555,668	$133	$23,099	$644,146	$667,245	$667,378	10.18%	($5,888,290)
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	$1,928,888	$57,867	$0	$739	$19,919	$20,659	$20,659	35.70%	($37,208)
		TOTAL	**$297,763,454**	**$8,932,904**	**$281,459**	**$46,007**	**$1,261,469**	**$1,307,476**	**$1,588,936**	**17.79%**	**($7,343,968)**
EED	DOB	DIVISION OF BANKS	$211,044	$6,331	$0	$291	$7,835	$8,126	$8,126	128.35%	$1,795
EED	DOI	DIVISION OF INSURANCE	$707,830	$21,235	$0	$178	$4,787	$4,965	$4,965	23.38%	($16,270)
EED	DOS	DIVISION OF STANDARDS	$37,841	$1,135	$0	$35	$953	$989	$989	87.10%	($146)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	$1,024,679	$30,740	$0	$1,134	$30,568	$31,702	$31,702	103.13%	$962
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	$2,914,544	$87,436	$0	$2,737	$73,768	$76,506	$76,506	87.50%	($10,931)
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	$169,072,595	$5,072,178	$0	$7,423	$204,415	$211,839	$211,839	4.18%	($4,860,339)
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	$958,761	$28,763	$0	$763	$20,555	$21,318	$21,318	74.12%	($7,445)
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	$45,423	$1,363	$0	$11	$284	$294	$294	21.61%	($1,068)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	$244	$7	$0	$4	$102	$106	$106	1449.66%	$99
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	$57,723	$1,732	$0	$85	$2,292	$2,377	$2,377	137.24%	$645
		TOTAL	**$175,030,683**	**$5,250,920**	**$0**	**$12,661**	**$345,560**	**$358,221**	**$358,221**	**6.82%**	**($4,892,700)**
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	$4,736,078	$142,082	$4,810	$3,277	$88,310	$91,587	$96,398	67.85%	($45,685)
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	$403,868,065	$12,116,042	$218,991	$9,673	$279,947	$289,620	$508,611	4.20%	($11,607,431)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	$1,260,227,577	$37,806,827	$191,094	$13,615	$414,372	$427,986	$619,080	1.64%	($37,187,747)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	$348,775,522	$10,463,266	$1,293,320	$73,197	$1,982,205	$2,055,402	$3,348,722	32.00%	($7,114,544)
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	$332,437,610	$9,973,128	$0	$2,743	$104,435	$107,178	$107,178	1.07%	($9,865,950)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	$61,747,072	$1,852,412	$82,677	$3,986	$112,403	$116,389	$199,066	10.75%	($1,653,346)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	$351,325,148	$10,539,754	$942,976	$104,954	$2,828,314	$2,933,268	$3,876,244	36.78%	($6,663,511)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	$374,312,650	$11,229,379	$0	$31	$845	$877	$877	0.01%	($11,228,503)

EHS	HLY	SOLDIERS' HOME IN HOLYOKE	$4,731,973	$141,959	$8,542	$4,691	$126,439	$131,131	$139,673	98.39%	($2,286)
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	$11,562,355	$346,871	$0	$751	$20,249	$21,001	$21,001	6.05%	($325,870)
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	$2,017,045	$60,511	$0	$49	$1,328	$1,378	$1,378	2.28%	($59,134)
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	$68,327,189	$2,049,816	$0	$9,877	$268,792	$278,669	$278,669	13.59%	($1,771,147)
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	$2,734,113	$82,023	$0	$11	$293	$304	$304	0.37%	($81,720)
EHS	VET	DEPARTMENT OF VETERANS SERVICES	$253,655	$7,610	$9,803	$260	$7,010	$7,271	$17,073	224.36%	$9,463
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	$22,811,980	$684,359	$0	$1,823	$49,640	$51,463	$51,463	7.52%	($632,896)
		TOTAL	**$3,249,868,032**	**$97,496,041**	**$2,752,213**	**$228,940**	**$6,284,584**	**$6,513,524**	**$9,265,736**	**9.50%**	**($88,230,305)**
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	$1,280,325	$38,410	$38,404	$194	$5,216	$5,409	$43,813	114.07%	$5,404
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	$75,539,633	$2,266,189	$140,333	$65,058	$616,006	$681,063	$821,397	36.25%	($1,444,792)
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	$625,700	$18,771	$0	$405	$10,923	$11,328	$11,328	60.35%	($7,443)
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	$825,046	$24,751	$0	$796	$21,437	$22,233	$22,233	89.82%	($2,519)
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	$13,270,414	$398,112	$54,619	$8,503	$229,129	$237,631	$292,251	73.41%	($105,862)
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	$8,656,964	$259,709	$660,609	$2,727	$73,484	$76,210	$736,819	283.71%	$477,111
ENV	FWE	DEPARTMENT OF FISH AND GAME	$7,436,629	$223,099	$115,450	$938	$25,274	$26,212	$141,662	63.50%	($81,437)
ENV	SRB	STATE RECLAMATION BOARD	$1,540,496	$46,215	$113	$551	$14,839	$15,390	$15,502	33.54%	($30,713)
		TOTAL	**$109,175,207**	**$3,275,256**	**$1,009,528**	**$79,170**	**$996,308**	**$1,075,478**	**$2,085,006**	**63.66%**	**($1,190,251)**
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	$84,483,409	$2,534,502	$1,539,160	$14,100	$379,981	$394,081	$1,933,241	76.28%	($601,261)
		TOTAL	**$84,483,409**	**$2,534,502**	**$1,539,160**	**$14,100**	**$379,981**	**$394,081**	**$1,933,241**	**76.28%**	**($601,261)**
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	$84,241,798	$2,527,254	$4,002	$32,250	$869,064	$901,314	$905,316	35.82%	($1,621,938)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	$613,645	$18,409	$0	$542	$14,619	$15,162	$15,162	82.36%	($3,248)
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	$1,851,100	$55,533	$0	$690	$18,600	$19,290	$19,290	34.74%	($36,243)
EPS	CME	CHIEF MEDICAL EXAMINER	$2,200,197	$66,006	$19,996	$1,579	$42,551	$44,130	$64,126	97.15%	($1,880)
EPS	DFS	DEPARTMENT OF FIRE SERVICES	$4,335,603	$130,068	$0	$3,561	$95,952	$99,513	$99,513	76.51%	($30,555)
EPS	DOC	DEPARTMENT OF CORRECTION	$36,850,887	$1,105,527	$992,139	$29,088	$785,532	$814,621	$1,806,759	163.43%	$701,233
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	$19,100,915	$573,027	$124,994	$15,317	$412,754	$428,070	$553,064	96.52%	($19,963)
EPS	MIL	MILITARY DIVISION	$13,218,753	$396,563	$1,221,631	$2,362	$63,658	$66,020	$1,287,652	324.70%	$891,089
EPS	PAR	PAROLE BOARD	$1,154,927	$34,648	$0	$484	$13,041	$13,525	$13,525	39.04%	($21,123)
EPS	POL	DEPARTMENT OF STATE POLICE	$34,466,006	$1,033,980	$2,156,443	$20,946	$651,679	$672,625	$2,829,069	273.61%	$1,795,088
EPS	SOR	SEX OFFENDER REGISTRY	$347,713	$10,431	$0	$334	$8,989	$9,323	$9,323	89.37%	($1,109)
		TOTAL	**$198,381,544**	**$5,951,446**	**$4,519,205**	**$107,152**	**$2,976,440**	**$3,083,593**	**$7,602,798**	**127.75%**	**$1,651,352**
GOV	GOV	GOVERNORS OFFICE	$69,263	$2,078	$0	$93	$2,494	$2,587	$2,587	124.50%	$509
		TOTAL	**$69,263**	**$2,078**	**$0**	**$93**	**$2,494**	**$2,587**	**$2,587**	**124.50%**	**$509**
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	$62,787,839	$1,883,635	$116,956	$258,888	$2,285,839	$2,544,728	$2,661,684	141.31%	$778,049

		TOTAL	**$62,787,839**	**$1,883,635**	**$116,956**	**$258,888**	**$2,285,839**	**$2,544,728**	**$2,661,684**	**141.31%**	**$778,049**
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	$19,227,272	$576,818	$0	$0	$0	$0	$0	0.00%	($576,818)
		TOTAL	**$19,227,272**	**$576,818**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**	**($576,818)**
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	$5,627,772	$168,833	$21,947	$1,068	$28,777	$29,845	$51,792	30.68%	($117,041)
		TOTAL	**$5,627,772**	**$168,833**	**$21,947**	**$1,068**	**$28,777**	**$29,845**	**$51,792**	**30.68%**	**($117,041)**
MHA	MHA	MASSHOUSING	$12,190,310	$365,709	$262,092	$0	$0	$0	$262,092	71.67%	($103,617)
		TOTAL	**$12,190,310**	**$365,709**	**$262,092**	**$0**	**$0**	**$0**	**$262,092**	**71.67%**	**($103,617)**
		YEAR TO DATE GRAND TOTAL	**$5,758,538,348**	**$172,756,150**	**$38,499,893**	**$7,580,684**	**$18,268,110**	**$25,848,794**	**$64,348,687**	**37.25%**	**($108,407,463)**

Appendix E: SBPP Spending by Program Participant

Secretariat Code	Agency Code	Department Name	Discretionary Budget	Benchmark	Direct Spending	Indirect Spending: Subcontracting	Indirect Spending: Ancillary	Indirect Spending	Total Spending	% Benchmark Met	Variance from Benchmark
ANF	ADD	DEVELOPMENTAL DISABILITIES COUNCIL	$8,981	$296	$264	$0	$0	$0	$264	89.19%	($32)
ANF	ALA	ADMINISTRATIVE LAW APPEALS DIVISION	$196,392	$6,481	$185,862	$0	$0	$0	$185,862	2867.83%	$179,381
ANF	ANF	EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	$27,549,472	$909,133	$802,377	$0	$0	$0	$802,377	88.26%	($106,756)
ANF	ATB	APPELLATE TAX BOARD	$2,730	$90	$0	$0	$0	$0	$0	0.00%	($90)
ANF	BSB	BUREAU OF THE STATE HOUSE	$1,154,095	$38,085	$56,635	$0	$0	$0	$56,635	148.71%	$18,550
ANF	CSC	CIVIL SERVICE COMMISSION	$22,487	$742	$0	$0	$0	$0	$0	0.00%	($742)
ANF	DCP	CAPITAL ASSET MANAGEMENT AND MAINTENANCE DIVISION	$185,050,162	$6,106,655	$7,927,162	$0	$0	$0	$7,927,162	129.81%	$1,820,507
ANF	DOR	DEPARTMENT OF REVENUE	$15,378,259	$507,483	$252,195	$0	$0	$0	$252,195	49.70%	($255,287)
ANF	GIC	GROUP INSURANCE COMMISSION	$2,460,369	$81,192	$192	$0	$0	$0	$192	0.24%	($81,000)
ANF	HRD	HUMAN RESOURCES DIVISION	$1,198,029	$39,535	$80,819	$0	$0	$0	$80,819	204.42%	$41,284
ANF	LIB	GEORGE FINGOLD LIBRARY	$7,632	$252	$243	$0	$0	$0	$243	96.29%	($9)
ANF	OHA	MASSACHUSETTS OFFICE ON DISABILITY	$31,697	$1,046	$96	$0	$0	$0	$96	9.18%	($950)
ANF	OSD	DIVISION OF OPERATIONAL SERVICES	$2,431,482	$80,239	$86,493	$0	$0	$0	$86,493	107.79%	$6,254
ANF	PER	PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION	$993,264	$32,778	$450	$0	$0	$0	$450	1.37%	($32,328)
ANF	TRB	TEACHERS RETIREMENT BOARD	$4,525,927	$149,356	$10,544	$0	$0	$0	$10,544	7.06%	($138,812)
		TOTAL	**$241,010,978**	**$7,953,362**	**$9,403,332**	**$0**	**$0**	**$0**	**$9,403,332**	**118.23%**	**$1,449,969**
CAD	CAD	COMMISSION AGAINST DISCRIMINATION	$357,115	$11,785	$6,962	$0	$0	$0	$6,962	59.08%	($4,823)

		TOTAL	**$357,115**	**$11,785**	**$6,962**	**$0**	**$0**	**$0**	**$6,962**	**59.08%**	**($4,823)**
DAC	DAC	DISABLED PERSONS PROTECTION COMMISSION	$634,871	$20,951	$157,855	$0	$0	$0	$157,855	753.46%	$136,904
		TOTAL	**$634,871**	**$20,951**	**$157,855**	**$0**	**$0**	**$0**	**$157,855**	**753.46%**	**$136,904**
DOT	DOT	MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	$1,301,930,599	$42,963,710	$38,536,020	$0	$0	$0	$38,536,020	89.69%	($4,427,690)
		TOTAL	**$1,301,930,599**	**$42,963,710**	**$38,536,020**	**$0**	**$0**	**$0**	**$38,536,020**	**89.69%**	**($4,427,690)**
EDU	DOE	DEPARTMENT OF ELEMENTARY & SECONDARY EDUCATION	$57,766,531	$1,906,296	$2,566,122	$0	$0	$0	$2,566,122	134.61%	$659,827
EDU	EDU	EXECUTIVE OFFICE OF EDUCATION	$19,545,766	$645,010	$769,176	$0	$0	$0	$769,176	119.25%	$124,166
EDU	EEC	DEPARTMENT OF EARLY EDUCATION & CARE	$218,522,269	$7,211,235	$30,385,899	$0	$0	$0	$30,385,899	421.37%	$23,174,664
EDU	RGT	DEPARTMENT OF HIGHER EDUCATION	$1,928,888	$63,653	$2,614	$0	$0	$0	$2,614	4.11%	($61,040)
		TOTAL	**$297,763,454**	**$9,826,194**	**$33,723,812**	**$0**	**$0**	**$0**	**$33,723,812**	**343.20%**	**$23,897,618**
EED	DOB	DIVISION OF BANKS	$211,044	$6,964	$1,626	$0	$0	$0	$1,626	23.34%	($5,339)
EED	DOI	DIVISION OF INSURANCE	$707,830	$23,358	$155,950	$0	$0	$0	$155,950	667.64%	$132,592
EED	DOS	DIVISION OF STANDARDS	$37,841	$1,249	$0	$0	$0	$0	$0	0.00%	($1,249)
EED	EED	EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	$1,024,679	$33,814	$0	$0	$0	$0	$0	0.00%	($33,814)
EED	MMP	MASSACHUSETTS MARKETING PARTNERSHIP	$2,914,544	$96,180	$114,803	$0	$0	$0	$114,803	119.36%	$18,623
EED	OCD	DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	$169,072,595	$5,579,396	$28,676,167	$0	$0	$0	$28,676,167	513.97%	$23,096,771
EED	REG	DIVISION OF PROFESSIONAL LICENSURE	$958,761	$31,639	$34,731	$0	$0	$0	$34,731	109.77%	$3,092
EED	SCA	OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION	$45,423	$1,499	$0	$0	$0	$0	$0	0.00%	($1,499)
EED	SEA	DEPARTMENT OF BUSINESS AND TECHNOLOGY	$244	$8	$34	$0	$0	$0	$34	423.20%	$26
EED	TAC	DEPARTMENT OF TELECOMMUNICATION AND CABLE	$57,723	$1,905	$3,135	$0	$0	$0	$3,135	164.56%	$1,230
		TOTAL	**$175,030,683**	**$5,776,013**	**$28,986,446**	**$0**	**$0**	**$0**	**$28,986,446**	**501.84%**	**$23,210,433**
EHS	CHE	SOLDIERS' HOME IN MASSACHUSETTS	$4,736,078	$156,291	$368,047	$0	$0	$0	$368,047	235.49%	$211,757
EHS	DMH	DEPARTMENT OF MENTAL HEALTH	$403,868,065	$13,327,646	$7,731,606	$0	$0	$0	$7,731,606	58.01%	($5,596,040)
EHS	DMR	DEPARTMENT OF DEVELOPMENTAL SERVICES	$1,260,227,577	$41,587,510	$27,598,486	$0	$0	$0	$27,598,486	66.36%	($13,989,024)
EHS	DPH	DEPARTMENT OF PUBLIC HEALTH	$348,775,522	$11,509,592	$30,425,782	$0	$0	$0	$30,425,782	264.35%	$18,916,190
EHS	DSS	DEPARTMENT OF CHILDREN AND FAMILIES	$332,437,610	$10,970,441	$3,173,207	$0	$0	$0	$3,173,207	28.93%	($7,797,234)
EHS	DYS	DEPARTMENT OF YOUTH SERVICES	$61,747,072	$2,037,653	$617,100	$0	$0	$0	$617,100	30.28%	($1,420,553)
EHS	EHS	EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	$351,325,148	$11,593,730	$9,238,852	$0	$0	$0	$9,238,852	79.69%	($2,354,878)
EHS	ELD	DEPARTMENT OF ELDER AFFAIRS	$374,312,650	$12,352,317	$12,877,523	$0	$0	$0	$12,877,523	104.25%	$525,206
EHS	HLY	SOLDIERS' HOME IN HOLYOKE	$4,731,973	$156,155	$488,840	$0	$0	$0	$488,840	313.05%	$332,685
EHS	MCB	MASSACHUSETTS COMMISSION FOR THE BLIND	$11,562,355	$381,558	$1,331,112	$0	$0	$0	$1,331,112	348.86%	$949,555
EHS	MCD	COMMISSION FOR THE DEAF AND HARD OF HEARING	$2,017,045	$66,562	$175,323	$0	$0	$0	$175,323	263.40%	$108,761
EHS	MRC	MASSACHUSETTS REHABILITATION COMMISSION	$68,327,189	$2,254,797	$9,004,644	$0	$0	$0	$9,004,644	399.35%	$6,749,847
EHS	ORI	OFFICE FOR REFUGEES AND IMMIGRANTS	$2,734,113	$90,226	$222,783	$0	$0	$0	$222,783	246.92%	$132,557

EHS	VET	DEPARTMENT OF VETERANS SERVICES	$253,655	$8,371	$423,593	$0	$0	$0	$423,593	5060.47%	$415,222
EHS	WEL	DEPARTMENT OF TRANSITIONAL ASSISTANCE	$22,811,980	$752,795	$2,657,872	$0	$0	$0	$2,657,872	353.07%	$1,905,076
		TOTAL	**$3,249,868,032**	**$107,245,645**	**$106,334,770**	**$0**	**$0**	**$0**	**$106,334,770**	**99.15%**	**($910,875)**
ENV	AGR	DEPARTMENT OF AGRICULTURAL RESOURCES	$1,280,325	$42,251	$155,154	$0	$0	$0	$155,154	367.22%	$112,903
ENV	DCR	DEPARTMENT OF CONSERVATION AND RECREATION	$75,539,633	$2,492,808	$9,549,963	$0	$0	$0	$9,549,963	383.10%	$7,057,155
ENV	DPU	DEPARTMENT OF PUBLIC UTILITIES	$625,700	$20,648	$82,143	$0	$0	$0	$82,143	397.82%	$61,495
ENV	ENE	DEPARTMENT OF ENERGY RESOURCES	$825,046	$27,227	$689,846	$0	$0	$0	$689,846	2533.73%	$662,620
ENV	ENV	EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	$13,270,414	$437,924	$651,977	$0	$0	$0	$651,977	148.88%	$214,053
ENV	EQE	DEPARTMENT OF ENVIRONMENTAL PROTECTION	$8,656,964	$285,680	$843,249	$0	$0	$0	$843,249	295.17%	$557,569
ENV	FWE	DEPARTMENT OF FISH AND GAME	$7,436,629	$245,409	$680,820	$0	$0	$0	$680,820	277.42%	$435,411
ENV	SRB	STATE RECLAMATION BOARD	$1,540,496	$50,836	$2,987	$0	$0	$0	$2,987	5.88%	($47,849)
		TOTAL	**$109,175,207**	**$3,602,782**	**$12,656,137**	**$0**	**$0**	**$0**	**$12,656,137**	**351.29%**	**$9,053,356**
EOL	EOL	DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT	$84,483,409	$2,787,952	$660,592	$0	$0	$0	$660,592	23.69%	($2,127,361)
		TOTAL	**$84,483,409**	**$2,787,952**	**$660,592**	**$0**	**$0**	**$0**	**$660,592**	**23.69%**	**($2,127,361)**
EPS	CDA	EMERGENCY MANAGEMENT AGENCY	$84,241,798	$2,779,979	$316,772	$0	$0	$0	$316,772	11.39%	($2,463,208)
EPS	CHS	CRIMINAL JUSTICE INFORMATION SERVICES DEPARTMENT	$613,645	$20,250	$534,499	$0	$0	$0	$534,499	2639.47%	$514,249
EPS	CJT	MUNICIPAL POLICE TRAINING COMMITTEE	$1,851,100	$61,086	$59,841	$0	$0	$0	$59,841	97.96%	($1,245)
EPS	CME	CHIEF MEDICAL EXAMINER	$2,200,197	$72,607	$298,988	$0	$0	$0	$298,988	411.79%	$226,381
EPS	DFS	DEPARTMENT OF FIRE SERVICES	$4,335,603	$143,075	$1,011,243	$0	$0	$0	$1,011,243	706.79%	$868,168
EPS	DOC	DEPARTMENT OF CORRECTION	$36,850,887	$1,216,079	$3,688,421	$0	$0	$0	$3,688,421	303.30%	$2,472,342
EPS	EPS	EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY	$19,100,915	$630,330	$1,059,365	$0	$0	$0	$1,059,365	168.07%	$429,034
EPS	MIL	MILITARY DIVISION	$13,218,753	$436,219	$2,168,165	$0	$0	$0	$2,168,165	497.04%	$1,731,946
EPS	PAR	PAROLE BOARD	$1,154,927	$38,113	$0	$0	$0	$0	$0	0.00%	($38,113)
EPS	POL	DEPARTMENT OF STATE POLICE	$34,466,006	$1,137,378	$3,437,497	$0	$0	$0	$3,437,497	302.23%	$2,300,119
EPS	SOR	SEX OFFENDER REGISTRY	$347,713	$11,475	$57,600	$0	$0	$0	$57,600	501.98%	$46,125
		TOTAL	**$198,381,544**	**$6,546,591**	**$12,632,390**	**$0**	**$0**	**$0**	**$12,632,390**	**192.96%**	**$6,085,799**
GOV	GOV	GOVERNORS OFFICE	$69,263	$2,286	$0	$0	$0	$0	$0	0.00%	($2,286)
		TOTAL	**$69,263**	**$2,286**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**	**($2,286)**
ITD	ITD	EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY	$62,787,839	$2,071,999	$5,709,412	$0	$0	$0	$5,709,412	275.55%	$3,637,414
		TOTAL	**$62,787,839**	**$2,071,999**	**$5,709,412**	**$0**	**$0**	**$0**	**$5,709,412**	**275.55%**	**$3,637,414**
MCCA	MCCA	MASSACHUSETTS CONVENTION CENTER AUTHORITY	$19,227,272	$634,500	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		TOTAL	**$19,227,272**	**$634,500**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
MGC	MGC	MASSACHUSETTS GAMING COMMISSION	$5,627,772	$185,716	$2,572,571	$0	$0	$0	$2,572,571	1385.21%	$2,386,854

		TOTAL	**$5,627,772**	**$185,716**	**$2,572,571**	**$0**	**$0**	**$0**	**$2,572,571**	**1385.21%**	**$2,386,854**
MHA	MHA	MASSHOUSING	$12,190,310	$402,280	N/A	N/A	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**	**N/A**	**N/A**
		YEAR TO DATE GRAND TOTAL	**$5,773,749,276**	**$190,533,726**	**$251,371,440**	**$0**	**$0**	**$0**	**$251,371,440**	**131.93%**	**$62,376,455**

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 FY2021, 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)
21ST CENTURY HOME CARE INC (MBE, WBE, SBPP)
3LPLACE INC (SBPP)
495 TRUCK & AUTO RECYLCLERS (SBPP)
908 DEVICES INC. (SBPP)
A & D COLD STORAGE, INC. (SBPP)
A & E ENVIRONMENTAL INC (WBE, SBPP)
A BOILARD SONS INC (SBPP)
A M APPRAISAL ASSOCIATES, INC (SBPP)
A PLUS CONSTRUCTION SERVICES CORP (SBPP)
A PRIME HANDLING INC (SBPP)
A R BELLI INC (WBE)
A W GIFFORD INC (SBPP)
A-1 BATTERY & ELECTRIC INC (SBPP)
A1 DATASHRED, LLC (WBE)
AARON POSNIK & CO INC (SBPP)
ABBEY RD HOME CARE SERVICES INC (WBE, SBPP)
ABIDE INC (WBE)
AC & R SUPPLY CO (SBPP)
ACCELARE INC (SBPP)
ACCENT BANNER LLC (WBE)
ACCESS INVESTIGATIONS INC (SBPP)
ACCUFILE INC (SBPP)
ACCURATE COURT REPORTING INC (SBPP)
ACE MEDICAL SERVICES INC (MBE)
ACE TEMPERATURE CONTROL (SBPP)
ACIRON CONSULTING INC (MBE)
ACK MARINE & GENERAL CONTRACTING LLC (WBE)
ACT LEASING INC (SBPP)
ACTION APPAREL INC. (SBPP)
ACTION FOR BOSTON COMMUNITY (MBE, WBE)
ACTION INC (SBPP)
ADAM GRAPHIC CORPORATION (WBE)
ADAM M MARTIN (SBPP)
ADAMS PLUMBING & HEATING, INC. (WBE)
ADAMSON INDUSTRIES CORP (WBE, SBPP)
ADAPTIVE SPORTS NEW ENGLAND (SBPP)
ADAPTIVISION INC (SBPP)
ADOLESCENT CONSULTATION (SBPP)
ADS ENVIRONMENTAL ENGINEERING, LLC (SBPP)
ADVANCE AIR & HEAT CO INC (WBE, SBPP)
ADVANCED ALARM SYSTEMS INC (SBPP)
ADVANCED PRESENTATION SYSTEMS INC (MBE, WBE)
ADVERTISING PRODUCTS CORP (WBE, SBPP)
AETNA CORPORATION (SBPP)
AHEARN EQUIPMENT INC (WBE)
AI ENGINEERS INC (MBE)
AIDS PROJECT WORCESTER INC (SBPP)
AIR CLEANING SPECIALISTS OF NE (SBPP)
AIR-MART INC (MBE)
ALAN P FAUTEUX (SBPP)
ALCO AUTO PARTS CO INC (SBPP)
ALDORE TETREAULT & SONS INC (WBE)
ALICE GRAHAM-BROWN (SBPP)
ALL COMM TECHNOLOGIES INC (SBPP)
ALL OUT ADVENTURES INC (SBPP)
ALL SPORTS HEROES UNIFORMS (WBE)
ALLEN & MAJOR ASSOCIATES INC. (SDVOBE, SBPP)
ALLIANCE DETECTIVE & SECURITY (WBE)
ALLIANCE HM CARE VSTG NURSE AGENCY (MBE, WBE, SBPP)
ALLIANCE IMAGING INC (SBPP)
ALLIED COLLISION CTR OF MIDDLE (SBPP)
ALLIED HOME HEALTH CARE INC (SBPP)
ALLSTATE FIRE EQUIPMENT INC (SBPP)
ALL-TECH ELECTRIC INC. (SBPP)
AMDA ENTERPRISES INC (WBE, SBPP)
AMERICAN CHINESE CHRISTIAN (MBE, SBPP)
AMERICAN DOCTORS ONLINE (SBPP)
AMERICAN ENVIRONMENTAL, INC. (MBE)
AMERICAN FIRE EQUIPMENT CO INC (SBPP)
AMERICAN MOVING & INSTALLATION INC (WBE)
AMERICAN PEST SOLUTIONS INC (SBPP)
AMERICAN SERVICE CO INC (SBPP)
AMERICAN SPORT FLOORS INC (SBPP)
AMERICAN TRANSMEDIA LLC (SBPP)
AMERICAN VETERANS TRUCKING, INC. (SDVOBE)
AMY E TRAMONTOZZI (SBPP)
AMY SOBEL (SBPP)
AMY WELLS (SBPP)
ANALYTICAL BALANCE CORP (SBPP)
ANDERSEN & SCOLARI INC (SBPP)
ANDREAS POLICE SUPPLY INC (WBE, SBPP)
ANDY RAMOS ELECTRIC LLC (SDVOBE, SBPP)
ANGELA M BENSON (SBPP)
ANN BEHA ARCHITECTS INC (MBE)
ANTONELLIS CONSTRUCTION INC (MBE, SBPP)
APC DEVELOPMENT GROUP, INC (VBE)
APEX HEALTHCARE SERVICES INC (WBE)
APOLLO SAFETY INC (VBE, SBPP)
APPLIED FORM + SPACE LLC (MBE)
APRIL J NATURALE (SBPP)
AQUATIC RESTORATION CONSULTING LLC (WBE)
AQUEDUCT TECHNOLOGIES INC (MBE)
ARCAND SALES & SERVICE INC (SBPP)
ARCHAEOLOGICAL & HISTORICAL SERVICES INC (WBE)
ARCHIPELAGO STRATEGIES GROUP INC (MBE, WBE, LGBTBE)
ARCHITECTURAL ENGINEERS INC (WBE)
ARCO WELDING SUPPLY CO INC (SBPP)
ARGUS COMMUNICATIONS INC (MBE)
ARMOR DOOR & LOCK INC (SBPP)
ARROW SECURITY CO. INC (SDVOBE)
ARTHUR T BROSNAN JR (SBPP)
ASAP FIRE & SAFETY CORP INC (SBPP)
ASIAN TASK FORCE AGAINST (MBE, WBE)
ASSABET MACK SERVICE INC (SBPP)
ASSOCIATED ELECTRIC MECH INC (WBE)
ASSOCIATION OF GOVERNMENT (SBPP)
ASSOCIATION OF HAITIAN WOMEN (SBPP)
ATANE ENGINEERS PC (MBE*)
ATKINSON CARPET INSTALLATION (WBE)
ATL CONST INC (SBPP)
ATLANTIC EQUIPMENT LLC (SBPP)
ATLANTIC HEARING CARE INC (SBPP)
ATLAS CONTRACTING INC (SBPP)
ATTENTIVE HOME CARE INC (MBE, WBE*, SBPP)
AUDIOLOGY & HEARING SOLUTIONS INC (SBPP)
AUGUST BUILDING ENTERPRISES (WBE)
AULSON CO INC (SDVOBE, SBPP)
AUTO BODY CLINIC (SBPP)
AVFX, INC. (SBPP)
AXIOM COLLABORATIVE INC (MBE, WBE)
AXIOM PARTNERS INC (SBPP)
AYALA LIVNY (SBPP)
B C CONSTRUCTION CO INC (SDVOBE)
B2B HOLDINGS INC (WBE, SBPP)
BANKS II QUAN ASSOCIATES (WBE, SBPP)
BANNER ENVIRONMENTAL SERVICES INC (WBE)
BARABARA KROL-SINCLAIR (SBPP)
BARBARA G JONES (SBPP)
BARGMANN HENDRIE & ARCHETYPE INC. (WBE)
BAY COLONY GROUP INC (VBE, SBPP)
BAY STATE ALARM SECURITY INC (SDVOBE)
BAY STATE BUILDING SPECIALTIES INC (SBPP)
BAY STATE ENVELOPE INC (WBE)
BAYADA HOME HEALTH CARE INC (SBPP)
BAYLINE INC (SBPP)
BAYSIDE ENGINEERING INC (SBPP)
BAYSTATE MOBILE VETERINARY SERVICES (SBPP)
BBE CORPORATION (WBE)
BC TENT & AWNING CO INC (SBPP)
BEAVERBROOK STEP INC (WBE)
BEHAVIORAL HEALTH NETWORK INC (WBE)
BELCHERTOWN AUTO PARTS INC (SBPP)
BELCHERTOWN DAY SCHOOL (SBPP)
BEME WATER SYSTEM SOL INC (SBPP)
BENCHMARK OFFICE SYSTEMS INC (WBE)
BENS UNIFORMS INC (SBPP)
BERKSHIRE AREA HEALTH (WBE, SBPP)
BERKSHIRE DIRECT MARKETING GROUP (SBPP)
BERKSHIRE FAMILY YOUNG MENS CHRSTN ASSOC (SBPP)
BERKSHIRE HILLS MUSIC ACADEMY (SBPP)
BERKSHIRE HOME CARE, INC (SBPP)
BERKSHIRE TRAINING AND EMPLOYMENT, INC. (SBPP)
BEST PAINT CORPORATION (SBPP)
BESTPRO CLEANING LLC (MBE, WBE, SBPP)
BETH KARON GOLDBERG (WBE)
BETTS PLUMBING & HEATING SUPPLY INC (WBE, SBPP)
BEVCO ASSOCIATES INC (MBE, WBE)
BEVERLY CHILDRENS LEARNING CTR INC (WBE, SBPP)
BIDDOCS ONLINE INC. (WBE, SBPP)
BIERMANN SERVICES INC (WBE)
BIG FOOT MOVING & STORAGE INC (SBPP)
BIGELOW NURSERIES INC (WBE)
BILL TOMPKINS CORP (WBE, VBE, SBPP)
BIOMARINE RESEARCH CORP (SBPP)
BLUE FLEET WELDING INC (SBPP)
BLUE SAGE CONSULTING INC (WBE)
BMCA INC (VBE, SBPP)
BOSHCO INC (SBPP)
BOSTON ALCOHOLISMAND SUBSTANCE (SBPP)
BOSTON ASIAN YOUTH ESSENTIAL (MBE)
BOSTON AUTOMATIC TIME CLOCK CO (SBPP)
BOSTON BENEFIT PARTNERS LLC (WBE*)
BOSTON BUSINESS PRINTING INC (SBPP)
BOSTON CHINATOWN NEIGHBORHOOD CENTER (MBE, SBPP)
BOSTON MAILING COMPANY INC (WBE)
BOSTON RESCUE MISSION INC (SBPP)
BOYDEN & PERRON GARAGE, INC (SBPP)
BOYS & GIRLS CLUB FAMILY CENTER, INC. (MBE)
BOYS & GIRLS CLUB OF (SBPP)
BOYS & GIRLS CLUBS OF METRO SOUTH (SBPP)
BOYS AND GIRLS CLUB OF GREATER LOWELL (SBPP)
BOYS AND GIRLS CLUBS OF METROWEST INC (SBPP)
BRAND COMPANY INC (SBPP)
BREDY NETWORK MANAGEMENT CORPORATION (MBE)
BRENNAN CONSULTING, INC. (WBE)
BRIECOR INC (SBPP)
BRIGHAM INDUSTRIES INC (WBE)
BRISTOL ELDER SERVICES INC (WBE)
BRITE-LITE ELEC CO INC (SBPP)
BROADSIDE BOOKSHOP INC (WBE, SBPP)
BROCKTON AREA MULTI-SERVS INC (MBE)
BROCKTON AREA WORKFORCE INVESTMENT (SBPP)
BROCKTON NEIGHBORHOOD HLTH CTR (WBE)
BRONNER GROUP LLC (WBE)
BROOKVIEW HOUSE INC (MBE)
BROWN RICHARDSON & ROWE INC (WBE)
BRUCE FORTUNATO (SBPP)
BRUNOS ROLLOFF INC (SBPP)
BRYAN HORCH (SBPP)
BRYANT ASSOCIATES INC (MBE)
BUILDERS SYSTEMS INC (SBPP)
BULLDOG FIRE APPARATUS (SBPP)
BURNELL CONTROLS INC (SBPP)
BUYER ADVERTISING INC (WBE)
C & A CONSTRUCTION CO (WBE)
C & C CONSULTING ENGINEERS LLC (MBE)
C & D SIGNS INC. (SBPP)
C A CROWLEY ENGINEERING INC (WBE)
C W DOUGLAS CO INC (SBPP)
C4 INNOVATIONS LLC (WBE)
CAIN 176 CORP (SBPP)
CAM OFFICE SERVICES INC (MBE, WBE)
CAMBRIDGE COMMUNITY CENTER INC (SBPP)
CAMBRIDGE COMPUTER SERVS INC (WBE)
CAMOSSE MASONRY SUPPLY INC (SBPP)
CAMPROMO PARTNERS LLC (SBPP)
CANDACE SAUNDERS (SBPP)
CAPACCIO ENVIRONMENTAL ENG INC (WBE, SBPP)
CAPE ANN TRANSPORT AUTHORITY (SBPP)
CAPE COD BATTERY INC (SBPP)
CAPE COD CHILDREN S PLACE INC (WBE)
CAPE COD DISPUTE RESOLUTION (SBPP)
CAPUANO PRIVATE HOME CARE INC (SBPP)
CARACAS CONSTRUCTION CORP (MBE)
CAREY AUTO INC (SBPP)
CARIBBEAN FOUND OF BOSTON INC (SBPP)
CARING HEALTH CENTER INC (MBE)
CARROLL COMMUNICATIONS GROUP LLC (SBPP)
CASA ESPERANZA INC. (MBE)
CASA MYRNA VAZQUEZ INC (WBE)
CASSIDY CORP. (SBPP)
CASUAL GOURMET INC (WBE)
CATHERINE M GALLAGHER (SBPP)
CATHERINE RAHILLY-TIERNEY MD (WBE*)
CAUSEMEDIA INC (MBE, WBE)
CAVALIER COACH CORP (WBE)
CAVENDISH SCOTT EAST INC (SBPP)
CDS CONTRACTING SERVICES LLC (MBE)
CDW CONSULTANTS INC (WBE, SBPP)
CELESTE N DERECHO PHD (WBE, SBPP)
CELESTE R WILSON (SBPP)
CENTER FOR COASTAL STUDIES (SBPP)
CENTER FOR COLLABORATIVE EDUC (SBPP)
CENTER FOR HUMAN (WBE)
CENTER OF HOPE FOUNDATION, INCORPORATED (WBE)
CENTRAL BOSTON ELDER SERVICES INC (MBE)
CENTRAL BUREAU OF INVESTIGATION INC (WBE, SBPP)
CENTRAL CEILINGS INC (VBE)
CENTRAL MASS AREA HEALTH (WBE)
CENTRO LAS AMERICAS INC (MBE)
CENTURY HOMECARE LLC (MBE, WBE)
CENTURY PAVING & CONST CORP (SBPP)
CHARTER CONTRACTING COMPANY LLC (MBE)
CHB EXCAVATING INC (MBE)
CHELMSFORD AUTO ELECTRIC INC (SBPP)
CHEM NUT EQUIPMENT INC. (SBPP)
CHEVIN FLEET SOLUTIONS LLC (SBPP)
CHICOPEE CHILD DEVELOPMENT (SBPP)
CHILDREN'S SERVICES OF ROXBURY, INC. (MBE)
CHILDREN'S TRUST, INC. (SBPP)
CHOICE COMMUNITY SUPPORTS INC (SBPP)
CHOPCHOP FAMILY, INC.. (WBE, 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 CLEARY, 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. (VBE, SBPP)
COMEAU EXCAVATING INC (WBE)
COMMODORE BUILDERS CORPORATION (VBE)
COMMONWEALTH FAMILY (WBE)
COMMONWEALTH INFORMATICS, INC. (SBPP)
COMMUNICATE HEALTH, INC. (WBE, LGBTBE, 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 ENVIRONMENTL 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 (VBE, SBPP)
DEFTHANDS (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 (VBE)
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, VBE, 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 SECURTIY & 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 & ELDREDGE (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 HOLLICK (SBPP)
ESPRIT_PARTNERSHIP FOR INDEPENDENCE INC (SBPP)
E-SQUARED CONSULTING CORPORATION (MBE)
ESS GROUP INC (SBPP)
ESSENTIAL PARTNERS INC (SBPP)
EVALOGIC SERVICES, INC. (SBPP)
EVE BASSETT (SBPP)
EXPORT ENTERPRISES OF MA INC (SBPP)
FAIRFAX DATA SYSTEMS INC (MBE, VBE)
FAIRHAVEN LUMBER LLC (SBPP)
FALL RIVER ELECTRICAL ASSOCIAT (SBPP)
FAMILY DAY CARE PROGRAM (MBE, WBE)
FATHERS' UPLIFT INC (MBE)
FENNICK MCCREDIE ARCHITECTURE LTD (WBE)
FENWAY LIBRARY ORGANIZATION INC (SBPP)
FERRARA 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)
GANGI 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 ENTEPRISES INC (WBE)
GIFFORD STREET WELLNESS CENTER, LLC (SBPP)
GILLETTE RESTAURANT EQUIPMENT (WBE, SBPP)
GIRLS CLUB OF GREENFIELDINC (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 ARCHITECTSINC (WBE)
GOMES CONSTRUCTION CO INC (WBE, SBPP)
GOODWILL INDUSTRIES (SBPP)
GORMAN ACTUARIAL, INC (MBE, WBE, SBPP)
GOVERNMENT SCIENTIFIC SOURCE (VBE)
GRANT STEEL CO INC (SBPP)
GRAVES AND DOYLE, ATTORNEYS AT LAW (SBPP)
GREAT GETAWAYS INC (WBE, SBPP)
GREATER HOLYOKE YMCA (SBPP)
GREATER MILFORD EYE ASSOC INC (SBPP)
GREATER NORTH SHORE LINK, INC. (SBPP)
GREEN CASTLE BUSINESS SOLUTIONS (MBE, VBE, SBPP)
GREEN INTERNATL 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 CHILLDRENS (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 ARCHITECTUREINC (WBE)
INANNA ARTHEN (WBE*)
INDEPENDENCE ASSOCIATES INC (SBPP)
INDEPENDENCE HOUSE INC (WBE)
INDUSTRIAL PROTECTION PRODUCTS (SBPP)
INDUSTRIAL STEEL & BOIL SERV (SBPP)
INFRASTRUCTURE LTD (VBE)
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 COINC (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)
JULES 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 (VBE)
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)
KIDDIE KAMPAS INC (WBE)
KIDS ARE PEOPLE ELEMENTARY (SBPP)
KIDS UNLIMITED SERVICES INC (WBE, SBPP)
KING OPTICAL CO INC (SBPP)
KITTREDGE EQUIPMENT COMPANY INC (WBE)
KJP PARTNERS LLP (SBPP)
KNEELAND CONSTRUCTION COMPANY (SBPP)
KOBO UTILITY CONSTRUCTION CORP (SBPP)
KOSMOS CONSTRUCTION INC (SBPP)
KUHN RIDDLE ARCHITECTS INC (WBE)
KURTZ INC (WBE)
KYRAN RESEARCH ASSOCIATES INC (WBE)
KYYBA 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)
LIFTTRUCK 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 I 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 (VBE)
MARC KERBLE (SBPP)
MAREN BROWN ASSOCIATES LLC (SBPP)
MARGARET FULLER (SBPP)
MARIA F SALVADOR (SBPP)
MARIANNE F O'CONNOR (SBPP)
MARIE R DUNN (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 LOUGHRAN (SBPP)
MARYANN THOMPSON (WBE)
MASCON INC (MBE)
MASEMAN INC (SBPP)
MASS ASSOC OF EARLY EDUCATION AND CARE (SBPP)
MASS ASSOC OF HEALTH BOARDSINC (SBPP)
MASS COALITION PREVENTION MEDICAL ERRORS (SBPP)
MASS HIGHER EDUCATION CON (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)
MAUREEN 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 VISCOVICH (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 KRETSEDEMAS (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 SERVICESINC (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 (VBE, 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 (MBE, SBPP)
NOVER-ARMSTRONG ASSOCIATES INC (WBE)
NPC REPROGRAPHICS CO INC (SBPP)
NU-CHECKER INC (MBE, WBE)
NWI INVESTIGATIVE GROUP INC (SBPP)
OAKDALE FOUNDATION INC (WBE)
OCCUHEALTH INC (SBPP)
OCCUPATIONAL REHAB GROUP (SBPP)
OCEAN STATE SIGNAL CO (WBE)
OCONNOR REAL ESTATE ASSOCS INC (SBPP)
OCONNORS AWARDS UNLIMITED INC (SBPP)
OHRENBERGER 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)
OPPED INC (MBE)
OREILLY TALBOT & OKUN ASSOCINC (SBPP)
ORIGINATION 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 (MBE, 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 (MBE)
PLASTIC CARD SYSTEMS INC (WBE, SBPP)
PLYMOUTH AREA COALITION FOR (SBPP)
PLYMOUTH AREA COMMUNITY TV (SBPP)
PMA CONSULTANTS LLC (MBE)
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. (MBE)
PREPFORWARD (WBE)
PRESSLEY ASSOCIATES INC (WBE)
PRIDE ENVIRONMENTAL (WBE)
PRIME AE GROUP INC (MBE)
PRO DISPLAYS NORTHEAST INC (SBPP)
PRO PAVING & EXCAVATING INC (WBE)
PRO SOUND SERVICE INC (SBPP)
PROAV SYSTEMS INC (MBE, 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 (MBE, 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 (MBE)
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 (MBE)
RTD LOGISTICS LLC (MBE, SBPP)
RUSTIC FIRE PROTECTION INC (SBPP)
RUTH ANNE BRIGHTON SC (SBPP)
RUTH SHEETS WILSON (WBE, SBPP)
S BARZOLA CONSTRUCTION CORP (MBE, WBE)
SAAM ARCHITECTURE LLC (WBE, SBPP)
SAHASRA TECHNOLOGIES CORP (MBE, WBE)
SALAMON FLOORING INC (SBPP)
SALEM COMMUNITY CHILD CARE INC (MBE, 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)
SCORE4MORE, INC (SBPP)
SCOTT D BURNS (SBPP)
SCS BUILDING MAINTENACE, INC. (MBE*, SBPP)
SDG DIRECT LTD (WBE)
SEASONAL FOOD BRANDS, LLC (WBE)
SECOND SOLUTIONS, INC (SBPP)
SECOND STEP 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 (MBE, WBE, SBPP)
SERRANO & SERRANO CONSTRUCTION INC (MBE, WBE)
SERVICENET INC (WBE)
SERV-U STORES OF WESTERN MASS (SBPP)
SHADLEY ASSOCIATES PC (WBE, SBPP)
SHAFIIS 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 (MBE)
SHENKSON CONSULTING GROUP LLC (MBE)
SHEREE L ESTES (SBPP)
SHI INTERNATIONAL CORP (MBE, WBE)
SHREWSBURY YOUTH & FAM SRVCS INC (SBPP)
SIGMA SYSTEMS INC (MBE, WBE, SBPP)
SIGN DESIGN INC (WBE)
SIGNS BY J INC (SBPP)
SILVIA WOODGETT (MBE, WBE)
SIRUM EQUIPMENT CO INC (SBPP)
SKYWAVE COMMUNICATIONS INC (WBE)
SMH ELECTRONICS CO INC (SBPP)
SMITH MARINE INC (WBE)
SOFTWARE PEOPLE INC (MBE, WBE)
SOJOURNER HOUSE INC (SBPP)
SOLOMON MCCOWN & COMPANY, INC. (WBE*, SBPP)
SOMERVILLE HOMELESS COALITION (SBPP)
SORENSEN PARTNERS ARCHITECTS PLNS INC (MBE, WBE)
SOUTH COASTAL COUNTIES LEGAL SRVCS INC (SBPP)
SOUTH COVE COMMUNITY HEALTH CENTER (MBE)
SOUTH SHORE DIVERS INC (SBPP)
SOUTH SHORE GENERATOR (WBE)
SOUTH SHORE RECOVERY HOME, INC. (SBPP)
SOUTH SHORE SUPPORT SERV INC (WBE)
SOUTHERN WORCESTER COUNTY (WBE)
SPANISH AMERICAN CENTER INC (MBE, WBE, SBPP)
SPECTOR TEXTILE PRODUCTS INC (SBPP)
SPINELLI RAVIOLI MFG CO INC (SBPP)
SPRINGFIELD DAY NURSERY CORP (WBE)
SPRINGFIELD PARTNERS FOR (MBE)
SPRUCE TECHNOLOGY INC (MBE)
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 (MBE, WBE, SBPP)
STARBURST PRINTING & GRAPHICS INC (MBE)
STATEMENT OUTSOURCING LLC (WBE, SBPP)
STEERE ENGINEERING INC (WBE)
STELLAR CORP (MBE, SBPP)
STEPHEN AYER (SBPP)
STEPHENS ASSOCIATES (WBE)
STERLING BUSINESS PRODUCTS INC (MBE, SBPP)
STEVE'S SHOP, INC. (SBPP)
STONE & BERG COMPANY, INC. (WBE, SBPP)
STONEWALL SOLUTIONS INC (SBPP)
STRATEGIC SOLUTIONS GROUP LLC (SBPP)
STRATEGY MATTERS LLC (WBE, SBPP)
STUART A ANFANG (SBPP)
STUDIO ENEE INC (MBE, 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 (MBE)
SUPPORT GROUP INC (SBPP)
SUPPORTIVE CARE INC (MBE, 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 (MBE)
TAIREIKI WELLNESS CENTER LLC (MBE, 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 (MBE, WBE)
TECEDGE, LLC (WBE, SBPP)
TERRENCE A BLANCHARD (SBPP)
TETREAULT & SON FOREST MANAGEMENT, INC (SBPP)
THE ACORN GROUP INC (WBE)
THE ADDICTION TREATMENT OF NE (SBPP)
THE 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 (VBE)
THE DISTRICT MANAGEMENT COUNCIL (MBE)
THE DURKIN COMPANY (SBPP)
THE EDINBURG CENTER INC (WBE)
THE EDWARDS GROUP LLC (MBE)

THE GREATER NEW LIFE CHRISTIAN CNTR (SBPP)
THE GUN PARLOR INC (SBPP)
THE LIFE EXPERIENCE SCHOOL (SBPP)
THE MAVERICK GROUP INC (MBE, SBPP)
THE NARROW GATE ARCHITECTURE LTD (SBPP)
THE NORTHEAST INDEPENDENT (SBPP)
THE RESOURCE CONNECTION INC (WBE)
THE RIPPLES GROUP, LLC (SBPP)
THE SALEM MISSION INC (SBPP)
THE SALVATION ARMY (SBPP)
THE 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)
TOMMYS TAXI INC (SBPP)
TOOL & EQUIPMENT CONNECTIONINC (SBPP)
TOOLE DESIGN GROUP LLC (WBE)
TOPAZ ENGINEERINGSUPPLY 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)
TROIANO 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 (VBE)
VALLEY WELDING & EQUIPMT INC (SBPP)
VALUING OUR CHILDREN INC (WBE)
VENTURA GRAIN CO INC (SBPP)
VENTURE COMMUNITY SERVICES, INC (WBE)
VERACLOUD TECHNOLOGIES INC (SBPP)
VETERANS BUSINESS SUPPLY, INC. (SDVOBE, SBPP)
VETERANS DEVELOPMENT CORPORATION (SDVOBE, SBPP)
VICTOR A LEWIS (SBPP)
VICTORY HUMAN SERVICES INC (MBE)
VILLAGE PRESCHOOLINC (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)
VOLTREK, 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 ADVENDTURE INC (SBPP)
WEBSTER SQUARE DAY CARE (SBPP)
WELDERS SUPP OF WORCESTER INC (SBPP)
WELLSPRING FARM LLC (WBE)
WELLSPRING 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 PEVEAR ARCHITECTS INC (VBE)
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 WOMEN'S 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, LGBTBE)
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)
ALLEZ 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)
ARCHIPELAGO 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 INT'L, 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)
AXESS MEDICAL, LLC (MBE)
AXIOM ACTUARIAL CONSULTING, LLC (MBE)
AXXION 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)
BBCG, 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)
BIDDOCS 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)
BOSTONTECH 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&C 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, INC. (MBE)
CHERYL HARRIS AND ASSOCIATES, INC. (MBE/WBE)
CHICOPEE 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 FOODS, INC. (MBE)
CITY POINT PARTNERS, LLC (WBE)
CITY SEALCOATING, INC. (MBE)
CITYSCAPES PLANTCARE, INC. (WBE)
CITYWIDE MASS PAINTING, INC. (MBE/WBE)
CIVITECTS, 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)
CLEARY 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)
CQ 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)
DHK 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: ERMPROTECT (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*)
FOLAN 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)
GANGI 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)
GP3 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. (W/NPO*)
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 NORCOTT & ASSOCIATES, LLC (WBE)
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, INK., 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)
KYYBA, 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)
MAGANTI IT RESOURCES, LLC (MBE)
MAGIC AUTO DETAILING, INC. (MBE)
MALLORY HEADSETS, INC. (MBE/WBE)
MALONEY PROPERTIES, INC. (WBE)
MANNY R. PAVING & CONTRACTING, INC. (MBE)
MANSFIELD 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, OTR/L (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 RODBUSTERS, 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)
MICHEAL 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)
OBBAGY 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)
PEABODY 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. (MBE)
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. A. MITCHELL CO., INC. (WBE)
RADAR SOLUTIONS INTERNATIONAL, INC. (WBE)
RAMCO SURVEY STAKES CO., INC. (WBE)
RANSFORD ENVIRONMENTAL SOLUTIONS, INC. (WBE)
RAPPORT INTERNATIONAL, LLC (WBE, WBE)
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)
SAMIOTES 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)
TERRAINK, 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)
TRILOGY INSURANCE GROUP, INC. (WBE)
TRINITY HEALTH SERVICES, INC. (MBE)
TRITON LEASING AND RENTAL, INC. (WBE)
TRUAX 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)
WELLSPRING 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)
XPERTTECH, 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	• The City of Boston • The Greater New England Minority Supplier Development Council[36]
Women Business Enterprises (WBE)	Yes	• The City of Boston • The Center for Women and Enterprise (New England WBENC)[30]
Veteran Business Enterprises (VBE)	Yes	• VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU)
Service-Disabled Veteran-Owned Business Enterprises (SDVOBE)	-	• VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU) • Disability:IN
Disability-Owned Business Enterprises (DOBE)	-	• Disability:IN
LGBT Business Enterprises (LGBTBE)	-	• The National LGBT Chamber of Commerce (NGLCC)
Minority Nonprofit Organization (M/NPO)	Yes	
Women Nonprofit Organization (W/NPO)	Yes	
Portuguese Business Enterprise (PBE)	Yes	

[36] 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
BECMA	Black Economic Council of Massachusetts
CWE	Center for Women and Enterprise
CommCorp	Commonwealth Corporation
DBE	Disadvantaged Business Enterprise
DCAMM	Division of Capital Asset Management and Maintenance
DOBE	Disability-Owned Business Enterprise
DBC	Dorchester Bay City
EOTSS	Executive Office of Technology Services and Security
GNEMSDC	Greater New England Minority Supplier Diversity Council
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
NGLCC	National LGBT Chamber of Commerce
OAO	Office of Access to Opportunity
OSD	Operational Services Division
PBE	Portuguese-Owned Business Enterprise
SCORE	Service Corps of Retired Executives
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
WBENC	Women's Business Enterprise National Council
W/NPO	Women Nonprofit Organization
WBE	Women-Owned Business Enterprise